The twenty-first century will be a century of metropolitan cities, territories which will be confronted in a state of tension between situations which cause territorial imbalances and social inequality and spaces which create opportunities, growth, inclusion, sustainability and well-being.

The Barcelona Metropolitan Area is subject to this reality and, therefore, an option is to implement a territorial reflection which will allow us to debate where we are from here and find a way to protect and intervene in such a way that will avoid the negative aspects of the phenomenon.

The Metropolitan Strategic Reflection is a starting point. We need to think how to build this territory and how to strengthen our capacities to continue working for sustainable development, equal opportunities and social inclusion, while striving for social and territorial efficiency and balance.
Metropolitan Strategic Reflection

Building the Metropolitan Barcelona
Strengthening the Local Government
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DARE TO THINK

We know we can never touch the line of the horizon, but on the other hand, we can draw it and even imagine what lies beyond. Should we stay on this side of reality and consider it immovable or should we go ahead and transform what we have and improve it in order to grow? The character of the people from Barcelona has always inclined the balance towards innovation, risk and daring to think.

A long time ago the area of influence in the Barcelona conurbation opted for invention rather than complacency. Our progress has been based on a creative mixture between learning and promoting an original model, often ground breaking, also based on proven all-round experiences favouring a model which promotes participation, citizens’ involvement, entrepreneurship, consensus and the most innovative knowledge in the country.

For more than thirty years, the Barcelona Metropolitan Area (AMB) and the institutions that preceded it have worked and continue to do so in the metropolitan scheme moving forwards to a future which it has now reached. These three decades of careful planning, execution and expertise have resulted in great progress, not only full of wise choices but also of unexpected events, rectifications, and the incorporation of new challenges, uneasiness and social yearning.

At a time when Barcelona Metropolitan Area has established both its administrative and political reality, which coincides with a period of important urban planning works, of sustainable environment and mobility which will greatly determine our future, we have dared to think about and reflect on the metropolitan reality of Barcelona with a strategic vision and to draw what might lie beyond the line of the horizon.

This is the Metropolitan Strategic Reflection (REM) which we are introducing here: the joint work of a group of specialists and experts from the academic world, planning and running the
various local administration bodies, who have dared to think, to expound their extraordinarily solvent vision of our economic, social and environmental future, the management of our territory and mobility and how we can organize ourselves and cooperate to improve our reality.

The Metropolitan Strategic Reflection (REM) analyses the reality, detects challenges, draws up priorities, considers objectives and proposes initiatives. It is not the end of the road but rather the foundation, a basis, an indispensable tool available for the different planning works which lie ahead.

The paper you are now holding is a careful, deep reflection, but it is not final, as all reflections should continue without interruption and without losing the thirst for knowledge or the wish to transform, which ultimately keep the vocation and wish to think and work for the metropolitan Barcelona.

1 The complete version (in Catalan), with full diagnosis and preliminary works, can be downloaded on www.amb.cat/rem02-2015.pdf
Less than a century ago, the boundary lines of the city of Barcelona were defined. Just over five decades ago, we started to think about the management of the territory beyond the lines fixed on the map where Barcelona begins and ends. Thanks to that, to this reflection and this way of transforming the territory and of “building a city”, today we have a new institutional reality of a territorial area, which covers the city of Barcelona and its thirty-five surrounding municipalities.

With regard to space, they represent a complex, dynamic format which demands a great need for coordination and complementarity, as, although it only represents 2% of the Catalan territory, it includes nearly half of the population of Catalonia. What we also know is that the metropolitan reality of Barcelona is an indisputable fact expressed in its power, its economic dynamism; in its social, environmental and mobility reality, and its capacity of generating activities of all kinds.

The complexity of its surroundings and new realities which apply to the fields of economy, society, territory, mobility and the environment make the metropolitan Barcelona a space in constant transformation with a strong, dynamic role but, like all great metropolises, it needs to think about its present and draw its future to find answers for its most pressing challenges.

In order to confront emerging new realities, in the next few years the AMB will have to lead a substantial change in the current urban reality in order to face the challenges of the XXI century. The metropolitan territory will have to think and act considering the real city so that is complemented and developed in a concerted manner with the country as a whole.

The metropolitan space, understood as a “city of cities”, has today become a space of social cohesion, of social harmony, and a model for proximity services, solidarity and a common project for a sustainable environment. This is not a mere declarative situation but the result of decades of collaboration and extensive work carried out jointly by the metropolitan bodies.

The task of coordination of joint work undertaken by the metropolitan councils has provided significant advantages which have materialized in pooled quality public services, particularly linked to mobility and environmental matters, and to a number of important interventions in territorial structures and into the construction of public works which have contributed to a better quality of life in the municipalities of our territory.

These special efforts of cooperation among the municipalities in the metropolitan territory will require further effectiveness and efficiency to continue working for better well-being, social and territorial cohesion, equal opportunities and the sustainability of municipalities under a model of specific management which, while respecting the identities of the different municipalities, will enable one to define collective strategies and objectives, by facilitating an integrated, effective management of joint public services.

Metropolitan recognition and governance is still today a dynamic reality under construction, and the steps taken in this regard have not been without difficulties. Despite the history and the vicissitudes in the recognition of this metropolitan Barcelona, there is an enormous experience of territorial management and reflection with regard to this territory. This experience, based on the mark left on every corner, street or square by the dozens of professionals assigned to different fields in both supra-municipal and municipal Administration who plan and execute a large number of projects; an experience built on a rich, active debate by the civil society and social agents, with regard to an experience shared by citizens who recognize their local identity in a wider environment: what we call Barcelona².

² There are many references and acknowledgments. In the first place, the city councils that had been members of the three metropolitan entities (Environment, Transport and Union of Municipalities) have kept the debate alive. Also worth a mention are Barcelona Metropolitan Strategic Plan, Barcelona Regional Agency (BR) and the Barcelona Institute of Regional and Metropolitan Studies (IERMB), who have played a key role in the process of maturing the metropolitan project. We would also like to make a special mention of the professional associations, of the Spanish Association of Town Planning Technicians, of the four universities in the metropolitan area of Barcelona and of the economic and social partners, all of whom have contributed with an important vision in the definition of this project.
The Barcelona Metropolitan Area is the custodian of a large part of this knowledge generated in the daily task of dealing with the problems and opportunities that have arisen from the tectonic friction among the dividing lines drawn on the map. At a time when one is faced with the preparation of important plans for the future, this metropolitan strategic reflection (from now on REM) is offered as an element of analysis and proposal with regard to the realities, the problems, the prospects and proposals which, based on the metropolitan Barcelona today, suggest the tools that will make the construction of the metropolis of tomorrow easier.

The contents of REM are organized in four cross-cutting vectors that are the central pillars of the construction of the future metropolitan area:

1. Sustainable and inclusive economic development: a necessary condition to ensure the well-being and development of society, in which the creation of wealth is accompanied by equal opportunities, social cohesion and inclusion.

2. Territorial perspective: the space on which the metropolitan city is built.

3. The fight against climate change: essential contents for an overall action.

4. New metropolitan governance: the construction of a new model to address the management and urban planning of the metropolitan city together with the social, economic and institutional actors involved.

The scenario of the new metropolitan project is the outcome of the passing of Law 31/2010 dated 3rd August by the Parliament of Catalonia on the creation of the Barcelona Metropolitan Area (AMB), which was the completion point of a long process which restored a shared project of a group of municipalities for over sixty years (Regional Plan and Planning Committee, 1953). The roles and responsibilities in transport and environmental matters, previously assigned to the restructured entities, are complemented in the new Law by a group of competencies on urban planning, economic development, social harmony and social cohesion matters which, without undermining the municipalities’ responsibilities and competences, in the present context fills a void in fundamental matters which require an overall, transversal vision of the metropolitan city.

The global challenges of the AMB, faced with new realities, require, therefore, the exercising of a necessary metropolitan leadership. Certainly, these four vectors cross-cut the six axes of the reflection project:

1. **Social Inclusion**

   The policies of social inclusion have been and still are an important pillar of work developed by city councils for many years, and they have resulted in a high level of cohesion and social harmony in our municipalities.

   Although the AMB has no direct formal competence in terms of social inclusion, many of the policies developed in matters of mobility, public space, housing and the environment have contributed towards strengthening cohesion in our municipalities.

   Public policies in these fields need to be continued and strengthened in order to ensure cohesion and generate practical initiatives of cooperation and common policies where action as a metropolis reinforces local policies. Moreover, this objective represents an excellent opportunity to work transversely aspects relating to equal opportunities, social harmony, solidarity, affordable housing and uses of public space. All of these are key elements in the deepening of a metropolitan social model with greater social and territorial cohesion.
2. Sustainable Economic Development

The challenge to create employment and inclusive economic growth is an unavoidable milestone. In this regard, the strategic reflection aimed at economic development should be based on our current reality, bearing in mind the territorial specificities, in order to achieve these objectives. It is, therefore, essential to design an exit strategy to the crisis based on the creation of quality employment; in this case it is necessary to strengthen industrial competitiveness and export capacity, boost re-industrialization and the relocation of companies, promote scientific research, development and innovation (R+D+I), and review the functioning and needs of the labour market, particularly with regard to training and attracting talent.

In this context, it is necessary to progress towards a more sustainable productive model, oriented to a low carbon economy, efficient in the use of resources; to promote new areas of activity, of high technological value and knowledge, relating to the development of green economy initiatives, the protection of tourism, the promotion of local commerce and the maximum quality in the sector; to improve infrastructures, public-service and telecommunications networks, and to identify emerging sectors, as well as clusters and/or the most powerful industrial districts with higher development potential.

3. Environmental Sustainability

Our climate is changing and its effects are felt in all aspects of our lives: an increase in temperatures, the pollution of the planet, new and extreme meteorological phenomena, changes in eco-systems, dispersion and/or extinction of living beings, the spreading of tropical diseases, the decrease of resources and the increase in the risk of the loss of biodiversity. These new conditions should force us to reconsider the metropolis under another paradigm of interpretation and action because housing, mobility, open spaces, infrastructures and the different realities, which make up the metropolitan territory, are also subject to the need to meet the challenge of climate change.

The plans for the future of the Barcelona Metropolitan Area should propose and incorporate actions and more sustainable models of management in all areas, which should include, as a great strategic guidance, the efficient use of resources, the treatment of green spaces and nature, the adaptation and mitigation of climate change, pollution reduction, the improvement in energy efficiency and a firm commitment to a low carbon economy.

4. Efficient Mobility

Mobility and transport have become fundamental in any analysis and development of strategies oriented to interventions in the metropolitan territorial environment. In this context, both with regard to the quality of life of the population and the creation of conditions which favour the equality of opportunities regarding access to services, employment or training, mobility is a key element.

Therefore, a proposal, in terms of metropolitan mobility, set by municipalities taking part, should be based on a double standard of the need to work from a perspective of economic growth, together with strategies of social and territorial cohesion, environmental sustainability and the promotion of the necessary infrastructures for this objective.
5. Cohesive Territory

The major general transformation of the metropolitan territory, both the AMB and the Metropolitan Region one, has seen progress in the fields of urban quality, the environment, facilities, territorial centres and economic development. However, the profound changes that the great metropolises have undergone have also given rise to other challenges.

Today we have marked the beginning of a new scenario with the need to adapt and improve the functionality of urban planning instruments to new realities, both with regard to regulations and with regard to the development of the metropolitan territory itself. In this context, the territory becomes paramount. We know that it is in the territory itself where things take place, where houses, facilities, public spaces and areas of economic activity, etc. are built, and where the most important effects of the new reality are represented. Therefore, in this regard, one of the key elements will be the setting in motion of the new Metropolitan Urban Master Plan.

As a physical support, the territory should be regarded as a long-lasting resource, namely, as an investment for future generations. The planning of the metropolitan territory should be developed under this new approach, by reviewing models of intervention, defining new uses, strategically orienting planning towards sustainable and inclusive economic development, incorporating a cross-cutting vision of urban action and overcoming sectorial perceptions of the realities and problems in the territory.

6. Capital Status and Governance

The metropolis of Barcelona, like all large urban areas in the world, is subject to the pressure of changes and transformations brought about by globalization. The socioeconomic, geopolitical context and the development of the country, particularly due to the crisis and risks relating to the increase in social inequality and exclusion, oblige one to think about how to face these new challenges. This requires, in many aspects, the need to rethink about how to introduce shifts in focus oriented towards new ways of interacting with citizens and social and economic actors.

On the other hand, the AMB should think of a very specific positioning with regard to its role as capital and to its worldwide projection as key factors for its future. It is necessary to project the metropolitan area internationally in its entire dimension, in the appropriate place, taking the lead how and where it corresponds, taking advantage of its capacity to influence, cooperate, compete, make and promote rapid changes. Barcelona – metropolis – needs to become a space for exchange, innovation, creativity, a place where people and policies, ideas and fulfilment, and talent and results can meet.

All these factors present new challenges to good governance and democracy. A metropolitan environment needs to be an excellent space to reach these objectives of good governance and democratic quality. We should understand governance to mean the synthesis of synergies which go beyond the traditional vision of doing things, maintaining the principles of proactive policies and progress: equity in the access to public services, proximity, transparency, accountability, participation and a full involvement of citizens in the development of projects.

As a result of these 6 strategic axes, 15 priorities emerge to strengthen and consolidate the metropolis of Barcelona.
Priorities

1. Social Inclusion

1st PRIORITY. SOCIAL INCLUSION, FIGHT AGAINST INEQUALITIES AND HUMAN SOCIABILITY
2nd PRIORITY. NEIGHBOURHOODS, PUBLIC SPACE, FACILITIES AND HOUSING

2. Sustainable Economic Development

3rd PRIORITY. PRODUCTIVITY, RE-INDUSTRIALIZATION AND KNOWLEDGE ECONOMY
4th PRIORITY. HUMAN CAPITAL AND EMPLOYMENT
5th PRIORITY. ECONOMIC CAPITAL AND EXTERNAL PROJECTION
6th PRIORITY. GOVERNANCE FOR A NEW ECONOMY

3. Environmental Sustainability

7th PRIORITY. FIGHT AGAINST CLIMATE CHANGE
8th PRIORITY. EFFICIENT USE OF RESOURCES FOR A GREEN, LOW-CARBON ECONOMY

4. Efficient Mobility

9th PRIORITY. GOVERNABILITY AND MOBILITY FUNDING
10th PRIORITY. TRANSPORT MANAGEMENT, NETWORKS AND INFRASTRUCTURES
11th PRIORITY. NETWORKS IN NEW METROPOLITAN DYNAMICS

5. Cohesive Territory

12th PRIORITY. FOR A NEW URBAN MASTER PLAN
13th PRIORITY. CHANGE IN MODELS FOR ACTION IN LAND USE
14th PRIORITY. INNOVATION IN TERRITORIAL INTERVENTION STRATEGIES

6. Capital Status and Governance

15th PRIORITY. INNOVATIVE GOVERNANCE FOR A GLOBAL CAPITAL
STRATEGIC AXIS
SOCIAL INCLUSION

1st PRIORITY. SOCIAL INCLUSION, FIGHT AGAINST INEQUALITIES AND HUMAN SOCIABILITY

2nd PRIORITY. NEIGHBOURHOODS, PUBLIC SPACE, FACILITIES AND HOUSING
In the context of advanced democratic societies, and, particularly, in the framework of the European Union, social cohesion and inclusion have become a collective commitment to try to reduce inequality, to avoid the dynamics of social polarization and ensuring integration processes in all sectors of the population.

The metropolis of Barcelona has changed substantially over the last few years. The arrival of international immigration, the rapid transformations in family settings in terms of composition and organization, the ageing of the population and the social impact of the current economic crisis have given rise to new vulnerabilities and new social risks. This new context obliges one to work for social inclusion and against growing inequalities, and to review new objectives in the provision of services, addressing people’s problems especially and those of groups with difficulties in order to ensure minimum services without affecting the quality of services provided. Discrimination linked to territory must be avoided and, at the same time, challenges brought about by coexistence, often disrupted due to inequalities, must be addressed.

The present economic crisis has led to a new structure in the redistribution of incomes in the Catalan population, which has escalated the increase in social inequalities that had developed during the period of economic growth. However, undoubtedly, one of the most serious problems, in this regard, is the steep rise in child poverty. Children under the age of 16 are currently the age group with a higher risk of poverty, which puts a considerable strain on social progress, while, at the same time, complicating the establishment of a future scenario of equal opportunities.

Over the years, care for dependents has become a social risk with the need for a collective response and, accordingly, subject to public intervention. Even though the need for care deriving from dependency has always existed, in today’s societies, it has acquired a growing importance. The changing role of women with regard to paid employment, a greater diversity of family relationships and the ageing of the population cast doubt on the continuity of the model of family solidarity on which care and attention of dependent persons lay.

Housing is another of the main elements in the current debate on public policies. The great risk of housing exclusion derived from high levels of debt acquired by families during the real estate boom and from the negative economic situation in recent years, has transformed the residential needs of the population and the characteristics of the demand for housing. However, with regard to housing, the need to think of how to adapt it to new family realities or how to ensure that it maintains the quality of construction in accordance with the parameters of well-being and buildings is also significant. There is also a need to consider ways of improving accessibility and energy efficiency, to contribute to the fight against climate change.

With regard to services and facilities, a review on planning is required based on the redefinition and development of a model that should address an adaptation to new realities and a positioning of the processes of a new generation of facilities and services. Not only will it be necessary to channel new facilities and services but also to consider the best way to reuse the existing ones and think of new formulas of maintenance and collaboration on all sides.

The socio-demographic change the metropolitan area has undergone in recent years has also affected relations of coexistence. The contexts of inequality, poverty and unmet needs favour the appearance of conflicts in coexistence, and usually bring with them a sensation of instability and insecurity among citizens. On the other hand, we need to take advantage of the processes of urban transformation to ensure the use of public space by people from diverse backgrounds, class and age.
THE-strategy-for-social-inclusion-and-the-fight-against-poverty

Based on all the aforementioned, it is safe to say that metropolitan area of Barcelona's social inclusion strategy must lie in the promotion of economic and social development, based on direct actions, in the framework of a model which favours the improvement of the quality of life in municipalities in general.

The social inclusion strategy must be based on the search for an inclusive model, based on the recovery of social values in neighbourhoods, which accomplishes levels of intervention that help to reduce conflict and the deterioration of buildings and public space, and strengthens social integration of all local communities and ensure the protection of minimum services.

In conclusion, and bearing in mind all those aspects which relate to social inclusion, the main challenges of the metropolis of Barcelona in this field are as follows:

1. How to cope with diversity in the metropolitan society, bearing in mind the increase in inequalities and, consequentially, the risks of segregation and vulnerability of specific social sectors or the work on new parameters of co-existence.

2. How to open a debate on the problems of housing (accessibility, improvements, etc.), on proximity facilities, or on the redefinition of the model and use of public space in the light of social changes in the territory.

For this reason, the issues that need to be addressed in the future can be channelled into two priorities:

1st Priority. Social inclusion, fight against social inequality and human sociability

2nd Priority. Neighbourhoods, public space, facilities and housing

1st PRIORITY
SOCIAL INCLUSION, FIGHT AGAINST SOCIAL INEQUALITIES, AND HUMAN SOCIABILITY

There is no doubt that social inclusion, the fight against poverty and inequalities, and civic coexistence are the determining elements which measure the degree of cohesion and well-being of a community. Therefore, one needs to reflect on these aspects and find the way to address certain contents that, without undertaking new competencies, can help municipalities to strengthen their policies in this field. Thus, the key issues identified which require an answer to this priority affect different aspects which we will detail below:

- The current reality of social vulnerability and the knowledge of new needs, social polarities and differences.
- The need to define which common actions can be deployed among metropolitan municipalities in order to work on exclusion, on the fight against social vulnerability and against poverty.
- The urgent need to redefine facilities from a metropolitan perspective adapted to real social and demographic changes.
- The coordinated approach of certain issues which, because of economy of scale or the seriousness of the problem, could be analysed and, in some cases, coordinated
strategies could be deployed, such as aspects of dependence or social emergencies (some of which already exist, like transport for people with reduced mobility, etc.), without the need to remove any competencies from the municipalities nor the need for the AMB to take on any new responsibilities.

- Another aspect that should be taken into account is the coordination of issues of coexistence and the use of public space, by trying to influence urban policies which, for example, favour more efficient interventions.

As a result of this presentation, we would like to propose two lines of intervention.

- **Social reality and the fight against poverty, exclusion and vulnerability**
- **Coexistence in the metropolis**

**OBJECTIVES AND INITIATIVES**

To design a plan to fight against social inequalities.

- Studying the reality of social vulnerability and its effects which allow one to assess needs, polarities and social differences.

- Supporting municipalities (within the powers and economic framework of the AMB) in the field of social policies and the fight against inequalities and social vulnerability with regard to public space, housing policies, etc.

- Fostering the coordination among municipalities and other administrations to overcome the existing “gaps” in the application of social cohesion policies in a cross cutting manner.

To work actively in favour of promoting social and labour inclusion.

- Systematically supporting municipalities and employment policies, according to needs and demands (developed in 4th Priority).

- Studying the measures needed to grant more equitable access to facilities, by means of a diagnosis both quantitative and qualitative on the basis of ratios of demand, offer and distances from the existing services, social problems, etc.

To work actively and guarantee undivided attention for dependant individuals and avoid the risk of their social isolation.

- Studying the impact of dependency on the metropolitan territory, and the development of economic benefits and aids.
– Establishing methods of coordination with municipal social services to tackle solutions from a common and global approach in the metropolitan environment, particularly in terms of social emergencies.

To promote improving actions in matters of coexistence.

– Drafting an ordinance model/proposal which could become a standard element of common policy to find answers to the need for action in public space.

– Searching for mechanisms to promote education in coexistence, engaging all the stakeholders who constitute districts and main urban centres (associations of neighbours, educational centres, businesses) to comply with the rules of coexistence in public space.

To take advantage of future projects of urban transformation by improving public space to facilitate coexistence.

– Gaining momentum, with the drafting of the PDU (Metropolitan Urban Master Plan), fostering measures which allow the redefinition of planning parameters in future public spaces which are susceptible to transformation.

– Disseminating guidelines and specific advice to municipalities regarding measures of adapting public spaces to new needs derived from social changes.

2nd PRIORITY
NEIGHBOURHOODS, PUBLIC SPACE, FACILITIES AND HOUSING

The evolution of human society, especially in the last 20 years, clearly indicates that the reality of the territory has become more complex and that public space has become the place in which contradictions relating to coexistence and social cohesion are often expressed.

Furthermore, neighbourhoods and housing also need interventions in social matters in order to promote aspects that contribute to social cohesion strategies. In this regard, it is necessary to analyse the following:
– The reality of urban areas and neighbourhoods with more needs and potential for urban transformation from a metropolitan perspective, and try to establish which interventions in housing, urban planning, economic action and social welfare would be the most appropriate.

– The exploitation of the development of the future PDU to respond to new demands in these areas of urban planning.

– The planning aspects of interventions in public spaces and how to deal with the current challenges relating to coexistence, social development and new ways of life, etc.

– The reflection on the future of facilities, which includes not only aspects of use and adaptation to new demands, but also the prospects of maintenance and economic and social sustainability.

– The approach to the housing reality in a perspective that covers planning and metropolitan management aspects, as well as the identification of key issues relating to rehabilitation, energy efficiency, the adaptation of new family realities, and of the age of neighbours, etc.

On the basis of these contextual aspects, four lines of intervention are raised:

- Cohesive neighbourhoods
- Public space
- Local facilities
- Housing

OBJECTIVES AND INITIATIVES

To encourage the rehabilitation and comprehensive dynamization of neighbourhoods

– Studying of urban areas and neighbourhoods, in cooperation with town councils, which have more needs and potentialities of urban transformation from a metropolitan
perspective, in order to identify the priorities for interventions in order to “sew up”, “sponge up”, permeate and/or transform the existing urban structure.

– Recovering and promoting of urban renewal programmes, coordinating interventions in housing, urban planning, economic action and social welfare.

– Conducting studies on the adjustment between existing housing stock and public spaces and the needs of the population throughout their life cycle in the neighbourhood.

To design strategies adapted to current challenges for structures in new suburbs.

– Incorporating into the future PDU variables which help to find more effective answers to the configuration of the neighbourhoods in the metropolitan area of Barcelona.

– Creating and strengthening new projects in sectors of land for development, based on sustainable issues and promoting the mixture of uses.

– Adapting the offer of new buildings to the changes in forms of coexistence and to the social diversity that is increasingly generated in the metropolitan area (type of families, etc.)

– Planning and executing a strategy of urban management for urban land responding to new challenges (i.e. acquisition of land policy, swaps, etc.), to address the most significant realities of the current social transformation.

To develop further transfers of competencies with the possible reorganization of services provided by county councils.

– Taking on competencies due to the void of county councils in matters which affect social cohesion, assessing the new organizational structure to ensure the quality in the continuation of services.

– Improving the dynamics in services provided with the coordination of the municipalities in the services involved.

To stand up for a multifunctional public space.

– Promoting initiatives in order to design a multifunctional space which accommodates as many uses as possible, so that it can be used by everyone, preventing the monopoly of the space by specific groups.

– Starting the reflection on the changes in lifestyle of the population to modify the design of public spaces in accordance with emerging realities.

To ensure universal access to basic public services.

– Assessing facilities and existing services in the metropolitan area of Barcelona in terms of basic services of a social nature.

– Establishing a facility network of basic metropolitan services, with the provision of services not only according to the municipality but also according to the population and its activity radius.

To maintain and improve the vitality in public spaces in a comprehensive manner to give them a safe, friendly aspect.

– Developing a set of basic measures for the construction and maintenance of public space based on criteria like situational prevention, the quality of the space and the search for models of coexistence and citizen interaction.
– Optimizing the integral maintenance of public space through the improvement of roads and efficient lighting.

– Consolidating accessibility and improving of mobility for pedestrians, maintaining high quality infrastructures, extending and renewing escalators and lifts.

To analyse the current and future situation of metropolitan facilities.

– Carrying out an inventory of metropolitan facilities, classified on the basis of their social role, as well as their scope and potential based on users’ needs and not on administrative limits.

– Standardizing existing data regarding facilities in each municipality.

– Projecting prospective scenarios based on existing facilities to aid future planning and, in particular, on their adaptation to social, demographic and cultural needs.

– Identifying the effects of vulnerability on the basis of developing support facilities, improving social cohesion according to municipality demand.

– Preparing a proposal for a facility network of basic metropolitan services, with a provision of services according to territorial requirements.

To support municipalities in the planning of new facilities and/or the renovation of existing ones.

– Adopting measures to support municipal demand for the construction of certain facilities, in response to real social needs of demand and prioritizing those that provide basic services.
REM METROPOLITAN STRATEGIC REFLECTION
SOCIAL INCLUSION

- Giving technical advice on all matters referring to the planning and construction of facilities and the management of land use.
- Developing inter-municipal coordination mechanisms in the field of facilities management.

To design and execute a Metropolitan Housing Plan.

- Carrying out a study to analyse the coverage of residential needs in the metropolitan area in the medium and long term, and of the leading actions that need to be part of the Metropolitan Urban Master Plan (PDU).
- Renewing the metropolitan housing policy, with the involvement of all administrations, and promoting policies for the refurbishing and improvement of the existing housing stock, as well as centralizing information related to the evolution of the sector and suggesting proposals to correct imbalances.
- Promoting housing policies aimed to facilitate access to those segments of the population in the lowest income group, and to improve building standards, energy efficiency and accessibility to existing housing stock.

To increase stocks of rented social housing intended for the most vulnerable groups and monitory their progress.

- Maintaining the social meaning of AMB’s housing policies, renewing orientations of actions to adapt better to the new scenarios which have arisen from the economic crisis.
- Gathering information relating to residential social exclusion (homeless, people in unsafe or inadequate housing), as well as information regarding evictions, social emergencies and social differences in metropolitan municipalities.
- Carrying out, together with municipalities, an analysis on debt levels and the increase in arrears in rent in the metropolitan area of Barcelona.
- Building or purchasing rented social housing stock, distributing it in a relatively homogenous way in metropolitan municipalities, and actively managing rented social housing stock (i.e. supervised housing, support and monitoring of integration, turnover of tenants, specific integration programmes, etc.).

To increase protected rented social housing stock aimed at groups with lower-middle incomes and middle incomes.

- Developing a metropolitan policy for housing, as a service of general interest, which would contribute to solving the problems and allow those sectors of the population with the lowest income to gain access thereto, and fulfil the mandate of urban solidarity in the AMB area.
- Building and purchasing subsidised housing stock in collaboration with all public and private agents, as well as reviewing the management model of this housing stock (income limits, turnover, etc.)

To create incentives for renting and other tenancy regimes to achieve more balance among the systems of access to housing.

- Maintaining the redirection of aid to demand from property to rental, making it selective and not universal.
– Encouraging the offer of rented accommodation in the free market, strengthening guarantees for owners/landlords while not prejudicing tenants’ rights (i.e. guarantor for rental contracts, homes to rent, etc.) and making specific proposals at higher levels (Federation of Municipalities) with regard to tax policies.

– Transferring public resources from a Contract of Sale in the Social Housing System towards a Social Housing System with other regimes (rental, surface rights, and others).

– Studying the different models of management of government sponsored homes, directing resources towards an efficient management of government-sponsored houses.

To ensure that housing prices are adapted to the possibilities and needs of the population as a whole

– Creating incentives for promoters and social housing providers with local authorities’ taxation policies and land-use planning instruments.

– Studying mechanisms to regulate inflationary pressures (i.e. increase of transfers and obligations faced with signs of inflationary pressure to increase the market share of sponsored houses.)

– Studying the feasibility of supplementing the sale of sponsored houses with publicly owned land in the rental market, by means of public-private partnerships.

To search for and obtain affordable land for housing in the most accessible areas

– Adapting land regulation strengthening the presence of more rental homes.

– Renovating housing stock and urban fabric, obtaining development potential for affordable housing on urban land.

– Promoting development of approved projects adapting them to the needs of the metropolitan population.

– Developing urban sectors based on a model of a reasonably compact city with a mix of uses and accessibility to public transport.

To maintain and develop rehabilitation policies of housing and buildings.

– Carrying out a study on the number of metropolitan houses which do not have a habitation licence, as well as the number of buildings which do not have a technical report of the building (ITE).

– Carrying out an analysis of the condition of the existing housing stock in the metropolitan area of Barcelona with regard to its structural safety, building deficiencies, accessibility, sustainability and energy efficiency.

– Developing building refurbishment aid and maintenance of aid to improve accessibility to buildings and houses.

– Improving accessibility to old properties which do not comply with the established standards in current rules.

– Promoting energy saving policies and renewable energy generation in all new projects.
To analyse and further housing policies adapted to changes in family structures and occupancy of homes.

- Studying the evolution of the population with reference to users’ needs in houses; to promote reform policies and the adaptation of houses to new lifestyles and models of family structures and to diverse ways of living together.

- Carrying out studies on empty houses and the effects these may have on the household market and on social cohesion, jointly with municipalities where this is happening or may happen in the near future.

- Coordinating local housing offices and establishing a metropolitan network.

- Improving housing services locally by means of developing the local housing office network in the metropolitan territory and the access to services by electronic means.

- Networking with common “back office” support systems in all metropolitan municipalities with the coordination of the AMB Housing Consortium, which will get expert advice, develop a catalogue of services and provide municipalities with common management tools.
STRATEGIC AXIS:
SUSTAINABLE ECONOMIC DEVELOPMENT

3rd PRIORITY. PRODUCTIVITY, RE-INDUSTRIALIZATION AND KNOWLEDGE ECONOMY

4th PRIORITY. HUMAN CAPITAL AND EMPLOYMENT

5th PRIORITY. ECONOMIC CAPITAL AND EXTERNAL PROJECTION

6th PRIORITY. GOVERNANCE FOR A NEW ECONOMY
The current economic scenarios are characterized by the concurrence of two related phenomena that create great uncertainty. On the one hand, in an immediate way, the current economic and financial crisis, which massive consequences directly affect job destruction and the loss of well-being amongst the population and generate mounting territorial imbalances. On the other hand, more from a long-term point of view, the accelerated process of globalization, prior to the beginning of the crisis, which affects the transformation of systems and forms of production, in which knowledge and creativity, environmental considerations and the relocation of economic activities are becoming increasingly important. This reality affects relations between public authorities, economic dynamics and social interaction, and where it becomes more evident is in the urban area, above all, in the metropolitan territories.

The metropolitan area of Barcelona is going through a very difficult time in this regard. Although its situation is still better than the Spanish one or even that of other metropolitan areas, unemployment is still high, particularly among young people, the larger population is permanently at risk of employment exclusion, and the unequal growth of economic sectors indicates that we still have a long way to go to overcome the present crisis.

Within this framework, urban and metropolitan economies play and will continue to play a key role in the process of reformulation and in the search for solutions for the present situation. Barcelona in its metropolitan dimension has a great opportunity to be fully involved in the process of riding out of the present crisis by establishing itself as the economic engine in Southern Europe. The development of the new strategy by the AMB should be based upon the following six fundamental aspects:

1. Boosting a sustainable economic development, which comprises strategies of social inclusion, as the growing levels of inequalities adversely affect the functioning of a market economy.
2. Making the best use of elements of competitiveness of a territorial nature: not only companies compete but also cities. Strategies to promote productivity growth in the economy must include a strong territorial component and, in particular, a component of local development.
3. Emerging from the crisis by means of gains in competitiveness must be based on potentiating scientific research and development and on innovation and should not come exclusively from reducing labour costs which would lead to the impoverishment of the population.
4. Economic, social and environmental sustainability must have an urban territorial base and, in the case of the AMB, a clearly metropolitan one.
5. The incorporation into the strategy of new economic tendencies, particularly those which have a strong component of added value and are a response to the most acute challenges at the present time, like employment, innovation, creativity, green economy, environmental sustainability, research in new industrial strategies and economic organization.
6. Productive activities located in the AMB territory are closely inter-related with those of the rest of the province of Barcelona and of Catalonia as a whole.

In this context, the strategic objective in the economic sector of the metropolitan area of Barcelona must be the creation of employment – quality employment in fact, especially for the groups with more difficulties, young people, long-term unemployed and for women –,
in a way that ensures an inclusive, sustainable economic growth, in all economic, social and environmental aspects.

Focusing on strategy, the Metropolitan Strategic Reflection (REM) identifies four major challenges in the economic area:

1. How to respond to the need to create employment while encouraging cohesion and social inclusion, providing retraining for workers, particularly those in the most vulnerable sectors, and facilitating the incorporation into the labour market of the most difficult groups and ensuring equal opportunities for all workers.

2. How to face the transition towards an economic model based on high-added-value increases of competitiveness and productivity, strengthening those industrial sectors with higher added value to favour newly emerging activities based on knowledge and creativity, facilitating the link with existing businesses while developing the green economy.

3. How to consolidate the Barcelona brand referring to the whole territory of the AMB and increase economic leadership, both in terms of international scope – to attract foreign investment – and the development of a model of quality tourism, in which local trade would also play an important role in the creation of a high-quality urban environment.

4. How to achieve a territorial balance, by strategically planning the territorial elements that favour the development of economic activity, particularly with reference to land availability for economic activities and to a service and infrastructure network with the support of new tools for territorial and economic governance.

Based on these challenges, the following four priorities are established:

3rd Priority. Productivity, re-industrialization and knowledge economy
4th Priority. Human capital and employment
5th Priority. Economic capital and external projection
6th Priority. Governance for a new economy

3rd PRIORITY
PRODUCTIVITY, RE-INDUSTRIALIZATION AND KNOWLEDGE ECONOMY

Developments in the world economy, especially over the last 25 years, have evolved in such a way that many of the parameters that governed the model of a classic industrial and post-industrial society have become obsolete.

Now, thoughts must be given to emerging issues which bring elements of value to strengthen the metropolitan economy and adapt it to the global market and to the economic challenges that come up at this stage. It would be necessary, therefore, to define strategies and interventions to meet the planned objectives:

– It will be necessary to strengthen the sectors with more industrial potential and added value by focussing on strategic sectors, leading edge sectors, labour-intensive sectors, entrepreneurship and creators of synergy in the territory. In this respect, the re-industrialization policy becomes a key element.
This intervention should be ensured with the support of appropriate infrastructures and advanced logistics from an environmental sustainability perspective.

In order to achieve these objectives, it will be necessary to reformulate and improve existing industrial estates of economic activity, gain new investments and promote the provision of services appropriate to today’s reality.

In this respect, a further element required is a technical and knowledge transfer policy as the key element in the promotion of economic policies which generate added value and the creation of intra-territorial synergies.

After these contextual elements, the following objectives and initiatives are proposed in three lines of action.

- **AMB economic activity. The role of re-industrialization**
- **Production sites and provision of services**
- **Creation of knowledge, universities and technology transfer**

**OBJECTIVES AND INITIATIVES**

To strengthen and incentivize the sectors with greater industrial potential and generate added value.

- Fostering a metropolitan set of planning measures, establishing infrastructures in support of SMEs and companies, and promoting creation and entrepreneurship to favour productive investment and the creation of employment.

- Strengthening the fields of biomedical research, logistics, the aeronautical industry (key sectors given their capacity to generate high added value), and renewal processes for the more traditional industrial sectors (the car industry, machinery manufacture, chemistry, design and fashion, etc.).

- Promoting measures to give support to the re-industrialization of the maximum number of productive sectors.

- Fostering green economy projects in a coordinated way with other AMB areas, specifically, energy efficiency, renewable energies, electric/hybrid vehicles and waste water, generating new products taking into account the R+D and environmental factors.

- Defining the five key territorial areas (airport-port-Llobregat corridor / Zona Franca (Free Zone) / La Sagrera High Speed Train – Besòs Plan / Synchrotron - Alba Park and B-30 / Coastline) which will form the central spaces in the overall development strategies in the respective territories.
– Promoting the diversification of export markets, with the aim of identifying and developing niche markets in which the SMEs in the metropolitan area of Barcelona are competitive.

– Developing mechanisms which facilitate access by industry, especially the SMEs, to financing instruments, both in the short and long term, fostering channels for collaboration with the most deeply rooted financial institutions in the AMB territory.

– Taking corrective measures for identified weaknesses by means of direct actions in support of the SMEs, training, export support and the search for funding.

– Taking the necessary steps to facilitate competitiveness, giving support to services for industry, economic activity, simplifying relations with the Administration, and initiatives which contemplate the strengthening of the value chain.

To promote and strengthen high industrial specialization, facilitating the search for new niche markets, increasing the levels of employment and fostering productive investment and competitiveness with the incorporation of technological change.

– Encouraging diversification in destination markets, by identifying and promoting niche markets in which the SMEs in the metropolitan Barcelona can be competitive.

– Implementing actions, in consultation with business and research sectors, and centres of excellence to specialize production in its technological aspects.

– Developing measures of coordination and cooperation among companies to overcome the limitations that small-sized companies are exposed to.

– Developing mechanisms which facilitate access by industry, especially by the SMEs, to financing instruments, both in the short and long term.

– Developing measures to enable industry to foster local demand for other industrial and service activities in the territory itself.

To move forward in the transition to a more productive green economy, less dependent on fossil fuels, and more efficient in the use of resources.

– Developing policies and measures to reduce energy dependence – which should be in line with the environmental objectives of the European Strategy 2020 – allowing the AMB to move towards a distributed model of power generation.

– Improving the electricity supply to optimise competitive capacity of businesses.

– Promoting productive models which allow for more efficiency in the use of resources, incentivizing energy and environmental certification.

To boost projects of tertiary activities and services associated with production activity, as well as support for funding.

– Searching for and implementing urban planning instruments strengthening the role of services associated with economic activity in the territory, with a view to increasing productive investment, to fostering exports and to the growth of innovative sectors.

– Increasing public access to aggregated data in the development of their own activity (Open data) to facilitate AMB expertise, the creation of businesses, employment and technological leadership, seeking synergies with Barcelona being chosen as capital of the Mobile World Congress.
- Establishing protocols, so that businesses and institutions under the authority of the AMB comply strictly with their payment obligations to suppliers.
- Implementing methods of cooperation with established financial institutions located in the AMB territory to facilitate credit to businesses.

To promote the profitability of current farming in metropolitan area of Barcelona.
- Consolidating the agricultural sector as a space for local agricultural production, based on ecological criteria, by promoting sustainable, competitive metropolitan agricultural projects.
- Streamlining food processing activities, taking full advantage of the potential of Mercabarna (Barcelona’s Wholesale Market), and of the most important distribution chains as a cluster of prime importance at a mega-region level.

To bolster emblematic spaces of added value to create and attract new investments.
- Implementing initiatives to attract investment under the umbrella brand Barcelona, as a benchmark of prestige associated with economic activity.
- Boosting key areas, as runways for investment and development, by means of the combined efforts and synergies in the territory.
- Promoting the transformation of industrial estates to become the technological headquarters of large companies with a new model of economic activity similar to the model 22@.
- Implementing a specific strategy to attract investment in the Zona Franca Consortium as a first class, privileged space in the metropolitan area of Barcelona for its logistic capacity, its communications and its availability of land capacity for the implementation of activities that need large areas of space.
- Developing network economies in the definition of multi-municipal industrial estates.
- Promoting business parks based on the use of advantages deriving from the existence of large scale transport infrastructures (airport, La Sagrera railway station, and port).

To analyse the current realities of economic activity parks and create lines of intervention for promotion and reconversion.
- Monitoring the state of occupancy and availability of services in all the economic activity parks in the metropolitan territory, by carrying out regular studies and creating a catalogue of the needed improvements.
- Developing a programme to improve the basic and specialised services of economic activity parks.
- Reformulating the planning model in relation to the definition of economic activity areas in the territory by means of the PDU (Metropolitan Urban Master Plan).
- Studying the modification of planned uses of land, administrative procedures, business relations, etc., where necessary, to authorize new centres of production based on knowledge industries.
- Defining the urban and economic reconversion projects for economic activity parks (type 22@), by means of the integration and promotion of the collaboration between knowledge institutions, the administration and the private sector.
– Promoting legislative initiative at the regional scale to plan action in favour of economic activity parks.

– Developing tools and new management models set out in the framework of the future metropolitan ordinance to make progress towards new systems of public/private agreements.

– Maintaining on-going support lines for municipalities, updating their respective economic activity parks.

To set up an open platform/system on existing services in the different administrations and economic promotion agents under the brand Barcelona.

– Creating the coordination of services portal “Invest in Barcelona”.

– Creating and starting up an information system for businesses and entrepreneurship (OAEs, Business Advice Bureaus) to provide information on investments and administrative procedures.

– Determining which products and services will be integrated under the brand Barcelona in terms of economic development.

To identify production sites and their classification in terms of energy efficiency.

– Developing a catalogue of indicators to classify the levels of intensity in production space in terms of energy efficiency.

– Implementing plans for energy adjustment and the fight against climate change at a micro level in the field of economic activity.

– Establishing a training calendar for the different productive clusters concerning the use of resources.

– Promoting the “green brand” in economic activity parks, in industries and businesses in the metropolitan territory, as a symbol and certificate of productive quality.

To continue with the strengthening of projects linked to economy

– Creating tools to facilitate the processing and starting up of business projects related to knowledge economy, providing professional training in the sector, access to appropriate spaces for developing activities and supporting feasibility in terms of entrepreneurship.

– Increasing dynamic, technological models for business coordination and for new focuses on entrepreneurship of high added value, on knowledge spaces, innovation and creativity, which seek collaboration among companies, knowledge centres and administrations.

– Promoting the involvement of the universities located in the AMB area in the economic development of the different metropolitan territories.

– Cooperating with Catalanian strategies for smart specialization s in the European framework of RIS3 (Research and Innovation Strategies for Smart Specialization).

To strengthen efforts, from the AMB, to improve all aspects related to technology transfer to companies and to entrepreneurship.

– Strengthening investment potential in the metropolitan territory with R+D by means of public/private cooperation.
- Fostering university projects based on entrepreneurship and initiatives which help to reactivate the economy, seeking funding methods, tax and quality recognition by equating them with European standards.

To maximise the synergy of the high degree of recognition of business schools to create knowledge-intensive companies or facilitate changes in the existing ones.

- Strengthening relationships between business schools and the business world, creating job notice boards, business exchanges and productive projection.

- Promoting an international image of competitive power in the field of knowledge-intensive businesses, making the potential of the sector and its position in the metropolitan territory known.

- Establishing study mechanisms for creating centres of entrepreneurship based on public/private cooperation, business incubators and accelerators.

- Deploying the measures needed to prevent young people dropping out of school early by bringing education and training systems into line with the needs of the labour market.

- Taking the opportunity granted in the drafting of the PDU for defining a model of future formation teams related to vocational training.

4th PRIORITY

HUMAN CAPITAL AND EMPLOYMENT

Today, but for different reasons, the reality of the labour market is highly critical, both when it comes to the adaptation processes of human capital to the new economic challenges in terms of industry and services, and to the need to give priority attention to the large number of unemployed population, specially to the most vulnerable groups of people affected by unemployment, and the young.
In this context, the following aspects should be considered:

– Helping to set up mechanisms to ease labour market re-entry for the most vulnerable sectors and those affected most by the crisis, deploying strategies for training and recruitment and looking towards industrial scenarios and activities from an innovative perspective of human capital.

– Ensuring a systematic observation of labour market developments to intervene more appropriately at this crucial time; prepare human resources for the new realities in the labour market and in the evolution of the economic trend in the environment, and promote equal opportunities for women as well as the integration of the disadvantaged groups with a higher risk of labour exclusion.

– Fighting to prevent young people from dropping out of the education system, adjusting training systems to labour market needs.

– Using the drafting of the PDU to determine the needs of the future training facilities.

– Implementing measures to retain investments made to promote the metropolitan area of Barcelona as a reference in knowledge and creativity, and taking advantage of the highly active entrepreneurial activity as a potential for competitiveness and assessment of the knowledge created.

In this context, the following three lines of action are proposed:

- Labour market and employment
- Human capital
- Business creation

OBJECTIVES AND INITIATIVES

To deploy strategies for training, according to future industrial scenarios and economic activities in the metropolitan area of Barcelona.
– Implementing measures to facilitate municipal cooperation in areas of active employment policies, exchange of experiences and in the improvement of training.

– Promoting the relationship of universities and research centres with production needs.

– Facilitating and promoting training for several unemployed groups, or for retraining expectation, in a customized way.

– Deploying a set of actions to retain investment made to promote the metropolitan area of Barcelona as a reference with regard to knowledge and creativity, and offering space and/or opportunities to entrepreneurs, tailored to the specific local needs, focused on the general project of technological and organizational adaptation and on re-industrialization.

– Implementing projects focused on strengthening continuous training both for active workers and the unemployed, facilitating access to a family-friendly policy.

– Promoting and coordinating initiatives for English language learning both at a school level and in adult education.

To strengthen new productive clusters and their ability to generate employment, while bearing in mind the needs for re-industrialization, logistics and services.

– Fostering measures to promote adequate training to address knowledge economy.

– Utilising the processes of productive concentration in knowledge economy in the metropolitan area of Barcelona to encourage the return of qualified professionals.

– Studying specific measures to retain talent, seeking specific mechanisms and suitable projects appropriate to the needs of these groups.

– Encouraging job creation, particularly of new businesses linked to scientific and technological parks, the service sector, as well as activities related to R+D.

– Promoting and optimizing economic activity which offers creativity, culture and design as a resource.

– Optimizing one-off projects in terms of business or employment creation based on formulas of social and cooperative economy.

– Carrying out research on projects for the creation of a cluster for technological development related to climate change and alternative energies.

To develop improvement policies enhancing human capital (training and qualifications) in the metropolitan territory, providing support measures for promoting productivity.

– Helping and supporting a study, in the framework of PDU, on the professional training and educational teams’ needs tailored to future requirements.

– Coordinating specific public/private initiatives to encourage productivity with actions aimed at SMEs, cooperative economy and entrepreneurs.

– Fostering specific, stable and efficient mechanisms in the collaboration needed for innovation and qualifications in the Human Resources Departments of companies with a particular focus on SMEs.
– Implementing a catalogue and a method of metropolitan inter-municipality cooperation for continuous training in the industrial sector.

– Promoting common policies for the development of equal opportunities for women by the Economic Development Agency.

To promote projects which help to reduce the number of young people dropping out of the educational system, by adjusting training provision to the needs of the labour market.

– Promoting adaptation processes in Vocational Training to the needs of companies and students, by means of formulas like dual vocational training.

– Strengthening transition into work for Vocational Training students who continue in their educational cycles until they obtain a professional qualification.

– Supporting pilot programmes for the professional reinsertion of Vocational Training students in a four sided project: the national vocational training system, entrepreneurs, social agents and the AMB, in a territorially focused analysis.

– Promoting programmes strengthening capacities and skills aimed at improving qualifications of students of foreign languages, communication technology and entrepreneurial skills.

To take advantage of the high level of entrepreneurial activity as a potential for competitiveness and the assessment of created knowledge, favouring entrepreneurship processes.

– Promoting the facilitation of mechanisms that will help to create businesses, while coordinating different creation services which exist in the metropolitan territory and providing information on the availability of land and spaces (business incubators).

– Positioning metropolitan Barcelona as an area of acclaimed success, to give support to entrepreneurial activities, attract and retain talent, and project itself worldwide.

– Accompanying entrepreneurial projects to facilitate their business consolidation promoting collaborative economy strategies.

To increase entrepreneurship in innovation clusters, facilitating international expansion and the consolidation of existing entrepreneurial projects.

– Boosting initiatives in higher added value activities while making available to entrepreneurs mechanisms for relations with clusters, the academic world and public support.

– Facilitating export activity, enhancing the incorporation of innovation as a competitive factor, and inter-company, technological centres and university contacts.

– Promoting the metropolitan territory as an entrepreneurial cluster “of green economy” and as one of innovation in technological development based on energy efficiency, the utilization of resources, the use of renewable energies and the fight against climate change.

– Fostering projects for the creation of businesses under formulas of collaborative or cooperative economy.
5th PRIORITY
ECONOMIC CAPITAL AND EXTERNAL PROJECTION

One of the main pillars of the AMB is its capital status and its potential as a brand which presents itself to the world in various ways which include from the “Barcelona model,” as a way of how a city should be made, to key aspects like its ability to export, given that it is leader in Spain, or the strength of its commerce and tourism. In this context, the following aspects should be considered:

- Strengthening the Barcelona brand in all its aspects as a key element favouring its international positioning in the milieu of globalization.
- Promoting economic activity in urban commercial zones, bearing in mind planning processes interacting with new urban challenges and providing social and territorial cohesion in the towns in our metropolis.
- Developing the appropriate strategies to achieve a degree of efficiency and effectiveness in the framework of competitive international and interregional processes with regards to challenges in complex global markets.
- Improving the entire communication system, particularly intermodal connections, by strengthening infrastructures and logistic activities.
- Maintaining and strengthening competitiveness in the tourism sector, fostering the growth of the number of tourists and extending the offer to the metropolitan territory as a whole.

In this context, the following four lines of intervention are proposed:

- Dynamization of metropolitan commerce
- Strengthening export capacity
- International positioning. Attracting investment
- Increasing tourism

OBJECTIVES AND INITIATIVES

To institute support mechanisms for local commerce as an economic activity in the metropolitan area, incorporating strengthening measures into the future PDU in this regard.

- Driving forward a process of reflection with municipalities to apply support instruments to commerce as a key branch in the metropolitan economy.
- Promoting an active participation of all agents, municipalities, chambers of commerce, trade associations and consumers, etc., involved to strengthen commercial activity as another form of service in related activities (hotel trade, tourism, and culture), incorporating instruments of collective management into commercial promotion and into management services (like Business Improvement Districts – BID, APEU, etc.).
- Establishing follow up mechanisms in the commercial distribution sector and its leading indicators (establishments, areas of activity, surface areas) with appropriate technology (geolocation).
- Giving a boost to the reflection in the framework of the PDU with a new proposal for urban design at different levels taking urban operating conditions in shopping areas into account.
Incorporating commercial activity into the drafting of urban projects for new centres, as a strategic element in the conformation of the territory.

Drawing up new reorganizational proposals for local commercial trade activity to facilitate its access, taking consumers, the distribution of goods and the necessary services into account to meet the demand.

Fostering the diversification of commerce in degraded areas, with the consensus of social agents, and the establishment of new commercial axes following the criterion of the integral rehabilitation of neighbourhoods and taking advantage of the new dynamics in economic activity.

To go further into sustainability criteria in commercial planning, both in environmental and mobility aspects.

Introducing integral sustainability criteria in the planning of new commercial areas or hubs of commercial activity in remote areas.

Studying different models to help overcome potential disruption in the territory, through dialogue, and with open spaces close to commercial areas and hubs.

Preparing new criteria for remodelling or interventions in existing commercial areas in the urban fabric coming into conflict with sustainability criteria (waste collection, environmental, noise or odour pollution).

Planning the provision of economic activities associated with trade to discourage trips to other areas and, therefore, retain consumers taking advantage of mobility plans.

Preparing the proposal for the infrastructure plan from a “commercial point of view” to detect and correct any possible deficiencies in its formulation.

To strengthen the link between housing policies and the promotion of trade.

Planning of new retail locations bearing in mind population distribution, communication flows, the structure of the urban pattern, and market competition, etc.

Developing models with commercial areas or zones nearby to facilitate the supply of basic and local products in the new housing planning.

Intervening actively in housing refurbishment policies, coordinated with improvements in the commercial fabric.
To improve international competitiveness with reference to global market challenges

- Providing business companies with access to existing support services for export.
- Developing measures to facilitate diversification and reduce dependence on a relatively few markets.
- Creating the necessary channels and connectivity to lighten customs formalities and facilitate logistics.
- Promoting actions favouring the reinvestment of part of the profit gained in export/import processes by improving conditions in the productive process environment, particularly, in innovation and increased production.
- Improving energy supply to avoid affecting the competitive capacity of businesses by reducing their dependence and applying the European Strategy 2020 (+ 20 % of energy efficiency, - 20 % GHG emissions, and + 20 % of renewable energies).

To establish efficient, high capacity, intermodal connections with the main consumer markets, while consolidating logistic activities.

- Facilitating connections in the productive centres in Barcelona with the consumer/destination markets, ensuring multimodal transport.
- Improving sufficient transport services by sea and air to facilitate exports in sectors and products of higher added value.
- Planning of logistics activities to ensure the needs of importers and exporters of goods and consumer goods are met, facilitating their distribution in the territory.
- Promoting the intermodal combination of transport and the boosting of rail transport for goods distribution.

To elaborate on the synergies between companies in the most dynamic sectors, in research and design centres and high knowledge intensive products covered by the umbrella brand Barcelona.

- Studying the high knowledge intensive activity sectors (cars, mechanics, chemistry, pharmacy, ICT, etc.) to encourage synergies between university centres and design centres.
- Promoting external projection of the brand Barcelona in all aspects which affect the potential for metropolitan territory participation in the global market.
- Improving export trade of products of high intensity, aligning investments made in science and innovation with the results obtained.
- Promoting actions that favour the transfer of knowledge created in the science and technology system to businesses, favouring exports of high intensity knowledge.

To promote simplification and coordination in all administrative processes relating to economic activity in the metropolitan territory.

- Introducing the measures needed to facilitate simplification and coordination in the administrative processes related to economic activity.
- Maximising the use of new technologies in economic development activities to attract new businesses.
To promote synergies between business schools and the environment which are conducive to strengthening the current economic activity and attracting some more.

– Promoting synergies to do business, create new businesses, new employment and make progress towards knowledge economy.

– Utilising the status as capital of GSM telecommunications to attract new economic activity of high added value related to smart cities' technologies

– Promoting and developing initiatives, in collaboration with other local authorities, to attract foreign investment and advise them on how to set up.

To make the field of business clusters existing in the AMB more attractive

– Maintaining Barcelona’s position of international prestige as a business-friendly environment to conduct business, fairs, exhibitions and congresses, with the cooperation of business schools.

– Developing actions to maintain and expand the most important fairs in economic and innovative terms (Construmat, Alimentaria, Mobile Congress, The Brandery and the Motor Show), while promoting the participation of regional businesses in a more active, integrated manner.

To increase and strengthen the international image/brand of Barcelona as a tourist city and promote the redistribution of tourism towards the rest of the metropolis.

– Promoting the “Barcelona brand” as a quality seal for the international promotion of all the metropolitan territory, and developing platforms shared between the public sector and the private partnership.

– Strengthening competitiveness in the tourist sector, ensuring the quality of services and its absorption capacity to meet new demands making it a pole of attraction.

– Studying the position of Barcelona in relation to other competing destinations, seeking guidance on continuous improvement processes in facilities, hospitality, etc.
– Fostering modernization and professionalization in trade service activities, the restaurant business and the hotel trade, to improve quality, both in employment and services.

– Maintaining and strengthening the very good international image of Barcelona by promoting major events.

– Promoting measures for the decentralization of tourism towards other areas of Barcelona to avoid an over-dependence on tourism, exploring the potential of the surrounding areas and metropolitan nature sites as new landmarks.

– Optimizing the transit of tourists to promote connections both by air and sea, both for conventional and business tourism.

– Strengthening innovation in the tourist sector to offer tourists and new tourist profiles the possibility of enjoying our natural and cultural heritage based on innovative experiences.

– Strengthening the international image/brand of Barcelona as a tourist city and promoting the redistribution of tourism towards other urban areas in the metropolitan territory.

– Promoting both private and public/private cooperation among all actors involved in tourism (transport, accommodation, activities, cleaning, guides, etc.). In this field, the AMB should assume the leading role among the different local authorities.

– Fostering sustainability in tourist activity by improving public transport networks and encouraging journeys by bike and electric vehicles, extending charging point networks.

– Facilitating the coexistence of tourist activities and the rest of activities, both productive and recreational.

– Planning facilities and services to adapt them to possible increases in the tourism offer.

– Fostering possible growth in tourism and areas of economic potential close to shopping and leisure centres linked to infrastructures like motorway junctions or rail lines.

– Strengthening and expanding the interrelationship between tourism and local trade, strengthening promotion interventions, impetus and easy access to areas of trade concentration promoting an increase in tourist spending.

– Examining the potential of metropolitan environments and natural areas as attractive landmarks for environmental tourism and as an additional option for visiting businessmen.

6th PRIORITY
GOVERNANCE FOR A NEW ECONOMY

The economic development project in the metropolitan territory should count on the variables defined in key aspects related to the territory, and, in this light, telecommunication infrastructures and aspects of governance play a significant role. In this respect it is necessary to:

– Consider the strategic decisions which affect the relations between technology and public administrations, giving an effective response to connectivity in the medium and long term, in terms of ICT in accordance with their commitment to a model of society.
– Reverse the trend to reduce public action in the ICT sector making sure that the administration intervenes in the planning of telecommunication networks and services.
– Consolidate network coverage with the most advanced services, investment in the best available technology in networks and the interconnection in municipal offices.
– Strengthen legislation and rules so that ICTs are understood to be a universal service, and, in this way, for example, less densely populated areas have services which enable them to set up economic activity and the deployment of public services based on ICTs.
– Favour inter-municipal links and coordination to increase competitiveness, promoting the coordination and mainstreaming of actions.
– Coordinate actions for economic development with economic, social and institutional actors to strengthen new governance strategies and tools.
– Coordinate and foster actions from the AMB Economic Development Area, strengthening the interaction between different fields of activity and establishing a line of work on the economic impacts on the territory, in the framework of the Observatory on Metropolitan Policies.

In this context, the following two lines of intervention are proposed:

- Telecommunication infrastructures
- Tools for a new economy governance
OBJECTIVES AND INITIATIVES

To encourage political and technical leadership to become actively involved and participative in strategic decisions on technology

– Connecting strategies in terms of ICTs with the need to act in key aspects related to social, economic, and technological territorial development.

– Increasing the capacity of institutions and local authorities to determine planning on a small scale of the telecommunication networks and services on the part of telecommunication operators.

– Preserving the ability of local authorities to be players in the market in the field of telecommunication networks and services.

– Promoting the metropolitan territory as a space in its own right with regard to the planning and monitoring of the evolution of telecommunications network operators.

– Creating a working party under the formula of interdisciplinary steering committee of policies based on ICTs, ensuring the coordination and adequacy of general policy priorities.

To lend impetus to the creation of a table for the deployment of infrastructures in the metropolitan area of Barcelona with all the operators and Localret, to obtain regular information on the availability of access to networks and services.

– Strengthening the coverage of networks in the most advanced services in the metropolitan territory encouraging investment in the best network technology available.

– Obtaining the confluence of all corporate optical fibre interconnection networks in the AMB municipal offices.

– Fostering specific projects with local participation, such as the Digital Plan, the Xfocat Plan and sector-specific alliances of an industrial or cultural nature, etc.

– Forming an infrastructure and services plan based on ICTs, dedicated to people and businesses which connect with European, Spanish or Catalan plans (to benefit from funding).

To promote governance measures which respond to present and future needs for the management of ICTs in the metropolitan area.

– Creating, within the scope of the AMB and with the participation and technical support of Localret, a forum of persons in charge in the AMB with persons in charge in the municipalities on the metropolitan area.

– Strengthening common actions in the framework of Localret and FEMP (Spanish Federation of Municipalities and Provinces) emphasizing the need for local authorities to be taken into account as a relevant part in the field of network building.

– Coordinating municipal service surveys, incorporating questions on the availability of broadband access for citizens in metropolitan municipalities.

To foster links and inter-municipal coordination to increase competitiveness.

– Furthering the interrelation and cooperation between the AMB municipalities to increase the ability to impact for local policies of economic development by means of common policies.
– Creating a database of good practice in terms of economic development to ensure the transfer of experience in the metropolitan territory.

– Providing strategic guidance and development of analysis and prospective tools established in the metropolitan PDU.

To coordinate actions regarding economic development with entities and agents taking actions in economic promotion

– Strengthening the Metropolitan Agency of Economic Development to drive and coordinate initiatives and actions for an economic upturn and the creation of employment.

– Coordinating actions with all those in charge of economic development in each of the metropolitan municipalities, as well as with the key players who are actively involved in this field (Fira (Barcelona fair), Chambers of Commerce, ACCIÓ, social agents, etc.).

– Coordinating actions and information between the Area of Strategic Planning in the AMB, the Barcelona Institute of Regional and Metropolitan Studies (IERMB), and the Strategic Metropolitan Plan of Barcelona.

– Developing a new model of involvement by the AMB in the management of large operators like the airport, Fira Barcelona and the port.

– Deploying new tools for governance in economic development in the AMB to favour interaction and intense collaboration among all actors.

– Promoting special experiences of public-private cooperation and collaboration in the field of concrete economic activity, like funding for entrepreneurs and SMEs, building projects and infrastructure management, etc.

To create mechanisms of coordination and the promotion of actions in the AMB Area of Economic Development.

– Identifying areas for priority action and establishing an action plan for the development of activities in these areas.

– Preparing and developing plans like “The Observatory for quality service to companies by the Administration” and “The Observatory for quality service in supplies to companies”.


STRATEGIC AXIS:
ENVIRONMENTAL SUSTAINABILITY

7th PRIORITY. FIGHT AGAINST CLIMATE CHANGE

8th PRIORITY. EFFICIENCY IN THE USE OF RESOURCES FOR A GREEN, LOW-CARBON ENERGY
The metropolitan area of Barcelona, like the rest of contemporary large urban agglomerations, is faced with a series of environmental challenges, both globally and locally, deriving from its own operation. It is in the metropolis where a large part of the planet’s natural resources (energy, water, and materials) is consumed, where a significant share of greenhouse gas emissions (climate change) and waste (solid urban waste and sewage) is generated. It is also in the metropolis where certain environmental problems with a potential impact on public health arise (air and noise pollution), where severe strains are put on natural areas (loss of habitats and the fragmentation of landscapes). However, the metropolises are also the place where knowledge, culture, and innovation activity are concentrated and, therefore, they have an enormous potential in people’s well-being and the sustainability of the territory (economically, socially and environmentally). Consequently, metropolitan areas are fundamental on the road towards a more sustainable development.

Barcelona and its metropolitan territory constitute an urban system with a noteworthy international projection which, for many years, has taken into account environmental aspects in its planning, growth and management. In accordance with the responsibilities it has been assigned, the AMB has employed great efforts in the management of the water cycle and the treatment of sewage. With regard to waste, treatment systems have been established and a selective collection of waste has been implemented. From the standpoint of energy efficiency, a technological improvement process has been carried out at power generation plants in addition to producing an increase in their capacity. As far as air pollution (suspended particulate matter and nitrogen oxides) is concerned, there is great concern about this issue and an effective monitoring of the Action Plan to Improve Air Quality is being carried out whilst the Urban Mobility Metropolitan Plan is being developed, as a determined commitment to deal with this problem. The use of public transport has increased in recent years as has the use of active mobility (on foot or by bicycle). Yet another great effort has been made to improve the quality of life in cities and towns by means of the recovery of public space (widening pavements, recovery of industrial land, the regeneration of old neighbourhoods and the covering up of infrastructures). With regard to the management of natural spaces, environmental quality, maintenance and the management of metropolitan beaches have been improved, and actions have been taken in rivers and parks of a metropolitan nature.

When it comes to the result of these developed policies, the quality of many environmental vectors has improved significantly over the last few decades (reduction in water consumption and in the generation of waste, and growth in selective collection). The increase in energy efficiency plants has seen substantial growth in self-sufficiency, although this is still a territory of great energy dependence. Regarding water systems, environmental quality has improved greatly thanks to the improvements made in the sanitation system. When it comes to metropolitan open spaces, and despite the strong pressures they get, Mediterranean habitats, riverside areas and wetlands, and the biodiversity that such landscapes sustain, are relatively well-represented. In general, there has been an increase in environmental awareness which has also led to an increase in the demands for environmental standards by society.

Nevertheless, on the other hand, a common environmental strategy has not been carried out consistently in the metropolitan territory. Until now, municipalities have deployed their environmental policies separately, and the AMB has provided them with services, like waste treatment, sewage and improvements in the water cycle. However, great environmental
challenges still remain in several metropolitan municipalities, like improvements to the quality of urban environment (problems of air and noise pollution which have an impact on public health persist), failings in the present energy system, efficiency in water resources, management and treatment of waste, and improvement of ecological functionality in the territorial matrix (fragmentation of the territory, loss of ecological connectivity, etc.) and all this has been carried out taking the quality of life of the population into account.

Current recognition of the metropolitan territory as a complex system, in which social, economic and environmental processes interact, shows the need to find new forms of planning and governance in which the objectives of sustainability are integrated in a cross-cutting way into all planning areas (urban, mobility, natural spaces, energy, water cycle and waste management, economic promotion, and social policies). In this way, an increase of territorial resilience will be possible when faced with disruption (climate change, scarcity of resources, financial crisis), while maintaining economic competitiveness, ecologic functionality in the territory and the quality of life of people. In the present economic situation, as well as being an ecosystem service to society with no substitute, the environment must become an important sector in which efforts are devoted to training, education, the establishment of companies and the creation of activity. The strengthening of the development of a low-carbon economy in the metropolitan area is a dual benefit strategy; at a local level, it favours economic activity, conducive to a model of growth which is more socially inclusive and environmentally respectful, and from a global point of view, it copes with the challenge posed by climate change and the loss of natural capital.

Ultimately, the AMB wants to be at the forefront of improving the local and global environment and leads the way to a low-carbon economy efficient in the use of resources (in line with the European Strategy 2020). The Plan for Environmental Sustainability for the AMB (PSAMB) should serve as a reference framework to establish common strategic lines of action in the metropolitan territory, as well as concrete measures and actions which must be developed.

In this context, and with regard to environmental sustainability, the REM identifies two major challenges:

1. How to find answers to head for a low-carbon economy, in order to consolidate a territorial and productive balance, by respecting the environment and favouring the use of new ways of consumption and energy saving.

2. How to advance towards the efficient use of natural resources and find solutions for the metropolitan society in the XXI century.

Based on these challenges, the following two priorities are established:

- The fight against climate change
- Efficiency in the use of resources for a green, low-carbon economy.

7th PRIORITY
THE FIGHT AGAINST CLIMATE CHANGE

The first, high priority in terms of sustainable development is the fight against climate change, based on a transition towards a low-carbon economy. The challenge, laid down by the European Strategy 2020 through three specific objectives is to reduce greenhouse gas emissions (GHG)
by 20 % with respect to the base year (1990), stepping up the role of renewable energies to a 20 % of the final energy consumption with regard to the base year, and reducing by 20 % the consumption of energy in relation to the trend scenario. While the EU is progressing towards the compliance of these objectives, the European Commission has proposed a new framework of a climatic and integrated energy policy for the period up to 2030, in order to ensure investors regulatory certainty and a coordinated approach among the member states.

Cities, nowadays, are those more responsible for greenhouse emissions, as they contribute to two thirds of global energy consumption. The majority of Global Cities are developing policies, plans or programmes to face challenges in terms of sustainability and energy. The key element in this process will be the goodwill and efforts devoted to face the mitigation and adaptation to climate change. This is the way forward for the future, but thought should also be given to other dimensions.

Some cities are confronting the future by introducing elements which make them more resilient faced with phenomena like climate change or peak oil. Resilience is a new approach and there is not only one well-defined methodology to ensure policies geared to increase it. The European Union encourages local authorities (regions, metropolises and cities) to align themselves with this process. However, the AMB, like Catalonia and Spain, are still a long way from achieving the objectives set in terms of energy. Although the transition towards a low-carbon economy is not the direct responsibility and competence of the AMB or that of city councils – as competence for energy policy falls fundamentally on other administrations –, it is necessary to create conditions and favour opportunities which make substantial changes in the functioning of the energy system possible.

In this framework it is necessary to take action so that:

- The emissions which exceed the established and agreed limits are reduced.
- Policies, methodologies, processes and actions are established to confront the climate change, adopting a more resilient approach.
- Objectives, in terms of supply, management, effectiveness and efficiency in all aspects related to sustainable management of the water cycle, are reviewed.
- Conditions and opportunities are created making substantial changes possible in the functioning of the energy system and in changing people’s habits regarding this consumption.

In this context, two lines of action are proposed – the fight against climate change and reducing pollution – with their corresponding objectives and initiatives:

- **Mitigation and adaptation to climate change**
- **Reducing pollution**

**OBJECTIVES AND INITIATIVES**

To promote active policies for the mitigation of greenhouse gases.

- Deploying specific measures to identify and analyse the effects of climate change in the metropolitan area in an attempt to quantify the emissions attributable to the metropolitan territory.
- Establishing an action plan for the prevention, mitigation and compensation of
emissions of greenhouse gases encouraging measures to reduce these emissions by 40% by 2030.
- Introducing incentives for the reduction of emissions and the promotion of energy efficiency in buildings and in the industrial sector.
- Encouraging sustainable mobility by developing low emission transport systems with direct support policies of an informative nature.
- Increasing use of renewable energy.
- Fostering processes of self-sufficiency and distributed generation, as well as the impulse to reduce the growth of final energy demand.
- Extending the carbon management strategy by means of action plans for reducing CO$_2$ emissions.

To promote active policies for the adaptation to climate change.
- Establishing an adaptation strategy for the areas that are most vulnerable to the effects of climate change on the water cycle: flooding areas, strategic water reserves, aquifers, reloading areas and metropolitan riverbeds.
- Establishing a strategy to minimize the effects of climate change on the biodiversity of woodland, the agricultural park and metropolitan parks.
- Determining a strategy to preserve the metropolitan littoral from the risk of vulnerability: coast, ports and deltas.

To promote more resilient policies and actions in relation to climate change.
- Incorporating the principles of resilience against climate change into the AMB planning.
- Implementing a plan for the resilience of critical infrastructures against climate change: energy, telecommunications, water, transport, medical equipment, etc.

To establish governance policies to confront the effects of climate change.
- Promoting the involvement of stakeholders in networking against climate change,
encouraging processes making public involvement easier, whether it is in an organized manner or in an individual capacity.

- Improving external information and communication systems, as well as for the organization itself.

To strengthen a sustainable management of the water cycle.

- Increasing efficiency in the use of water in all its cycle.
- Promoting plans and programmes for improvement in the environmental quality of rivers and coastlines.
- Optimizing the control of industrial activities and the discharge into the sanitation system.
- Maintaining policies for the recovery and reuse of treated waters in the waste water treatment plants, as a key element for improvements, efficiency and the optimization of the resources invested.
- Promoting measures of environmental assessment in sewage treatment installations and the transport of water, and improving environmental quality in the receiving environment.

To increase efforts in terms of management and the recovery of contaminated soils.

- Establishing a management plan for contaminated soils, to be carried out jointly with the municipalities affected by this problem.
- Fostering a prevention plan in terms of contaminated soils and establishing an advisory service to this effect.

To improve environmental quality in the metropolitan area of Barcelona.

– Creating a reduction and monitoring model of air pollution, in particular, that of NOx and particles.
– Favouring measures which ensure sustainable mobility, by promoting the gradual replacement of the public and corporate fleets of vehicles and taxis, and that of service providers to metropolitan institutions, with low emission vehicles.

– Improving monitoring programmes of environmental quality, acting directly on emission sources with active and dissuasive policies, particularly at “black spots.”

– Developing and implementing policies and tools to fight against noise pollution occurring in municipalities, paying particular attention to areas close to large infrastructures.

– Promoting actions to reduce and minimize unpleasant odours in metropolitan facilities.

To reduce outputs generated due to the functioning of the urban energy metabolism system in an attempt to close cycles to reduce generated emissions and waste.

– Consolidating a model for reducing waste generation, bringing us closer to the accomplishment of the objectives established in terms of waste.

– Establishing a model of environmental taxation to promote the prevention of waste generation, the separation of waste at source, which is more consistent with the principle of “the polluter pays.”

– Incorporating into environmental education and information processes, measures aimed at reducing food waste.

– Strengthening reutilization processes of organic waste within the framework of processes and the agro-food industry.

– Continuing with minimization projects of undifferentiated waste, with the aim of maximizing the separation of priority waste at source.

– Fostering eco-design and the introduction of the DDR system (deposit, return and collection) for packaging waste.

– Drafting the PMGRM (Metropolitan Programme of Municipal Waste Management) to reduce the generation of waste and to increase reuse and recycling.

– Continuing in the experimentation and, if feasible, the expansion, development and energy utilization of the disposal of waste.

8th PRIORITY

EFFICIENCY IN THE USE OF RESOURCES, FOR A GREEN, LOW-CARBON ECONOMY

Improvement in efficiency in every respect is a key element; energy efficiency, the management of water cycles, in transport, in all flows and, ultimately, in the functioning of the city. Improvements in efficiency reduce the need for natural resources and externalities affecting the environment and people. The global crisis prompts us to reconsider not only the economy but also the effective use of resources and our lifestyle.

In order to achieve a low-carbon economy, action is required specifically with regard to reliance on fossil fuels and, on the rebound, on energy saving and efficiency, aspects which have already been dealt with in action lines against climate change.

The AMB must become an authentic driving force for development and for the implementation of actions in the field of sustainability, in its competency framework. The metropolitan territory
should be a world reference in terms of urban and metropolitan policies which give priority to variables of efficiency of energy resources and to reducing polluting effects as well as promoting green economy projects.

Among others, these aspects should be considered:

– The identification of the need to reduce the demand and adapt energy infrastructures to optimize the use of local resources.
– The need for the design and promotion of a model aimed at the sustainable management of the water cycle.
– Promotion of active policies in terms of economy and buying green.
– Promotion of local and nearby food products by reactivating agriculture in the metropolitan area.
– The internalization of environmental and social costs.
– The need to insert sustainability into all areas of management under the authority of the AMB.

In this context, the following three action areas are proposed:

• **Efficiency in the use of resources**
• **Development of a green low-carbon economy**
• **A project for environmental sustainability in the AMB as a whole**

**OBJECTIVES AND INITIATIVES**

To reduce the energy demand.

– Identifying and analysing the scale and habits in energy consumption to have tools which help to inform and raise public and institutional awareness to prepare policies for a reduction in consumption.
– Firmly backing the model of “energy transition”, a plan heading towards a sustainable economy by means of renewable energy, energy efficiency and sustainable development.
– Improving energy efficiency in facilities, public spaces and buildings, and in metropolitan infrastructures.
– Modernising energy networks towards a smarter system, integrated into a model of distributed generation.
– Incentivizing projects aimed at the rehabilitation of buildings.
– Promoting transport systems consuming the least possible amount of energy resources.
– Streamlining electricity lines in the metropolitan area of Barcelona, above all in areas where power infrastructures have a strong territorial and environmental impact, as might be the case of the Collserola Natural Park.
– Promoting the reinforcement and shielding of energy networks for more resilient infrastructures improving safety and supply quality.
To promote a sustainable management model of the water cycle.

- Improving efficiency in the use of water in all its cycle, continuing with the policy of reducing the water demand.
- Favouring the use of alternative water resources: groundwater, reclaimed water, and rainwater, etc. for uses unfit for human consumption.
- Analysing available water resources in the medium and long term to make them more resilient during dry spells: improving the permeation of water basins, taking action in drainage networks in the territory, and in supplies, etc.
- Identifying areas in the territory which are key factors in the water cycle, either because of their vulnerability or their strategic locations which guarantee the quality or the quantity of water (aquifer recharge, areas more vulnerable to flooding, areas which improve the quality of water, and dumping areas which worsen its quality, etc.).
- Monitoring and sectorialisation of the supply network to make it more efficient.
- Studying possible sources of supply to guarantee provision in times of serious drought.

To improve environmental quality and value creation in open spaces.

- Becoming more active in the dynamism of natural systems, working to maintain a high environmental quality and to preserve biodiversity for the benefit of ecosystems.
- Identifying and valuing environmental services and open spaces in the metropolitan territory.
- Examining funding systems for environmental services in open spaces, which do not depend entirely on public budgets.
- Establishing an effective system of open spaces, applying the principle of sustainable, rational and integral management, while looking after transitional sites and green areas.
- Identifying unique spaces and their biodiversity either for their distinctive characteristics or for their role in connectivity in the metropolitan territory.
- Establishing protected areas to ensure environmental connectivity and restore those connecting elements which have a low environmental functionality.
- Fostering the compatibility of social use and the preservation of natural spaces with an adequate system of signposts, information and dissemination, and with a correct definition of the management of protected areas and undeveloped land.

To promote local or nearby food products, by reactivating agriculture in the metropolitan area.

- Carrying-out studies on the environmental and socioeconomic aspects of urban and peri-urban agriculture in the metropolitan territory linked to the food system allowing one to assess its role in economic activity.
- Coordinating municipal policies related to urban and peri-urban agriculture to preserve their existence as a local activity, ensuring their economic viability.
- Strengthening links with agri-food production in the metropolitan region to strengthen shorter channels of production, distribution, marketing and consumption.
- Facilitating actions which restore agricultural projects in the metropolitan area making them more efficient and more profitable, particularly those in the Parc Agrari.
– Fostering the metropolitan agricultural brand in policies of economic activation and promoting the creation of employment in the sector.

To extend the carbon management strategy.

– Developing action plans for the mitigation of emissions and the reduction of CO2 which the AMB can keep track of, establishing concrete strategies for low-carbon development in the metropolitan territory.

– Continuing studies on the likely effects of climate change in the metropolitan area to identify the most vulnerable elements, as well as the effects on strategic elements like the Parc Agrari, water resources of Llobregat river, the metropolitan coastline and natural spaces.

To favour a reduction in economic and environmental costs, by public policies for prevention and reuse of waste or by responsible public purchasing.

– Revitalizing the reflection on the metropolitan model of waste management based on the conclusions of the Review of PMGRM (Metropolitan Programme of Municipal Waste Management) 2009-2016.

– Favouring products generating fewer remains, by promoting information and prevention activities related to over-packaging.

To promote green economy policies.

– Prioritizing a “green” purchasing plan on the part of the metropolitan institutions preparing a specific protocol in this respect covering all municipalities in the metropolitan territory.
– Carrying out joint work in all sectors of the AMB to facilitate business projects linked to sectors associated with initiatives working towards an economic model environmentally more sustainable, like processes of rehabilitation, regeneration, co-generation, electric vehicles, and energy efficiency in housing, etc.

– Promoting environmental education initiatives which disseminate and favour green purchasing.

To promote the implementation of renewable energies.

– Fostering both self-generation and distributed generation.

– Continuing fostering the implementation of renewable energies in all types of public facilities, both metropolitan and municipal.

– Promoting the creation of businesses and restructuring existing ones, in terms of renewable energies, which develop lines of work on the subject, to act directly in the housing and economic activity sectors.

– Looking for new lines of support in processes of implementation of renewable energies in suburbs and areas of economic activity.

To promote and maintain the functioning of existing natural systems making use of available spaces within the urban fabric which can comply with functioning requirements in natural systems.

– Promoting diverse environmental services in the territory acting as active agents to observe and monitor the preservation of natural environments.

– Creating a protocol to assess the ecological quality of natural systems.

– Promoting actions facilitating compatible uses in several natural systems, moving beyond a “pseudo conservationist” vision in these fields.

To improve the environmental quality of the city in aspects which are the key to quality of life and mobility.

– Promoting a model for sustainable mobility in the development of means of public transport, promoting the bicycle and journeys on foot, carpooling systems and the use of low-emission vehicles.

– Implementing actions promoting environmental health with actions to improve air quality by minimizing air, noise, odour pollution and pest control.

To incorporate environmental and sustainability readings in all planning, implementation, management and assessment processes.

– Promoting cross-cutting environmental policies in all areas of competence in the AMB, whether publically owned buildings, specialized treatment centres (like ECOPARCs), or vehicle fleets, etc.

– Deploying efficiency policies in the use of resources directed at city councils for improving the coordination of plans and measures related to mobility, joint purchasing or others which would be strengthened by working together, in addition to contributing to energy efficiency in municipal buildings and in the public works they develop.
- Fostering education programmes favouring sustainability: strengthening and improving communications, awareness and environmental education: cross-sector tools for strategic planning and citizens’ participation mechanisms, and monitoring adapting platforms and social networks especially for the new realities.

- Fostering a new sustainability culture giving visibility to the AMB’s environmental policy: attracting major events, talent and image.

- Enhancing recognition and certification of sustainable initiatives: green schools, eco-farmers’ markets, and the responsible consumption of energy, etc.

- Supporting the implementation of measures for sustainable energy action plans at municipal levels.

- Promoting the coordination by city councils’ in common policies for sharing information on municipal taxes (especially on waste) and for facilitating the establishment of technical and coordination criteria in tax regulations.

- Carrying out a monitoring in the AMB (by means of cross-department working) which allows for the implementation and tracking of the proposed actions.
STRATEGIC AXIS:

EFFICIENT MOBILITY

9th PRIORITY. GOVERNABILITY AND MOBILITY FUNDING

10th PRIORITY. TRANSPORT MANAGEMENT, NETWORKS AND INFRASTRUCTURES

11th PRIORITY. NETWORKS IN NEW METROPOLITAN DYNAMICS
The management and organization of transport networks and mobility services, able to respond to the high demand for daily journeys, is one of the characteristic features of metropolitan conurbations because its social and economic competitiveness in a global environment falls mostly on the quality and efficiency of this system. It should not be forgotten that the right to mobility has become one of the central elements in guaranteeing equal opportunities for all citizens, and satisfying their right to access goods and services to freely develop their professional and personal activities while, at the same time, ensuring trade flows for the efficient development of economic activity.

This system of transport must, therefore, meet the challenge of jointly ensuring quality of life, accessibility to the public, social cohesion and the competitiveness of its economic structure in a context of global sustainability. In this regard, one must bear in mind that the transport sector is the one which consumes most energy and, at the same time, generates the most important environmental impacts, particularly in air quality. It is, therefore, necessary to make mobility and transport a key factor in metropolitan policies.

During the last few decades, much work has been done in the metropolitan area of Barcelona on expanding and improving the transportation infrastructure, both with regard to road and railway networks, and on extending operating public transport services. All this with the aim of public transport gaining in quality, efficiency and integration. In like manner, other complementary measures have been developed with a significant impact on the use of more sustainable modes. Among these, one should highlight the integrative role that the consolidation of an integrated fare system has signified in all the metropolitan region; the regulation policies of above-ground parking in certain metropolitan municipalities, or the promotion of the use of bicycles as a daily means of travel, with the public bicycle service Bicing in Barcelona or the Bicibox parking network.

All in all, it is safe to say that the mobility model in the metropolitan conurbation is satisfactory when it comes to journeys made on foot, but it still has a long way to go when it comes to public transport and bicycle use. In the central conurbation, although there are still some improvements to be made, the degree of coverage and quality of public transport has led to a high level of use; as we move away from this central area, its demand decreases, especially where there are no radial connections, brought about by the inadequacy of the offer for this kind of flows. However, where we find the lesser degree of satisfaction in our mobility model is in journeys made in private cars. Although improvements in extension and in quality in public transport networks have led to an increase in demand, its growth has been markedly lower than that experienced in the demand for private cars. In fact, inter-municipal mobility is sustained basically by this form of transport. Consequentially, the impact on air quality and people’s health has intensified.

The reasons behind the prevalence of the private mode in metropolitan connections are numerous, and they should be linked to infrastructural and organizational aspects: to the funding system of the public transport network, to the regulatory and institutional framework, to the configuration of the transport network (and more specifically, the local railway services network), and even to the citizens’ habits and perceptions which they should be aware that, in the medium term, the current model will be difficult to sustain and there is a need for a change in direction.

All these considerations indicate that, in the metropolitan area of Barcelona, there are many challenges which will need to be overcome in coming decades. Political commitment is needed to take action of an organizational and infrastructural nature.
These objectives are dependent inter alia on the will of the AMB and the municipalities, the maturity of projects, the existing consensus between all actors, advanced experimentation and pioneering of new systems (like electric cars and the promotion of bicycle transport), the know-how gained or the potential of future infrastructures. These are all fundamental elements which enable us to set high expectations for the near future. It is now time for us to take a further look and materialize these proposals in a setting which may prove difficult but will open up significant possibilities in the not too distant future.

The aim is to develop a metropolitan mobility model improving the quality of life of people and the competitiveness of their economy, and, therefore, we need to integrate into the same strategy the different sectorial instruments which intervene in the metropolitan mobility. Therefore, the main challenges are:

1. How to face the change in governance between all the entities and the actors involved, while ensuring sufficient funding both in the investment plan and in an optimal maintenance of service and how to approach territorial and urban planning.

2. How to carry out metropolitan public transport management, how to integrate all modes of transport, the distribution of its networks, complementarity and overlapping; how to facilitate exchanges; the economic and fare policy which should be applied; how to combine and plan road networks and infrastructures, how we provide an answer to major infrastructure like the port and airport, and how to promote, improve and regulate the distribution of goods and logistics.

3. How to meet the demand for mobility; how to prioritize the types of journeys and routes; how to establish a common parking policy, and how to manage savings, centrality or polarity flows.

The following priorities emerge from these challenges:

- **9th Priority: Governability and mobility funding**
- **10th Priority: Transport management, networks and infrastructures**
- **11th Priority: Networks in new metropolitan dynamics**
9th PRIORITY
GOVERNABILITY AND MOBILITY FUNDING

The metropolitan public transport system requires a rethinking of the roles of the different institutions: with so many public administrations involved, gaps or overlaps occur, and on balance, the lack of a management reference makes planning, decision making, projection and execution processes extremely long (especially in the area of public transport). This situation entails the existence of weaknesses in the complementarity of the different public transport services and, with it, the lack of a genuine integrated system of transport. In this context, mechanisms for the funding of public transport have not been resolved satisfactorily, because the agreements are ad hoc and depend on the economic and political situation at the time. Furthermore, there is still a long way to go to improve linking and integrating processes between the praxis of urban planning and the development of transport.

The identified key issues, therefore, which call for a response in this priority, affect different aspects which are detailed below:

- The reorganization of the institutional and organizational framework in the area of transport and mobility.
- The provision of a metropolitan public transport system in a framework of a stable source funding centred on improvement and increased efficiency.
- The building of a model defining and specifying mechanisms for the extension of public transport services in the remaining 18 municipalities in the metropolitan area.
- The establishment of mechanisms which make the linkage with mobility more efficient at all levels of territorial and metropolitan urban planning.
- The search for new models of governance and channels for participation, concerted technically and financially, while ensuring their execution and future monitoring.
- The building of a model of an equitable distribution of the section of streets including all modes of transport at the same time and not in a competition for space.
- The harmonization between the city centre and the periphery.

In this context, the following lines of action are proposed:

- **A model and management of mobility funding**
- **Mobility in territorial and urban planning**

OBJECTIVES AND INITIATIVES

To strengthen the reorganization of the institutional framework to give a more effective, efficient response to the problems of transport and mobility.

- Defining the role of each of the competent authorities responsible for public transport and mobility (Government of Catalonia, Metropolitan Transport Authority, AMB, city councils and others).
- Changing the distribution of competencies regarding support infrastructures for the mobility network and public transport services.
- Driving forward agreements with city councils, the Government of Catalonia and
other administrations so that the Metropolitan Urban Mobility Plan has capacity for action in aspects of metropolitan basic road management.

- Assuming the role of Authority in terms of infrastructure planning and management.
- Implementing a system for the planning of efficient, realistic projects in mobility infrastructures.
- Establishing better coordination in the planning and operation of the collective public transport services by the different operators in the AMB area.

To establish a new regulatory framework regulating the funding of public transport, as well as looking for formulas of purpose-oriented taxation.

- Creating the framework necessary for a stable funding of the metropolitan transport service, with the preparation of relevant legislation which establishes the commitment of the Spanish Government, the Government of Catalonia, the AMB and city councils.
- Streamlining the operational expenditure of the system to optimize and reorganize current resources.
- Reviewing the current taxation model to standardize criteria in funding participation.
- Adapting and homogenizing the current and future fare policy to address social policies in terms of public transport.

To define and specify mechanisms for the extension of metropolitan transport services to the 18 municipalities in the second metropolitan ring.

- Defining a model and programme for the extension of transport services to the rest of the AMB municipalities which are still not integrated.

To establish working methods and more effective participation and consensus-building channels for better integration of mobility and transport into territorial and urban management planning policies.

- Laying down the legal framework making sustainable mobility an indispensable requisite at the time of establishing criteria for the location of future facilities and services.
- Establishing a general and secondary urban planning model (by capitalizing the implementation of the Metropolitan Urban Master Plan) resulting in the most sustainable modal share and favouring the possibility of reviewing the urban solution.
- Streamlining grant/funding mechanisms for new services linked to new urban developments or urban planning modifications by promoters or proprietors (evaluation studies of generated mobility).
- Developing new work methodologies to define funding proposals more clearly (programming actions) so that promoters and proprietors engage in the financing of their cost.

To define common urban design parameters and harmonize as much as possible the quality of public space with mobility in the metropolitan municipalities as a whole.

- Promoting the design of the common urban road system, at different levels of planning, facilitating and taking into account the operating conditions of the public transport service above-ground, especially buses.
– Reviewing aspects of urban design regulations contained in Decree No. 344/2006 based on the experience gained by the AMB in drafting development projects.
– Establishing a maximum number of parking places for surface area activity.

10th PRIORITY
TRANSPORT MANAGEMENT, NETWORKS AND INFRASTRUCTURES

The metropolitan transport system has experienced evident gains and improvements in the last few decades, meeting the growth of demand and adapting also to new environmental challenges. Despite these improvements, this system shows certain deficiencies which mean that, in specific flows or types of mobility, private cars are still predominant. Therefore, the inter-municipal mobility of people, labour mobility and goods transport is sustained predominantly by privately owned motorized vehicles, contributing negatively to the environmental and social quality of the territory. Some of the explanatory factors are the deficiencies in respect of intermodality and the integration of services, deficiencies in the suburban railway network, and inefficiencies in surface transport networks by bus and also in logistics and goods transport.

To take a new quality leap forward, we need to consider the following aspects, among others:

– A coordinated action on the management and daily operation of services, while promoting the relationship with the system user. In respect of public transport, investments would not only mean an increase in the networks; investments would also be necessary on a smaller scale – not in infrastructures – to strengthen the system and integrate the networks fully.

– The proposal for measures that prioritize and organize road surfaces as a grid, which should also assume a new role of support routes for surface public transport to increase commercial speeds.

– An improvement approach to the planning and management of the sector in the medium and long term, regarding logistics and the transport of goods, under a sustainable paradigm. It would be particularly important to maximize rail transport as an alternative to transport by road.

– The actions which improve the positioning of Barcelona in a globalized environment, closely linked to the question of finding new frameworks for dialogue between administrations and social players, as well as improving infrastructures in metropolitan connectivity. The port, the airport and the Sants railway station (and in a future, La Sagrera railway station) are the main nodal infrastructure to connect the metropolitan territory and the outside world, and the most important points of entry/exit for travellers and goods in Catalonia.

In this context, the following four lines of action are proposed:

• Metropolitan public transport
• Metropolitan road network
• Major transport infrastructures and metropolitan hubs
• Logistics and goods transport
OBJECTIVES AND INITIATIVES

To improve the fare system and its complementarity underground/train/bus/tram.

- Improving the fare system, establishing the basis for reorganizing the system taking advantage of the implementation of the new T-Mobility Card and of the future Catalonian Public Transport Information and Management Centre.
- Creating an integrated vision of all bus lines, regardless of the operator.
- Promoting complementarity of trams and buses, while streamlining services.
- Developing platforms reserved for buses, on urban, interurban or high-capacity roads.

To strengthen interchange stations.

- Motivating the improvement and building of interchange and bus stations at different scales at the main entry points to cities, in accordance with that provided for in the Infrastructure Master Plan 2011-2020, to extend the model beyond the interchange stations at the railway stations of Sants, Estació del Nord, and La Sagrera Meridiana-TAV.
- Putting together a management and operation model for interchange and bus stations.
- Establishing integral management of tariffs for private cars parking and transport cards (Park and Ride) at all interchange stations, regardless of the ownership of the car park.
- Expanding, regulating and improving the conditions in interchange car parks at railway stations (Park and Ride).
- Improving and expanding information systems in real time in all AMB public transport services, ensuring that passengers can obtain information at bus stops and all along their route.

To complete the commuter railway system meeting the demand for future services and making it more reliable.

- Finalizing performances in suburban lines according to the guidelines of the Infrastructure Master Plan for the Metropolitan Region, and the Railway Infrastructure Interurban Plan for Barcelona 2015, by the Ministry of Public Works and Transport.
- Redefining pending projects, like the orbital rail route, Diagonal suburban train tunnel, and the different extensions to existing lines in the greater Barcelona subsystem.

To improve the capacity of the FGC railway (Catalonian Regional Government railway) network to take in existing and potential demand.

- Executing works to improve functionality, like in the terminal headshunt area at the station in Plaça de Catalunya.
- Extending the territorial coverage of the FGC railway network in Barcelona, creating new urban centres (integrating Vallès-Llobregat) and establishing a new connection with the Vallès area.
- Developing a plan for improving stations and eliminating level crossings.

To continue in the extension and improvement of the planned metropolitan railway and tram networks.
– Giving impetus to infrastructure actions (connections, extensions, new lines) and to underground stations included in the Infrastructure Master Plan 2011-2020, by rehabilitating and remodelling actions, and adapting stations and spaces.

– Defining and implementing the connection between Trambaix and Trambesòs tram networks, lending continuity to the Barcelona Diagonal axis and expanding the scope of territorial tram lines.

To improve medium-capacity surface transport systems.

– Studying the needs for medium-capacity surface transport systems.

– Studying the impact of this system from the perspective of connectivity, mobility congestion, pollution, and interaction with other systems (among other factors), to maximize its implementation.

To establish new road links and connections, improving and increasing the capacity of certain roads, as well as building new and access roads.

– Giving a boost to lengthening and widening the roads in the Baix Llobregat and Barcelonès Nord road subsystems.

– Intervening in ring roads, approach roads to La Sagrera railway station, access by road to the port, and the splitting of roads and entrances to ring roads.

To build new interurban bus lanes assessing the possibility of their suitability for the circulation of high-occupancy vehicles, and for new axes reserved for above ground public transport.

– Prioritizing the following road axes and areas: Barcelona-Molins de Rei (B-23), access to the airport (B-22), Barcelona Autonomous University, Castelldefels-Barcelona (C-31 or C-32), Cerdanyola-Ripollet (N-150), Barberà-Sabadell, Barcelonès Nord and Montgat-Sant Adrià (C-31).

– Intervening first and foremost in the following corridors: Castelldefels - Cornellà (C-245), Santa Coloma - Sant Adrià (on the left bank of the River Besòs), Badalona sea front, Badalona - Can Ruti, El Prat - Sant Boi and Cerdanyola - Sant Cugat.

To improve the efficiency and capacity of the airport to transform it into an international hub.

– Giving impetus to the definition of a new management model responding to the needs of tourist and business sectors, a key element in the economic development of Barcelona and its metropolitan environment, demanding an active participation in the new management model.

– Encouraging an increase in international flights and connections with more airlines.

– Developing strategies for a business model airport, boosting advantages, locations and requirements, and geared fundamentally towards goods traffic.

– Promoting the execution of infrastructures for rail access to the airport, and access to suburban networks, the underground and, finally, to other systems which improve connectivity (shuttle trains, etc.).

To foster and integrate the port as a competitive, attractive element for existing companies in the area and for others that in the future may wish to locate there.

– Improving access roads.
– Implementing measures for solving rail access.
– Gaining momentum for the connection between Tarragona and Castellbisbal of the international gauge.

To promote the development of the rail and road infrastructures needed to facilitate the mobility of goods in the port and in its area of logistic activity.

– Giving a boost to the creation of efficient, flexible freight terminals allowing for loading trains up to minutes before departure, as well as for information management regarding the tracking and the state of goods for the end user.
– Studying the feasibility of the development of lanes reserved for the transit of heavy vehicles in metropolitan corridors, where the transport of goods is of great importance.

To promote high speed trains and La Sagrera railway station

– Fostering improvement in the planning and programming of intermodality in its broadest sense for the future La Sagrera interchange station.
– Establishing a joint working group with the competent administrations for the work on La Sagrera railway station to be executed as soon as possible.

To encourage the incorporation of transport networks into general planning and of logistic infrastructures and especially those specific to goods transport into urban planning.

– Vindicating the role of the AMB as an authority in terms of infrastructures (and, therefore, in terms of supporting infrastructure for goods transport) to ensure compliance with the agreed objectives.
– Improving infrastructures (networks and terminals) and rail services to increase the proportion of long-distance freight transported by this means.
– Executing peremptorily the first phase of rail access to the port as single track.
– Adapting the metropolitan road network to future forecasts of goods mobility, taking their environmental and social effects into account.
– Promoting the execution of the Mediterranean rail corridor for goods in an affordable temporary term.
– Studying mechanisms and actions to improve the Ronda Litoral ring road and the possibility of implementing exclusive road links for the circulation of heavy-duty vehicles, especially in the Llobregat corridor.

To intervene in the drastic reduction of levels of pollution and environmental damage.

– Promoting the change of the car pool of vehicles intended for the distribution of goods (for others more environmentally friendly or even hybrid or electric), specifically for the urban distribution of goods.
– Promoting the development of micro-logistic distribution platforms for the urban distribution of goods.

To promote measures of mobility management by improving the modal system.

– Encouraging the optimisation of the efficiency in freight transport by road, with management mobility policies which do not restrict solely the circulation of vehicles.
– Boosting standardized criteria in the municipal law on this sector, like those referring to charge and discharge hours, to the restriction of access to certain areas of the city or the taxation linked to this sector.

– Implementing improvements and specific road signs for heavy-duty vehicles in the metropolitan and urban road network.

To broaden the knowledge of actors forming part of the logistics and goods transport systems, to increase the information available and equate it with that available for passenger transport.

– Implementing the survey process of the Mobility of Metropolitan Goods.

– Promoting the creation of a specific body representing the different actors in the sector in the metropolitan area.

To incorporate new ways of interacting with the logistics sector creating spaces for the industrial transformation of products during their transit in the Port of Barcelona.

– Promoting a study allowing for identification of industrial sectors intervening in the process of transforming certain products during their transit in the port.

– Searching for specific, effective models to benefit from the passage of goods and intervening in the chain of transformation of production processes.
11th PRIORITY
NETWORKS IN NEW METROPOLITAN DYNAMICS

The management of the demand for mobility is essential in bringing about changes in people’s habits, and improving efficiency in the transport system, reducing road accidents, and their impacts on the environment and people’s health. The cumulative impact of a wide range of demand management strategies can bring about changes in peoples’ behaviour and, consequentially, a reduction in the external costs, generated by the transport system, can occur.

This more global vision of metropolitan transport policies, namely those that are integrally and systematically connected with the mobility network, are essential in the framework of the future mobility strategy in the metropolitan territory.

Consequentially, among others, the following aspects need to be addressed:

– The promotion of a more equitable citizen’s model of mobility improving circulation conditions in the different transport networks and, in particular, prioritizing public and mass transport systems and journeys on foot or by bicycle, particularly in inter-municipal links.

– The strengthening of healthy modes of transport for everyday use, like bicycles or journeys on foot.

– The promotion of the rational use of private transport to minimize the impact on the environment, urban spaces and the congestion on road networks. In this regard, it is necessary to approach the renewal of the car fleet or the role of car parks at destination as an effective tool for mobility management.

– The development of mobility management policies in mobility generating centres.

– The incorporation of the smart city concept in the management and operation of transport networks.

In this context, the following line of action is proposed:

• Management of mobility demand

OBJECTIVES AND INITIATIVES

To improve conditions for mobility, in the infrastructural network and in the services intended for mobility on foot or by bicycle, while maximising safety while travelling.

– Creating “safe road” projects for certain medium distance journeys, within or between municipalities, with proposals for road signs and concrete road safety measures.

– Promoting and developing the culture of journeys on foot or by bicycle by means of specific campaigns in this respect.

– Harmonizing the regulatory framework (based on ordinances) in metropolitan municipalities with regard to regulating the use of bicycles in the city.

– Encouraging the use of electric bicycles.

– Promoting safe parking areas and bicycle registration and insurance.
To improve the connectivity and functioning of road networks, preventing direct access from roads to motorways.

- Improving road connectivity between municipalities situated on both sides of the rivers Llobregat and Besòs.
- Implementing traffic management measures reducing the volume of vehicles making urban journeys on the main road network, in coordination with the rest of the administrations involved.

To implement measures to reduce the levels of air pollution.

- Studying the introduction of measures like labelling cars, tariff reductions in car parks, exemptions or reductions in road tax, environmental taxes, or the definition of low-emission zones restricting or discouraging the access to certain polluting vehicles.
- Fostering and promoting the use of vehicles with propulsion systems not dependent on oil products, like the electric vehicle (car, motorbike or bicycle), developing and extending an infrastructural network for their implementation in the metropolitan area, with other supporting measures encouraging their use by citizens.

To improve the competitiveness of surface transport (bus and tram), establishing measures to increase and ensure commercial speeds.

- Implementing adjustments for new traffic-light priorities.
- Enforcing more road discipline and a management system of regulations and infrastructures.

To strengthen the rationalization policy for using private cars with management measures for parking and traffic.
Promoting, as far as possible, a more standardized policy and the regulation of parking spaces for all cities (extension of parking spaces for visitors and residential use, centralised control, integrated tariff management, etc.).

Promoting measures to minimize the impact on urban environment caused by parking motorcycles and mopeds in metropolitan municipalities.

Streamlining the access routes to Barcelona based on the appraisal of the implementation of measures promoting a modal shift.

To continue the renewal of the surface public transport fleet with the incorporation of more sustainable vehicles, especially natural gas and hybrid systems with electric engines.

Promoting a system for monitoring energy consumption and emissions of public transport fleets.

Extending the use of electric, hybrid and low-emission vehicles in the AMB public vehicle fleet.

To continue working to ensure quality service in metropolitan taxis, establishing measures aimed at the social use of this means of transport.

Promoting and extending changes in the taxi fleet for more sustainable vehicles to meet the challenge of 70% hybrid vehicles by 2022.

Developing a plan for metropolitan taxi ranks.

To promote the introduction of technological improvements while making use of existing ones to increase efficiency in the daily management and operation of collective public transport services in the metropolitan area of Barcelona.
– Facilitating the incorporation of these tools for the day to day operations of service provider companies.

– Fostering the development of a support centre for the provision of collective transport services in metropolitan buses.

To improve and standardize the different route planners in existing public transport with updated information.

– Facilitating the introduction and implementation of applications in the area of mobility providing information for the public so that they can make timely decisions before and during their journeys.

– Promoting the use of social networks giving and receiving information about metropolitan transport services.

To introduce new work protocols for monitoring and improving conditions of mobility, in cooperation with the Pacte Industrial de la Regió Metropolitana de Barcelona (industrial arrangement for the metropolitan region) and with other entities representing other sectors.

– Defining the mobility generating centres with the most accessibility issues and the main deficiencies in these areas.

– Establishing an action plan defining the timetable for implementation, cost and the funding system.
12th PRIORITY. FOR A NEW URBAN MASTER PLAN

13th PRIORITY. CHANGE IN MODELS FOR ACTION IN LAND USE

14th PRIORITY. INNOVATION IN TERRITORIAL INTERVENTION STRATEGIES
The metropolitan area of Barcelona has changed substantially in the last 40 years. It has undergone significant changes dignifying our municipalities and improving the quality of life of our society. However, these economic, social, cultural, technological and environmental changes create new challenges which need to be developed in this territory, both for their effects and for the way these problems should be best addressed.

The ageing of infrastructures, housing and the population itself, the transformation of economy at a global level, climate change or the arrival of a new citizenry leads us to a new scenario, and is completed by the need to adapt and adjust the tools for urban planning to the new realities, both regulatory and the natural evolution of the metropolitan territory itself.

It is, therefore, necessary to incorporate a new, dynamic and transversal vision of the actions to be carried out in terms of territorial and urban approach, which will allow us to experiment with the different, renewed methodologies, accumulated in present circumstances.

The territory, as mentioned before, is where things happen, where houses and facilities are built, public spaces created, and economic actions taken, etc. which today represent the most significant effects of this new reality, like the impact of climate change, the challenges of co-existence and economy. Therefore, the projects developed or planned in the metropolitan territory should not only be instrumental but must have a more strategic nature and a cross-cutting vision.

Thus, we must rethink the territorial dimension from four points of view:

1. From the integration of different disciplines which come together in the definition and development of a territory (social, economic, environmental, technical, etc.).
2. From the joint treatment of the different areas (streets, neighbourhoods, districts, municipalities, etc.).
3. From the adaptability of territorial planning processes (combination of sectorial, strategic, operational, municipal, etc. plans)
4. And, finally, from innovation, understood as the result of a transformation in ways of thinking and acting.

It is also important to take into account the role cities will play in the future as economic, social and cultural agents in a global context (in the year 2050, it is calculated that between 60 % and 70 % of the world’s population will live in urban environments). There are certain cities which have recently developed new strategies in the metropolitan sphere, which give us clues about new tools, concepts or ways of addressing these problems. The urban agenda has evolved and technologies linked mainly to communications help us to establish new, more sustainable and efficient models of urban management.

The Metropolitan Strategic Reflection (REM) is part of a global approach which looks for objectives related to the creation of employment, economic growth, social inclusion, environmental sustainability, and efficient and sustainable mobility, and, in this respect, the component of territorial planning should work to ensure two objectives:

1. The realization in the territory of the actions foreseen in the metropolitan reflection on the whole.
2. The identification of formal and informal mechanisms (regulations, programmes, and consensus-based systems) to make them effective.
The global approach to Cohesive Territory in the REM is based on these four aspects.

1. **The analysis of the physical space.**
2. **Temporal projection with its social, economic and demographic perspectives.**
3. **A global approach with new concepts for territorial planning which are now under debate in different forums.**
4. **Institutional factors and competence of the present time.**

**PHYSICAL SPACE**

From a physical point of view, the existing lay of the land of this territory concerns both its location and geographical configuration on the Mediterranean coast and its economic evolution, the layout of its infrastructures or the development of its social and demographical dynamics. Unlike other cities which have grown extensively without as many physical constraints the building of the metropolis of Barcelona was conditioned from the beginning by the existence of a series of towns and villages spread out over the territory which have now become cities with a deep, dynamic approach to change which quantitatively became more significant during the second half of the XX century.

During this period the first housing and industrial estates appeared, and the first urban continuities were created and changes in the transport model led to the proliferation of a housing market in many places in the metropolitan area, in many cases in a context of property speculation and densification of territory, which became the main challenge for democratic city councils from 1979.

It was with the arrival of democracy that city councils decided to dignify spaces by means of operations of urban microsurgery, citizens’ participation and social dynamics, with an increase in green spaces and facilities, the upgrading and expansion of major infrastructures like the airport or the port, and commitments to strengthening and creating new central urban areas in all the territory. Of all the major transformations carried out in these years, maybe the most significant was the run up to the Olympics for its great impact on the central city and also on other municipalities in the metropolitan area of Barcelona. After this, other operations followed, now completed or ongoing, like the Fòrum, the 22@, Plaça Europa or Centre Direccional de Cerdanyola among others.

**TEMPORAL PROJECTION**

In the present situation of economic crisis, it is hard to make forecasts regarding the future of the AMB, given the changing nature of social and economic reality. There are many problems which, depending on how they are tackled, will give rise to completely different scenarios. In this respect, the Metropolitan Strategic Reflection (REM) is not conceived as a closed book but as a flexible instrument which can change during its application in time.

In all events, we have to think of a way of redressing the balance between the housing supply and the real demand, with new modalities allowing everyone to access decent housing. On the other hand, one of the major challenges which needs tackling is the high rate of unemployment and, therefore, planning must be able to adapt the territory and create situations which also promote the generation of jobs.
THE GLOBAL APPROACH

In the current economic globalization context, urban regions have become the main centres of power and economic development in the world. It is calculated that more than 70% of the world GDP is generated in urban environments. This role of cities and that of metropolitan areas as economic, social and cultural actors in a global context exerts pressure on the traditional models of city government. The issues which, ultimately, involve the provision of services and the creation of policies exceeding the administration limits of cities and requiring a search for more or less institutionalized new formulas which help to break down the traditional models of governability established until now.

INSTITUTIONAL AND COMPETENCE FACTORS

In recent years great efforts have been made to have instruments – like the Barcelona metropolitan territorial plan, which sets out the general lines of what this territory should be like – and other plans have been passed or are being drafted like the Sustainability Plan for the AMB (PSAMB), the Master Plan of Infrastructures (PDI) or the Urban Mobility Metropolitan Plan (PMMU). It must also be appreciated that this new reality has arisen from the Barcelona Metropolitan General Plan (PGM) in 1976 which, despite its importance as a regulatory instrument, has undergone manifold changes since its application almost four decades ago.

With all these plans on the table, the metropolitan reflection is of special importance as an instrument which this global vision should have, and which is essential in such a
complex territory, preventing these instruments from being just “stand alone” plans with any connection between them. Therefore, the REM must be the structuring instrument of sectorial and urban plans directed by the AMB, and respond to the questions what, why, where, how, when and who on the metropolitan territory. It is a question of building a roadmap to deliver the objectives pursued in each reflection, evaluating each initiative (what), justifying its application (why), locating it in the territory (where), searching for mechanisms to carry it out (how), programming it (when), and, finally, determining the type of operation and who would be responsible for its implementation (who). With the definition (answer) to all these elements, we would have a genuine strategic instrument for planning initiatives, assessing the hypotheses to carry them out, evaluating costs and effects, etc.

It must be borne in mind that, as a consequence of the current state of economic crisis, the AMB stands at a critical junction that is decidedly more complex and demanding. This compels us to deal with the approach and look at the future with the utmost rigour and efficiency. For this reason, when we speak of planning in the metropolitan territory we must bear in mind that:

- The urban planning system is a key element in territorial development and plays a major role in spatial organization in aspects referring to land resources, economic activity, settlements, open spaces and infrastructures, etc.

- Planning tradition: four decades after the implementation of the PGM (Metropolitan General Plan), at a time when territorial contingency plans were being set out everywhere to provide consistency and content to rising urban growth and were the outcome of the most paradigmatic policies of the welfare state, some assessment indicates that new problems in metropolitan environments have arisen deriving from numerous factors relating to new management challenges, administrative procedure models, the role of innovative initiatives, as well as from new governance challenges.

- The existence of an approved set of laws, regulations and plans in force which undoubtedly affect any future project.

- A new stage in the governability and governance of the AMB, which stems from the setting up of a new institution and from the commitment made to plan new management instruments like the Metropolitan Urban Master Plan (PDU), the Urban Development Plan and other sectorial plans.

Therefore, the major challenges to be addressed are as follows:

1. The renewal and adaptation of the legal structure.
2. A redefinition and adaptation of land use providing information regarding the state of certain urban fabrics (the diagnosis).
3. The innovation in territorial and urban intervention strategies, on a wide-scale vision.

Based on these challenges, the following four priorities are established:

- 12th Priority. For a new Urban Master Plan
- 13th Priority. Changes in models for action in land use
- 14th Priority. Innovation in territorial intervention strategies
12th PRIORITY
FOR A NEW URBAN MASTER PLAN

One of the major challenges that urban planning sets out at the present time is the uncertainty, produced mainly by the speed of the dynamics of change. The General Metropolitan Plan (PGM) has provided the security necessary for developing the metropolitan territory for all these years, and its manifold modifications have helped to strengthen and perfect its urban model, establishing permanence and adaptability. At this point in time, however, after almost 40 years, we are faced with the difficulty of operating under a legal framework with a hierarchy that defines a certain amount of competence to which the metropolitan area of Barcelona (institutions, municipalities, etc.) must adapt.

In the construction of the new regulation framework for the AMB, both its level of action and the complexity of the legal framework on which it must develop must be taken into account.

In synthesis, a set of problems can be identified which can lead to a propitiatory reading of this new framework. Some of the most significant and evident of these are as follows:

– The management of superimposed systems; namely, the coordination in legislative, institutional and disciplinary variables at different scales and on a cross-cutting basis.
– The deficiencies and weaknesses in the present framework, like the lapses in time between planning and execution.
– The need to rethink the definition, management and implementation of new scenarios of action and planning in territorial terms.
– The search for legal or planning mechanisms based on the identification of the deficits in the metropolitan territory, to apply policies at different scales and in a global manner.
– To specify implications and assess opportunities for the substitution of the PGM by the PDU and the POUM, as well as the fitting and compatibility of the future PDU with the different sectorial plans.
– To find a way to confront attitudes of rejection on very delicate issues both by the community and by the local administration institutions themselves.
– To bear in mind that the metropolitan territory does not end in its administrative limits and that, therefore, a dialogue with the rest of the territory is to be expected.

OBJECTIVES AND INITIATIVES

To adapt the new legal framework to the new needs of the metropolitan area of Barcelona.

– Building a new legal framework which, considering its hierarchy, is purposeful in its integration into the legal framework.
– Adjusting urban parameters in the territory adapting them to new realities, mainly those related to housing, economic activity, open spaces, facilities and infrastructures.
– Creating and/or adapting urban planning instruments with the aim of facilitating or making the transformation of urban fabrics viable.
– Speeding up times for carrying out planning, processing and the management of urban planning instruments.

To create governance and control mechanisms, with the aim of meeting the objectives laid down in the REM.

– Developing new areas of dialogue for the purpose of implementing an integral management with a holistic vision of the territory to have better control over all future operations.

– Boosting new governance and interaction instruments with other territorial areas like the second metropolitan ring, the Metropolitan Regions and other metropolitan configurations.

13th PRIORITY
CHANGE IN THE MODELS FOR ACTION IN LAND USE, MOBILITY SYSTEMS

Urban growth in the metropolitan area of Barcelona over recent decades has given rise to a considerable increase in inter-municipal journeys, above all, due to the imbalance between places of work and residence. The implementation of the necessary transport infrastructures to meet these new dynamics has had a significant impact, jeopardizing in some cases other functionalities in the territory, like the environmental connectivity of natural systems or the continuity between urban neighbourhoods.

In the reflection on mobility, aspects are analysed which cause effects on the territory, like the planning and intervention of the public transport model and planning and investments in the rail and road systems.

The main key points identified are as follows:

– The need to review regulatory issues which affect urban planning and mobility to make procedures and drafting projects more efficient.

– To increase and improve the coordination of urban and sectorial planning with a global vision of the metropolitan territory and in connection with the European networks.

– The incorporation of new interventions on major mobility infrastructures from an urban point of view to optimize their operation and achieve a maximum social and economic performance.

– To assume clearly the need for drafting a realistic Infrastructure Management Plan establishing the prioritization of vital infrastructure with different temporary scenarios.

OBJECTIVES AND INITIATIVES

To promote changes in mobility and urban planning regulations ensuring a maximum degree of coherence and interaction between both processes.

– Reviewing the public transport tax assigned to promoters of urban operations, making it clear to the recipient of resources and ensuring the monitoring of this tax.
– Proposing changes in urban design parameters, including reserve ratios for parking spaces³.

– Incorporating into the evaluation studies of generated mobility (EAMG) gender and town planning inclusive indicators for a series of groups (the elderly, children or the disabled).

– Promoting a better coordination on the part of the mobility administration in the drafting of documents forming part of the urban planning dossier.

To promote measures ensuring that the legal territorial and the metropolitan urban frameworks are appropriate to frameworks at a higher level.

– Reviewing the legal framework of different laws and regulations affecting mobility systems, generally at a state level, for the purposes of managing their effects on the metropolitan territory in the best possible way.

– Promoting a more active participation by municipalities in the drafting of urban regulations affecting mobility planning in their territory.

To review land reserves in the road network system co-ordinately with the competent mobility authority to meet current and future needs in the urban fabric.

– Planning a genuine secondary road network system to solve some distortions between motorways and the internal road systems in towns, giving an overall vision of urban and interurban connections.

³For example, to quantify/specify the number of parking for bicycles sometimes makes no sense, as it should be applied depending on the context or by means of due justification in the mobility study itself.
– Improving road safety (considering road functionality, turning radius, widths, etc.) and that of pedestrians, thinking in terms of inclusive urban design (gender criteria, for the disabled, etc.).

– Promoting reservations on special roads helping to decongest the road network at determined spots and corridors, like for example, reserving lanes for collective transport in specific corridors helping this mode of transport gain in competitiveness in relation to other transport modes, or establishing reservations to improve corridors specialised in the transport of goods*

– Urban structuring and planning of public roads, from major interurban connecting roads to pedestrian walkways networks, cycle path networks, and hubs where public transport is in the majority.

– Regulating areas of economic activity located in outdoor public areas, like improvements in the management of public space in commercial axes, and in pedestrian areas with difficulties in the urban distribution of goods.

– Linking uses and projects to the types of mobility necessary: a) industry and logistics, linked to heavy goods transport; b) high intensity service sectors, commercial, offices and large facilities linked to high capacity public transport.

To complete street plan at a metropolitan level “Links Plan” integrating the different functional requirements for roadways and urban uses.

– Analysing the network of interurban avenues and streets which should become the connecting links between different parts of the city and metropolitan areas, while studying their functional problems, possible alternatives and the need for new layouts.

– Proposing transformation actions on existing roads and new layouts which, in addition to responding to the typical challenges of mobility, with public and private modes, integrate other urban functions like public spaces for relationship building, support for qualified urban uses and service infrastructures.

To obtain an overall planning of the metropolitan railway system allowing one to take urban decisions.

– Analysing the function of land reservation for the railway system in urban planning, making an assessment to develop a metropolitan strategy which facilitates decision making in territorial transformation contexts.

– Providing territorial planning criteria in mobility planning processes on issues which affect the AMB.

To define an urban action strategy at transport interchange stations to make metropolitan mobility more efficient.

– Planning operations for urban transformation in the new interchange stations’ surrounding areas, providing them with added value (commercial, cultural and recreational activities, sport services, etc.) making this mobility service more attractive. These new centres will make the urban networks more compact and better served.

– Boosting the planning necessary to ensure the building of large interchange stations with car parks (Park and Ride) in strategic positions in the city, which should be both competitive in price and linked to public transport tickets.

*The main axis that needs solutions is the Baix Llobregat corridor, but the convenience of providing solutions for a section of the AP-7 motorway in El Vallès area or Ronda Litoral ring road should be studied.
– Linking interchange stations with pedestrian walkways and the bike lane network, to promote the use of this means.
– Fostering, where possible, platforms/facilities for promoting road/rail intermodality.

To update the system of urban relations port-city to current and future needs.

– Studying the possibility of increasing port activity with more compatible uses with the city where the relationship is more direct.
– Encouraging the fulfilment of the planning of the extension work on the port.

To establish a planning strategy for the airport to improve its competitiveness.

– Planning the revision of the Barcelona Airport Master Plan (1999), in accordance with the model of airport which would be more suitable for the territory as a whole and from the perspective of the full involvement of the metropolitan area of Barcelona and the country’s institutions in this process.

– Reviewing the role of the airport city in the new context of the metropolitan area of Barcelona from the perspective of the current challenges for the development of the Baix Llobregat surrounding areas in territorial terms, both when it comes to social, economic and environmental aspects.

– Considering the airport and the airport city as a new centre integrated into the urban network of the metropolitan area of Barcelona, and in its urban planning.

TECHNICAL SERVICES SYSTEMS

Two major infrastructure axes can be observed in the metropolitan area of Barcelona: one in the River Llobregat surroundings and the other in the River Besòs, at the mouth of which a large number of priority installations are concentrated for the effective operation of this territory. One may say that, practically all of the AMB territory has acceptable levels of service infrastructures, and it is necessary to stress the great effort that has been put into some of them in recent years with regard to their construction and modernization which, on the whole, make the metropolitan area of Barcelona less vulnerable to adverse incidents. Despite all this, many actions still remain to ensure that the consumption and production of energy are more sustainable. It is, therefore, necessary to continue promoting measures that lead to improved efficiency in transport and the distribution of energy, in the management of waste, in the promotion of infrastructures and installations of alternative energy sources.

The main challenges we have before us are as follows:

– The need to establish the urban measures necessary for the efficiency of service infrastructures.
– Action planning processes to increase the security of supply.
– Legislative coordination for the optimal development of services in the territory.

OBJECTIVES AND INITIATIVES

To establish urban services reserve criteria to improve efficiency in energy cycles and optimize land use.
– Planning of territory co-ordinately with sectorial planning, above all in mobility systems and in undeveloped land, where the impact of service infrastructure is more significant.

– Boosting the necessary regulatory actions for full compliance with the coordination aims between sectorial and urban planning.

To improve territorial conditions to optimize the water cycle.

– Promoting the separation of networks to improve the urban drainage deficiencies of rainwater.

– Incorporating into urban planning provisions increasing the water retention capacity (like the anti-urban solid waste tank (DSU), minimizing the risk of floods in urban areas and channelling this water to the wastewater treatment plants.

To intervene in electricity infrastructure planning minimizing its impact on the territory.

– Implementing measures to press for the modernization of electrical substations and other electrical installations from the competent authorities.

– Giving impetus to the streamlining of the network to prevent the territorial impact of secondary lines which are often redundant.

To establish regulatory changes at different scales favouring the installation of renewable energies in the metropolitan territory.

– Reviewing legal implications related to new conditions generated by the installation of renewable energies in buildings.

– Defining metropolitan urban regulations, so that construction parameters facilitate the installation of solar and mini-wind energy in buildings as much as possible.

– Promoting the urban changes necessary to favour the implementation of electric vehicles.

– Devising energy saving measures in public buildings according to their location, ensuring the maximization of its efficiency and contributing to improvements in suburbs and cities.

OPEN SPACES AND FACILITIES SYSTEMS

Open spaces and facilities in a territory in correlation to its population are indicators of the quality of life of its inhabitants. Its soil classification, within the meaning of town planning, has allowed us to establish standards and reserves in open spaces and facilities. Notwithstanding this reference, it should be taken in account that the quality of open spaces and resources directed at the public go far beyond this, and, therefore, a thorough assessment should be made on the actual state of these systems to enable decisions to be made on how they should be planned in the future.

Over the last decades, metropolitan municipalities have substantially improved their endowment of green spaces. However, they have developed mainly due to the establishment of the standards required in planning sectors often without taking into account their ecological and social function. With this new urban approach, we are faced with the challenge of reorganizing this system with a global vision, ensuring that green urban spaces offer the maximum number of environmental services. By the same token, the PDU (Metropolitan Urban Master Plan) will allow us to reflect on all large metropolitan facilities and their location.
The main challenges we are faced with are as follows:

- Balancing the open spaces network through planning, looking for a distribution in a global metropolitan perspective and, therefore, compensating the municipalities with regard to their social and/or environmental function.
- Drafting of a metropolitan plan of facilities as a tool for urban planning.

OBJECTIVES AND INITIATIVES

To lay down general guidelines for planning open space systems in the AMB.

- Detection of deficiencies in the open spaces systems, striving for the right balance in the territory with regard to the distribution of spaces, improving distribution and function in the territory.
- Implementation of measures which ensure the accessibility and use of open spaces and their equipment.
- Research into mechanisms to execute and develop those systems foreseen in the plan, especially for solving specific problems in open spaces linked to scattered urbanizations.

Draft an equipment plan for the Barcelona Metropolitan Area.

- Definition of the needs for improvement and transformation of existing equipment in metropolitan municipalities.
- Planning, bearing in mind the territorial new needs, of the equipment network which needs to be planned, both of a local and metropolitan nature.

Generate a green urban spaces network establishing the main functions and services which must be provided for the metropolitan population.

- Planning of a model of “Green of proximity” by contributing new elements of use; ensuring the multi-functionality of these spaces as a social, pedagogic and educative function, which, at the same time, contributes biodiversity, generates landscape and is a recreational resource for health and well-being.
- Planning of green as an integral system which configures the “green infrastructure” in the metropolitan environment, generating the diversity of areas which provide numerous, different environmental services.
- Optimize compatibility conditions between green spaces on different scales and facilities, local or metropolitan, to generate lively spaces of more complexity and more centrality, more in line with the social and spatial wealth of the metropolitan city.

OPEN SPACES – UNDEVELOPED LAND

Open spaces are, for the purpose of the reflection on the territory and following the criteria used in the Barcelona Metropolitan Territorial Plan (PTMB), soil classified as undeveloped land in accordance with urban planning.

The metropolitan area of Barcelona is a territory which has undergone a great transformation in the last few years; it is the outcome of an important development which has brought with
it an important growth of urban land, resulting in a significant loss of agricultural land. The most important problems in open spaces are those relating to the lack of connection between protected spaces, which leads to the isolation of some with regard to others, altering their ecological diversity.

The main challenges facing us now are:

- The need for an urban planning of open spaces in the metropolitan area of Barcelona from the point of view of the preservation and improvement of their ecological and socioeconomic functionality.
- Normative adaptation to present needs in open spaces, amending the previous framework in force from an innovative perspective.

OBJECTIVES AND INITIATIVES

To act on the categorization of open spaces, allowing more coherence in the delimitation, qualification and classification of land.

- Reviewing protected areas of open space land, maximizing undeveloped land where necessary for the proper functioning of the system, ensuring compatibility with other systems.
- Identifying and analysing in what state is the soil in outside regulation.
- Analysing urban fabric weakly consolidated, with uses on undeveloped land and badly developed sites in spaces connecting urban areas and undeveloped land, with a view to proposing their recovery for permitted uses in open spaces.
- Maximization of transitional sites on the edge between the urban area and the undeveloped land, which fulfil an organizational function because of the excess frequentation of open spaces.

To modify and regulate urban parameters for open spaces, in accordance with the types of protection of higher ranking rules.

- Promoting improvement projects in hot spots where it is necessary to act from the planning stage to avoid further fragmentation of land or to improve the connectivity of open spaces.
- Reviewing land uses in open spaces, weighing up the frequency of their use and the regulation of permitted activities, establishing sites adapted to social use in natural and agricultural spaces (for example in Collserola park, in the Llobregat delta, in Garraf-Ordal or in the Marina mountains).
- Studying the terms for building in open spaces, as well as other urban parameters (building plans, occupancy, etc.).
- Including criteria for the infrastructures layout in undeveloped land (SNU).

MIXED USES IN THE TERRITORY

The metropolitan area of Barcelona is characterized by large, central urban areas, at a metropolitan or municipal level, where homes coexist – in buildings or blocks – with very varied economic activities, like shops, workshops, offices, hotels, facilities, etc.
Today we view these characteristics as positive, but it has not always been like that, and even in the metropolitan Barcelona, from the middle of the XX century, there has been a highly specialized growth in segregated areas, housing estates, industrial estates, shopping malls, tertiary and low density residential developments.

The motorisation of society and the building of new infrastructures (motorways) have allowed for the establishment of new residential suburbs away from traditional centres and new service areas (shopping malls and recreation centres).

The analysis and assessment of current metropolitan neighbourhoods and of the foreseen development regarding the variations in current expectations should give us clues as to the potential for the transformation of urban fabrics requiring intervention for improvements in different aspects related to housing.

On the other hand, there are many economic activities normally located in urban areas with a high residential content which give them character, and even urban structure in these areas.

The coexistence of large areas of mixed use offers many advantages, as it reduces the time spent in daily mobility, optimizing public transport. It makes the city livelier, more interesting and more varied, but also generates problems which should be dealt with in compliance with appropriate regulations.

When it comes to the complex city where residential uses and economic activities share space, it is necessary that:

- A model of growth is planned based mainly on the transformation and rehabilitation of fabrics to allow for residential use in permanent homes in a safe, healthy, accessible, and quality urban context, restoring environmental balance.
- The time factor should be introduced into planning, adapting growth to tighter periods of real residential needs, balancing offer and demand.
- Social aspects should be incorporated, referring to changes in family models, mobility needs, integrating into the urban fabric uses which are compatible with the residential function to help to balance cities and residential areas.
- Conditions of compatibility should be established among the various uses relating to current or possible economic activities on this land and to the use of housing.
- Services, facilities and infrastructures related to the tourism sector should be planned with the aim of being competitive with a model of sustainable growth.
- A Plan for Economic Activity Spaces is needed to improve through urban planning large urban commercial areas, public and private facilities and large service centres.

OBJECTIVES AND INITIATIVES

To establish criteria in plans for residential sectors to be developed in future years.

- Foreseeing land reserves which need an agreement on the study of residential needs in the metropolitan area of Barcelona in the medium and long term, taking into account growth predictions, currently and foreseeable (affected by the mortality rate) of vacant housing stock, the condition of houses, the residential market and social cohesion, management plans pending, etc.
- Defining a development model, based mainly on the transformation and rehabilitation of urban fabrics, weighing up the pace of offer and demand.
- Promoting the rehabilitation of neighbourhoods on urban land consolidated: programmes of urban renovation, coordinating housing, urban planning, economic activity and social welfare interventions.

To broaden the offer of the housing tenure system.

- Foreseeing the planning of new modalities in housing systems, encouraging a balance between tenure systems in all metropolitan suburbs, through a detailed study of the residential market and social cohesion.
- Looking for legal mechanisms favouring that at the time of planning, tenure rent systems or surface rights in areas of the transformation of uses or new development sectors can be defined ensuring the public ownership of land with subsidised housing.

To redefine urban parameters in residential areas.

- Defining a model of adequate housing in the different metropolitan neighbourhoods by setting the average ratios of housing, the diversity of typologies, the average density and the proportion of residential land use.
- Reviewing urban parameters of scheduled and unscheduled developable land according to a model of a dense and compact city.
- Boosting the necessary regulatory measures to bring into line the offer of housing with the changes in the way of living together in a lifetime, creating new models for the needs of the population (more flexibility in finishes, dimensions, services, etc.)
- Regulating compatible uses to encourage the functional mixture of metropolitan suburbs.

To establish guidelines for the forms of approach to quality improvements in housing.

- Promoting AMB regulation entities for enhancing comfort levels in housing with passive safety systems (solar protection, insulation, natural ventilation, election of building materials, etc.).
- Prioritizing regulations boosting the use of renewable energies in housing rather than the use of fossil sources of energy, and also measures in favour of energy efficiency.
- Implementing measures in urban planning and regulations for the use of materials, products and technologies reducing the emission of pollutants and greenhouse gases in the building sector, as well as for recovered and recycled materials.
- Incorporating regulations to apply measures related to efficiency in the use of water in new building work, like for example, the separation of grey water, rainwater deposits or the use of regenerated water.

To plan according to the needs in order to maintain a sustainable tourist model.

- Planning facilities and services adapting them to an increase in the tourist offer without affecting the dynamics of the local population.
- Boosting changes in the territory allowing for the decentralization of current tourism solely in specific areas of Barcelona, avoiding a long-term dependency on the tourism industry.

\[\text{For example, the Barcelona Metropolitan Area has 18 ARES (in Badalona, L’Hospitalet de Llobregat, Sant Adrià de Besòs, Santa Coloma de Gramenet, Barcelona, El Prat de Llobregat, Sant Joan Despí, Cornellà de Llobregat, Esplugues de Llobregat, Sant Boi de Llobregat and Santa Coloma de Cervelló, Sant Víctor dels Horts, Barberà del Vallès and Montcada i Reixac), or sectors like La Marina de la Zona Franca in Barcelona, Valdepiélagos in Sant Cugat del Vallès, El Pla de Poent in Gavà and the Port of Badalona, or the transformation of industrial land on the coastline in Sant Adrià de Besòs.}\]
To study the large commercial areas, large public and private facilities, and services centres, and their effects on the territory.

- Promoting, through territorial planning, specific economic sectors surrounding the centres which are already functioning and have the capacity for growth, like high-level hospital centres, both public and private, and large shopping centres.

- Establishing new business axes, if necessary, following the criterion of neighbourhood rehabilitation in the metropolitan area of Barcelona, making use of new dynamics in economic activity and fostering social relations in the surroundings, which may be encouraged by transformations in road networks, or transport interchange stations (airport, La Sagrera railway station, etc.).

- Including the AMB overall reflection on the weight and specialization of economic activity in new developments or transformation sectors (Barça, power plants, La Sagrera, Biopol, etc.).

**RESIDENTIAL LAND**

Despite the Barcelona metropolitan space being characterized by the existence of large central urban areas, where homes coexisted with very varied economic activities, from the middle of the XX century, highly specialized and spatially segregated areas of growth were implemented: housing estates, industrial estates, shopping malls, services and low density residential developments.

Housing estates from the 1950s to the 1970s responded to an “urgent” need to find a solution to the massive problem of decent housing. They were intended to be an alternative to a marked exploitation, due to densification, of the existing urban structure and are organized in isolated multi-family buildings and on occasions in “open blocks.”

Residential suburbs in houses grouped or isolated follow the model of a dispersed, low-intensity city. In the metropolitan area of Barcelona, many of these residential developments have been built in areas a long way from the places of work and services for their residents, which involves a greater mobility in private means of transport and, on occasions, the lack of public transport, facilities or relational spaces.

These residential areas raise general problems and others which are more specific, according to age, the conditions and type of housing, and the level of resources, etc. However, in many cases the problems also depend on more specific issues that should be assessed individually, like, for example, the size, the density and structure of the neighbourhoods, the distance from and the relationship with the nearest town centre, the level of urban integration and the existence or not of public transport interchange stations in the vicinity.

Once this brief assessment on specialized residential land is finished, it is necessary that:

- The specific problems in the different specialized residential neighbourhoods in the metropolitan area of Barcelona be studied and assessed separately.

- These problems are integrated into the planning process of the Metropolitan Area as major issues related to metropolitan structure in transformation.

- Areas of centrality and the provision of services are established for all specialized residential areas, taking advantage of the opportunities resultant from the available territorial resources.
OBJECTIVES AND INITIATIVES

To study and assess the specific problems in residential areas (specialized) in the metropolitan Barcelona.

- Identifying, studying and characterizing all residential areas in the different municipalities and districts, specifying the main problems detected (ageing of parkland, related environmental degradation, mobility, etc.)
- Studying the evolution and trends of the different social, economic and urban variables in each one of the neighbourhoods, with reference to the nearest metropolitan centres and the metropolitan area of Barcelona as a whole, helping to foresee prospective scenarios of progress in these territories.
- Evaluating, assessing and defining actions which need developing to correct the problems detected in all matters (rehabilitation, intervention in public space, connectivity and mobility, etc.)

To plan actions in different neighbourhoods which need to be carried out in an integrated manner in metropolitan planning.

- Integrating problems and actions to be developed in metropolitan planning covering all social, economic and territorial issues (urban planning, public space, transport, housing, facilities, etc.) at different scales: neighbourhood, municipality, metropolitan area.
- Determining a set of measures which need to be incorporated co-ordinately into the different municipal and metropolitan action programmes.
- Programming and prioritizing actions which need developing in different thematic contexts and at different scales.

To project elements of unique services in different neighbourhoods, in conjunction with spaces in their urban environment

- Identifying sites where singular actions of centrality and resources are possible within or close to neighbourhoods (doorsteps) in conjunction with the structure of the city, at a local and metropolitan scale.
- Establishing, in town planning, the relevant content of urban projects necessary for the development of the referred to actions.
- Drawing up and implementing specific projects corresponding to the unique actions of centrality and resources.

LAND FOR ECONOMIC ACTIVITY

Within the framework of the reflection on the future Catalan production model – based on sustainability, innovation and knowledge criteria –, one of the most important challenges is the optimization of spaces for productive activity, adjusting planning and improving its services and mobility infrastructures.

The development of the industrial structure in Catalonia in the context of globalization and technological change is reflected mainly in an increased interest in actions based on knowledge and services, more than in the processing of tangible products as up until then.
It is, therefore, the time to establish a road map for industrial land, as it will be necessary to reformulate spaces of economic activity, adjusting them to new location needs, coordinating different uses and offering the necessary services, infrastructures, accessibility and communications.

As with the case of residential land, there are few developable land reserves in the AMB area and, on the other hand, there are many sectors in the process of execution or in the process of being executed, which call for a reflection with regard to their urban viability or their economic and social desirability.

A further reflection is also needed with reference to how certain developments can be improved and made use of, like shopping malls, recreational and large-scale facilities, accessible from the large infrastructures but weakly linked to the urban structure in the metropolitan territory.

On completion of the planning with regard to land for economic activity, it will be necessary to:

– Develop, from an urban point of view, a plan for industrial estates in the metropolitan area of Barcelona which considers, among other aspects, the determinations of the key territorial areas.

– Deal specifically with metropolitan large shopping and high-scale facilities which are currently segregated from urban areas, to take advantage of their economic and urban potential, while integrating them at different levels into the metropolitan network.

OBJECTIVES AND INITIATIVES

To develop, from a planning point of view, a Plan for industrial estates for the metropolitan area of Barcelona.

– Analysing and assessing industrial estates, with the aim of obtaining an in-depth knowledge of the current state of buildings, infrastructures and urban planning.

– Preparing recommendations for appropriate sites for each productive activity, considering the possible specialization of territories.

– Considering the improvement of accessibility in productive spaces, respecting mobility requirements in each case (focussing on the mobility of persons and facilitating the access of heavy-duty vehicles and trains, etc.).

– Promoting the improvement of service infrastructures in productive spaces.

– Reflecting on urban and organizational planning tools to adjust them more easily to the requirements for industrial and services demands.

– Adapting planning to facilitate the development of the five ADEM: Barcelona-Besòs, the B-30 corridor, the Llobregat axis, the Llobregat delta, and the coastal region.

– Studying the territory with the aim of finding industrial estates and areas where urban restructuring can be carried out making it possible to develop other types of economic activities (of the 22@ type).

– Analysing and assessing sectors already planned, both ongoing and executed, that are currently not working properly due to the crisis and other factors, to find solutions for their reactivation.
To address the integration of the multi-scale metropolitan network of large commercial areas, public and private facilities and service centres which are currently segregated from the urban area.

– Identifying and quantifying the need for accessibility and the provision of complementary services in these large service areas.

– Studying the possibility of integrating into the neighbouring urban structures with the appropriate transition or continuity areas, giving particular attention to existing interstitial areas and to planning sectors to be developed (for example, Autonomous University of Barcelona - Parc de l’Alba - Cerdanyola - Sant Cugat - Badia del Vallès).

– Integrating these high-scale facilities and services areas into the large metropolitan networks: road network and non-segregated road network (boulevards and metropolitan links); representative public spaces, and metropolitan public transport. Similarly, the integration of these areas into the local urban structures should be fostered.

– Establishing transitional and continuity areas with the system of open spaces and the urban fabric of a local nature.

– Planning specific actions in the surroundings of these large areas to take advantage of the opportunities which high concentrations of facilities and services can generate in a synergic manner on the local productive fabrics.

14th PRIORITY
INNOVATION IN TERRITORIAL INTERVENTION STRATEGIES
THE POLYCENTRIC NATURE OF THE BARCELONA METROPOLITAN AREA

Space in the metropolitan area of Barcelona in the XXI century is polycentric and under construction and transformation. This polycentrism is a key territorial resource with a development potential which, when fully exploited and with appropriate planning, will enable us to advance towards a more cohesive, efficient, integrated, and long-lasting socioeconomic space.

Certain clear examples of centrality provisions can be considered in many metropolitan neighbourhoods and cities, such as:

– Recent improvements carried out in public space in the old town centres.

– New large-scale important areas, significant at a city and metropolitan level, located in area which were formerly on the periphery.

– Provision of facilities, which generate new spaces of urban centrality, at different levels of services (neighbourhoods, towns and cities, and the metropolitan area), like libraries, cultural centres, etc.

– Consolidation and extension of urban centralities, with expansion and extensions in the old town.

– New spaces of metropolitan centrality, coordinated with the existing city.

– Centrality mechanisms, still disjointed or weakly linked to the metropolitan space.

– Urban projects for expanding city centres.
The metropolitan space presents problems, which need to be overcome to build a genuine metropolitan network of urban nodes, like those originating from the specialization of some specific urban fabrics, the corresponding to the “weakly linked” large properties, and barriers which prevent the efficient operation of the network, both physically and socially. The opportunities present themselves in:

- The metropolitan space, which is in constant change and very varied, and the large infrastructures under construction that can be used to expand the heart of the metropolitan area.
- The large areas of land still to be developed, that can play an organizing role in the territory and contribute to solving problems or generating new ones.
- The metropolitan high-level facilities, which are a great asset for generating urban centrality in many sites in the territory, but they can also become “weakly linked areas”.

Having formulated some of the relevant policy areas with regard to metropolitan polycentrism under construction, and in order to continue advancing, it is necessary that:

- The expansion of the AMB key functions should be spread out to make the heart of the metropolitan area bigger and more diverse.
- A level of sufficient centrality is ensured in all cities in the metropolitan area according to their size.
- Many of the urban sub-centres should be provided with duties and spaces at a metropolitan level according to local opportunities.
- Planning is carried out in a way to enable it to take advantage of the heterogeneity and social and territorial resources in each part of the metropolitan area in a coordinated way.

OBJECTIVES AND INITIATIVES

To expand functions from the heart of the metropolitan area, at least, towards nearby territories, like Barcelonès Nord or the Baix Llobregat, for example.

- Integrating large-scale infrastructure projects into the transformation of their urban environments, at a local, city and metropolitan scale. The airport and La Sagrera railway station are two great opportunities to transform urban environments extensively, providing them with new economic activities and urban functions that, apart from finding optimal locations in these places, would expand the heart of the metropolitan area on an urban fabric which up till now was considered to be of limited centrality.
- Reconsidering existing urban structures (systems and zones) around these large-scale projects to take advantage of the opportunities for transformation which new establishments of great infrastructure offer in large territorial areas.
- Ensuring a sufficient level of centrality in all cities, according to their size, so that roles that can be played at a local level do not have to recourse to higher authorities.
- Providing metropolitan, city and neighbourhoods network nodes with the necessary facilities and spaces to create employment and services for permanent residents.
REM METROPOLITAN STRATEGIC REFLECTION
COHESIVE TERRITORY

- Developing urban nodes through interventions in terms of urban action which allow for the effective use of all urban centres with no areas vulnerable to emptiness and degradation.

To provide different urban sub-centres with functions and spaces at a metropolitan level according to local opportunities to advance in the construction of a metropolitan space network.

- Localizing, in many of the nodes, facilities and functions higher than the local level so that all neighbourhoods have something that makes them attractive in their own right. To make it viable, it is necessary to go deeper into basic aspects like overcoming timing barriers and other obstacles, and providing the metropolitan infrastructure network with connections that are still required.

- Implementing a good design of links for the network, like those referring to transport, to the linkage of relevant public spaces like avenues, squares and stations, which would generate new centrality axes and spaces.

To take advantage of the heterogeneity and social and territorial resources in each part of the territory in a coordinated way.

- Identifying and prioritizing the functions possible and efficient in each one of the places, as they optimize local potential, faced with those that are particularly challenging or might collapse the area at a local level. Let’s consider mass tourism, for example, or industry which requires heavy transport in terms of logistics or in activities which require average or long distance accessibility for people.

- Optimizing existing productive space: whether it consists of specialized areas of economic activity, through complete or partial improvement operations, making them more functional or flexible to changes in production and providing them with more productive functions and more centrality; or whether they are spaces of possible disperse economic use within the fabric of existing urban centres.

- Taking advantage of the opportunities the current context of change offers us with regard to the generation of new, more efficient and integrated spaces of activity and centrality in the metropolitan network.

KEY TERRITORIAL AREAS

These are large territorial areas where one finds a series of future opportunities and ongoing projects which, due to their level of interaction or interference, call for the joint study and processing of future planning and interventions at different levels. These territories correspond to geographical areas which, despite the particularities in each case, share certain common characteristics like: the presence of large-scale mobility infrastructures with a potential for accessibility and centrality which make it easier, but also that of fragmentation and disruption which they can imply; the development of sectors of economic activity, shopping centres or large-scale facilities of different sizes and territorial scope linked to the large-scale infrastructures; and the inclusion of transformation spaces or the urban extension of metropolitan interest.

The key territorial areas which we can today consider the most consolidated are: Barcelona-Besòs, the B-30 corridor, the Llobregat axis, the Llobregat delta, and the metropolitan coastline.
The study of the metropolitan territory, centred on urban planning, should allow us to progress in contents, functions, structures and urban forms in these territorial areas; while also looking for other spaces of similar potential regarding the improvement and transformation of the metropolitan area as a whole.

With regard to key territorial areas, we need to address:

- The establishment of a roadmap for each key territorial area, from the economic and social point of view, based on the sustainable development of the territory.
- The definition of a joint strategic planning of the metropolitan coastline, either in terms of transformation, formalization, protection or the redefining of uses on sections of the coastline.

OBJECTIVES AND INITIATIVES

To produce more synergies between delta productive soils, infrastructures and community provisions, under the concept of the preservation of surrounding environmental values.

- Coordinating spaces in the delta on a global scale, incorporating the time factor into planning.
- Promoting actions to work on edges, contours and relationships between productive soils, to strengthen a strategic territory like the Llobregat delta.
To promote the development and transformation of the Besòs-Barcelona area based on the structural element of the river in accordance with its own identity in this territory.

- Defining guidelines to optimize infrastructures, the structuring of open spaces and the urban fabric in the Besòs-Barcelona area.
- Seriously studying the parameters for transformation of uses that the Besòs-Barcelona area should have.

To propose actions on the Llobregat axis that would improve the functionality of this area in all aspects.

- Studying actions on scattered developments on the Llobregat axis to lead the territory towards a more sustainable model.
- Driving improvements in connectivity between the margins of the River Llobregat, as well as improvements between infrastructures and the management of goods transport.

To consolidate the buffer on the B-30, as an area of economic activity and facilities linked to large-scale mobility infrastructures.

- Defining the strategic role of the different types of economic activity surrounding the B-30 in connection with the metropolitan area of Barcelona as a whole.
- Reformulating territorial adjustment, within the metropolitan area of Barcelona, in residential sectors pending development or semi-finished near the B-30 corridor.
- Driving actions in mobility and service infrastructures to improve competitiveness in the B-30 corridor.
- Defining future interventions around the B-30, ensuring the connectivity of open spaces.

To establish guidelines for action on different parts of the metropolitan coastline according to a comprehensive strategy.

- Defining and analysing the functional stretches of the metropolitan coastline, with their corresponding areas of influence in urban zones.
- Adopting transformation or adaptation measures to improve the relationship between the shoreline and the sea on each stretch, in terms of permitted uses, intensity of use and physical planning, etc.
- Promoting the protection of areas considered strategic on the metropolitan shoreline for environmental preservation.
- Relocating the freight train terminal in the port gaining ground for the public at El Morrot Station, connecting at the same time with the Montjuïc Mountain, and capitalizing on the coastal ring road to ease congestion on short, local distances.

TRANSITIONAL SPACES

The maximum efficiency of the territorial matrix in the metropolitan area of Barcelona depends to a large extent on the adequate distribution and intensity of the uses developed in each part of the territory. In this regard, the limits between certain uses, fabrics, or infrastructures may become either areas of conflict or borders, or the access to opportunities
if from the planning stage the potential in each situation is understood. Certain spaces which are to be studied are the edges of open spaces, understood as a transition or contact area between urban land and undeveloped land.

The line between residential, industrial or specialized service fabrics often results in complex situations, as these activities are not always compatible and easy to integrate in the urban fabric. The large-scale infrastructures that pass through urban centres or natural or agricultural spaces are also involved in these problems.

To ensure the fair processing of the boundaries between the urban fabric and open spaces and between the different functional fabrics, there needs to be:

- Development and agreement on the boundaries between urban fabrics, above all, in the change of land use classification and between very different uses.
- An improvement in the connections between fabrics divided by large-scale infrastructures.

OBJECTIVES AND INITIATIVES

To define the nature of free spaces in the contact between urban land and undeveloped land, in order to regulate the use and access to open spaces.

- Designing the connections of open spaces with free spaces in the city according to their characteristics, functional needs and their proximity to urban environments.
- Promoting the accessibility on public transport to transitional sites, limiting their access in private vehicles.
- Planning adequate facilities in areas linked to leisure or productive activities typical of undeveloped land, so that both urban uses and open spaces benefit from this situation.

To treat the “border” strips to prevent segregation in parts of the territory.

- Studying boundaries as a transition between different functional fabrics promoting more complexity and connectivity between them.
- Ensuring the minimisation of the impact of barriers caused by infrastructures in the middle of their urban fabric.

TERRITORIAL ADAPTATION TO CLIMATE CHANGE

The climate change is a phenomenon confirmed by the scientific community that we cannot avoid, which will condition future generations. It is necessary to incorporate, therefore, a time factor in the medium and long term in territorial planning. Presently, the effects of this global change are starting to be seen and, therefore, the adaptation of the metropolitan territory to the effects of climate change is of vital importance to ensure its proper functioning in the future.

The raising of an adaptation plan to climate change in the metropolitan area of Barcelona seems absolutely necessary, as well as to continue working for CO₂ emission mitigation.

So as to adapt the metropolitan territory to the climate change, it is necessary to:

- Build a territory which is resilient to climate change and fully integrated into a sustainable approach.
– Establish steps that can be taken in urban planning for the mitigation of climate change.

OBJECTIVES AND INITIATIVES

To establish urban planning guidelines acting with forethought in order to adapt and mitigate climate change.

– Studying the most sensitive mobility infrastructures which may suffer the effects of climate change and come up with new solutions in urban planning.

– Analysing the effects on the coastline and preparing proposals for solutions.

– Establishing urbanization conditions and services in new urban developments and new areas of transformation, bearing in mind the effects of climate change.

– Promoting innovative actions, like self-sufficient blocks in the perspective of allowing for the progressive incorporation of energy models, which, for example, tend to reduce the consumption of costly economic and environmental resources.

To incorporate infrastructure planning, new development projects and systems of transformation in urban and productive fabrics, in the forward planning of a better adaptation to climate change.

– Proposing changes in services infrastructure that ensure its protection faced with the effects caused by climate change.

– Proposing actions in the urban fabric that is affected by risks of flooding or by other consequences of climate change.

– Introducing legal and urban mechanisms by means of the PDU (Metropolitan Urban Master Plan), to improve energy efficiency in buildings, facilities and economic activity spaces.
STRATEGIC AXIS:
CAPITAL STATUS AND GOVERNANCE

15th PRIORITY. AN INNOVATIVE GOVERNANCE FOR A GLOBAL CAPITAL
The development of metropolitan areas and regions is becoming one of the dominant types of human settlement. In the XIX century, only 2% of the world's population lived in cities, and today more than half of humanity does; in fact, there are more than 500 cities with more than a million inhabitants (and, therefore, considered metropolises). According to United Nations data, in the year 2050, seven out of every ten of the world's people will live in cities.

Today we know that prosperity, territorial cohesion, economic growth and social inclusion come from cities. These are creative cities, intelligent cities (Smart Cities), resilient cities, global cities, technological cities and knowledge cities. The city is a focal point of transformations in the XXI century and the metropolitan areas are the prevalent expression of what future scenarios will be like. That is why, beyond definitions of organizational models, it is essential to think of what the emerging requirements and challenges will be.

In this regard, the major aspects are:

- The need to face new challenges of globalization, which involves thinking ahead in terms of competitiveness of territories and intra-regional complementarities.
- Finding mechanisms to respond to an improvement in dealing with issues that, given their volume, extent, common nature or economies of scale, require managerial efficiency, and a coherent and cooperative action between the various administrations involved.
- The drive to build and operate based on a model of leadership and the reconciling of interests and initiatives which go beyond the local framework and do not clash with other administrations, whether they are local or supralocal.
- The need to strengthen legitimate democracy in certain fields of action, improving transparency and demonstrating accountability.
- External and internal demand from governments to offer new models of governance in which joint responsibility, agreements with social and economic agents, public involvement, participation and complementarity with the private sector, the non-profit sector and other levels of administration become indispensable.

That is why the plan should include the various aspects linked with history, challenges, territorial structure, interaction with other nearby territories, co-existence with other administrations, positioning in the field of metropolitan cities everywhere. In ours, in addition, metropolitan governance is also determined by the will to exist which has been proven in over 30 years of shared projects.

It is necessary, therefore, to speak of a new model of governance which defines new parameters for relationships, and goes from an unequivocal and unidirectional model of government to a system of government in which resources of public power are required and activated in markets and social networks. We should understand governance as the synthesis of synergies which exceed traditional views and enter fully into matters like the fight against poverty and social exclusion, the promotion of social cohesion, equal opportunities, equality of access to public services, proximity, redistributive action, transparency and involvement.

Barcelona, like all large cities in the world, is subject to the pressure of changes and transformations of globalization. The socioeconomic and geopolitical context and the development of the country, particularly as a result of the crisis, and the new risks related
to an increase of inequalities and exclusion, oblige one to think about how to face the new challenges in a perspective which demands, in many aspects, the rethinking of changes in approach focused on a new form of politics from the AMB.

In this regard, it is necessary to project the metropolitan area internationally in all its aspects, so that it occupies the place it deserves – its rightful place, but also the one it is demanded – in the “new cartographies of globalization”. This means a commitment, it means a “place in the world”; it means taking the lead where and how it deserves, it means taking advantage of its capacity to influence, cooperate, compete, join, and promote at all times what it is entitled to in a global world.

The great opportunity that the birth of the AMB represents should be used to strengthen the role that the city plays as a capital city in the Mediterranean, as a key point in the south of Europe, as a seat for Union for the Mediterranean and for local and international organizations that work in the region, like ONU-Habitat, EIPA, CRPM, IEMED and Medcities, among others. In this way it becomes a nodal factor in the process of creating institutional architecture in the European Union and the gateway to Europe for Asia, the Near East and America.

Barcelona’s role of leadership and capital city has become more apparent in recent years because of its strength and a series of legal and administrative measures which have reinforced this role. For this very reason, the major challenges of metropolitan Barcelona should be the following:

1. Doing research work on the institutional framework.
2. Finding appropriate funds to satisfy the needs of present challenges in terms of the environment, infrastructures, transport and social cohesion.
3. Searching for a greater influence as a capital, as a brand, as a model of metropolitan city, as a cooperation project, and as the capital of the Mediterranean.
4. Based on this reality, planning as a priority the development project of metropolitan Barcelona as a global capital with an innovative model of governance.

In this context, the following priority should be achieved:

- An innovative governance for a global capital
15th PRIORITY
AN INNOVATIVE GOVERNANCE FOR A GLOBAL CAPITAL

The main challenge to be developed in terms of governance to improve the concept of management, usefulness, accountability, transparency, efficient administration of public assets, citizens’ perceptions, changes in the model of relations with administrations and the justification of the framework of competence – ultimately, of participation and continuous improvements –, is to foster a model of leadership establishing correct organization and management, making it possible to be leaders in innovative processes in terms of new values, the spreading of new rules, new attitudes and capabilities.

The consolidation of leadership in strategic projects in the environment, in the Mediterranean and in southern Europe is the basic aim of metropolitan aspirations for which it will be necessary to stimulate the continuity in external projection policies, to give support to cooperation, to improve the model of service provision and to promote the streamlining of procedures.

It is also necessary to boost new relationship models with citizens, focusing on more accessible information, boosting systems of accountability and transparency, and carrying them out by means of a new institutional, participatory structure.

Undoubtedly, one of the major challenges the new administration should take on is an improvement in its funding capacity to continue offering an optimal, adequate provision of services, as well as being prepared to take on metropolitan projects and give support to city councils. Therefore, the full assumption of the new framework of competence and the responsibilities attributed thereto is necessary, as well as the obligation of increasing and improving new models of agreement, participation and cooperation with the relevant agents and actors, while examining and consolidating the use of new technologies in all management, control and relationship processes.

In this regard, the areas of intervention to be developed are:

- Barcelona, metropolitan capital in a global world
- Quality public services, transparency and accountability
- Strengthening the institutional framework
- Citizenry and social, economic fabric

OBJECTIVES AND INITIATIVES

To define a model of leadership, as a global city, on key issues faced with the current geopolitical reality.

- Developing measures for the recognition of metropolitan matters in Catalonia, Spain and Europe.

- Boosting the presence of Barcelona in supramunicipal and international organizations in terms of preservation and environmental management as a city involved in sustainability.

- Driving the metropolitan Barcelona as a European capital of business, of social and sharing economy, of fashion, as a reference point in gastronomy, of culture, of social inclusion projects, of urban planning and architecture, and of biomedical research, among others.
– Strengthening and taking responsibility for a new model with regard to port and airport management.

– Boosting the metropolitan city as an international headquarters for fairs, conventions and congresses, with flagship projects, for example, the Mobile Phone.

To promote projects for international cooperation and international relations in accordance with the current needs of the new AMB,

– Fostering projects and opportunities for cooperation for the AMB in the European and international field, while positioning itself as a leading stakeholder in metropolitan governance and the provision of quality services in accordance with the AMB international relations strategy.

– Creating spaces of technical support, contacts and working relationships with the different agents in the territory, like the metropolitan city councils or the economic actors, based on AMB networks and international action.

– Continuing projects with towns on the south bank of the Mediterranean in terms of strategic, urban sustainability planning, the provision of basic local services, economic promotion, training, democratic quality and urban transformation projects.

– Actively supporting the Secretariat for the Union of the Mediterranean.

– Implementing measures that lead us to develop the effective capital status and leadership in the Mediterranean and in southern Europe, like the high-speed link, a logistics hub of communications of crucial importance and one of the central points in the Mediterranean corridor, as well as boosting projects like Medcities network.

– Continuing our international action plan, while working to increase resources assigned thereto and making education for development one of the main priority lines, as defined in the AMB Plan for International Cooperation in Development 2013-2016.

To improve the provision of services model,

– Boosting the "Commitment to Citizenship" programme, by means of which the main services will make AMB quality commitments known.
– Promoting citizen advice with quick and extensive access and highly specialized services.

– Promoting social clauses in purchases and contracts related to corporate social responsibility practices by suppliers, contractors and dealers.

– Looking into the implementation of ISO standards in all possible services to establish objective mechanisms of quality at all levels of the metropolitan administration.

– Supporting the potential of professional careers that allow, in addition to the vertical career paths, horizontal promotion, making professional and technical development possible.

– Fostering in-house communication, while developing the instruments to involve male and female workers in the AMB strategic project.

To move towards electronic government.

– Promoting as many automated processing projects as possible

– Starting up full computerization of communication systems with citizens.

– Promoting public access to AMB information and to databases and information resources which can improve transparency and access to academics and the general public.

– Developing open data in all information systems to make it available to citizens, indicators, service information, databases for academic use, etc.

To promote measures for accountability and transparency.
– Establishing information lines to be shared with citizens, monitoring reports and evaluating programmes with the progress and obstacles encountered.

– Informing citizens regarding the monitoring of action plans and unique projects.

– Establishing a systematic model of accountability of the way public resources are administered and their impact.

To consolidate the new institutional framework and assume competence and responsibilities in the metropolitan area.

– Encouraging a more active participation in the management of transport services and infrastructures that are the competence of the State which affect the AMB directly, like the port, the airport and the local railway services, claiming the role of Authority in terms of infrastructures.

– Fostering actions for priority recognition of its status as capital in accordance with the aforesaid current challenges, especially with regard to necessary resources.

To improve the financial capacity.

– Establishing actions necessary for the recognition of resources to exercise the function of capital status and, at the same time, the full exercise of the metropolitan vocation.

– Establishing a special financial regime with new instruments, with the consolidation of a specific economic and financial organization for the AMB.

– Claiming from the Spanish government the implementation of the commitments in the Municipal Charter of Barcelona regarding the allocation of funds to the AMB.

– Requesting the Government of Catalonia to provide an allocation of Catalonia local cooperation funds to the AMB, consistent with its condition as a singular territory.

To foster agreement and cooperation models with social actors, citizenry and other institutions.

– Deploying sectorial participation processes by different social actors in strategic projects, like the plans to be developed.

– Strengthening cooperative, collaborative mechanisms with organized actors, particularly with the Barcelona Metropolitan Strategic Plan Association (PEMB).

– Promoting cooperation projects with municipalities which are not part of the AMB, to reach the broadest possible consensus on the policies of our institution.

– Developing education and sectorial dissemination projects on the metropolitan reality.

– Creating participatory public debates with citizens and sectorial entities on major issues of the metropolitan debate.

To optimize the use of ICTs in extension processes to strengthen governance.

– Driving forward the processes of citizen participation with communication strategies centred on the application of ICTs, while boosting participatory systems as well as citizens’ consultation based on the digital social network.

– Developing new channels for communication taking advantage of ICTs for issues that require systems for validation of specific public policies.