



Ajuntament de
Barcelona



Barcelona **GREEN DEAL**

A new economic agenda for Barcelona 2030

Area of Economy, Work, Competitiveness and Tax Office

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In collaboration with:

Deloitte.



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Presentation of the Barcelona Green Deal

Our vision for Barcelona for the coming years

Ours is the time of the cities and the metropolitan regions. We are living in a world in which the digital revolution has led to a change in values, in our way of being, of acting and relating to each other, and at the same time on a planet that is showing clear signs of exhaustion and is calling for radical changes to tackle an environmentally and socially just transition in line with the 2030 agenda goals established by the United Nations.

Barcelona cannot ignore the major debates of the world, it has to be the protagonist.

Barcelona must have its own voice, it must create alliances with the institutions, with the citizenship and the civil society, and with the rest of the cities of the world to express the voice of an open, plural, ambitious and entrepreneurial society. We have done so throughout our history, and we have all the elements to do so again and project a new decade of shared progress.

Barcelona is in all its dimensions a wonderful city. Full of challenges, concerns and above all full of future. A city that among its priorities needs to face the leap in metropolitan scale to efficiently tackle the challenges we are facing over the next decade.

This document is an explanation of a new economic agenda for Barcelona.

Because the city is also an economic reality. An economic reality that needs to project itself again towards the future with ambition, with an agenda for shared economic progress, socially just, environmentally responsible and with the capacity to generate alliances between citizens, institutions and the civil society.

At the same time, in each of the major challenges we face as a society, there is an economic opportunity, if we are able to face it with ambition.

And that's why, friends, the city needs a plan. And this plan involves two things: a new economic agenda for the next decade and a pact between the civil society and the administration to be able to carry it out and promote the creation of quality jobs in Barcelona.

We are living in the digital age and the paradigm shift is as significant as the appearance of the printing press 600 years ago. I'm talking about a transition where information and data are key elements and where rights and franchises become a clear priority; an era where research and training are basic infrastructures, and where markets are liquid and global, and therefore competitiveness is disputed on a daily basis.

For all these reasons we need a major socio-economic pact so as to tackle it successfully.

This is our BCN Green Deal, an open roadmap for all the economic and social stakeholders to outline the strategic lines that must guide the economic future of the city and its municipal drive.



Jaume Collboni

First Deputy Mayor

Barcelona City Council

Area of Economy, Work, Competitiveness and the Tax Office

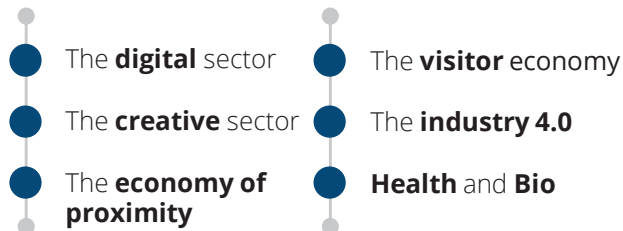
Executive summary

A resilient, fair and sustainable Barcelona

Competitiveness, sustainability and equity are the key elements for the development of Barcelona's **economic agenda**, the indicators at the end of 2019 illustrated competitive, sustainable data and a social situation that showed a notably good **growth perspective**.

The economic **ecosystem of Barcelona** is diverse and has a wide range of productive sectors and specific fields, but among them are six **strategic sectors**, either for the weight they have in terms of impact on the city's economy or for their tactical value in terms of reputation and international positioning.

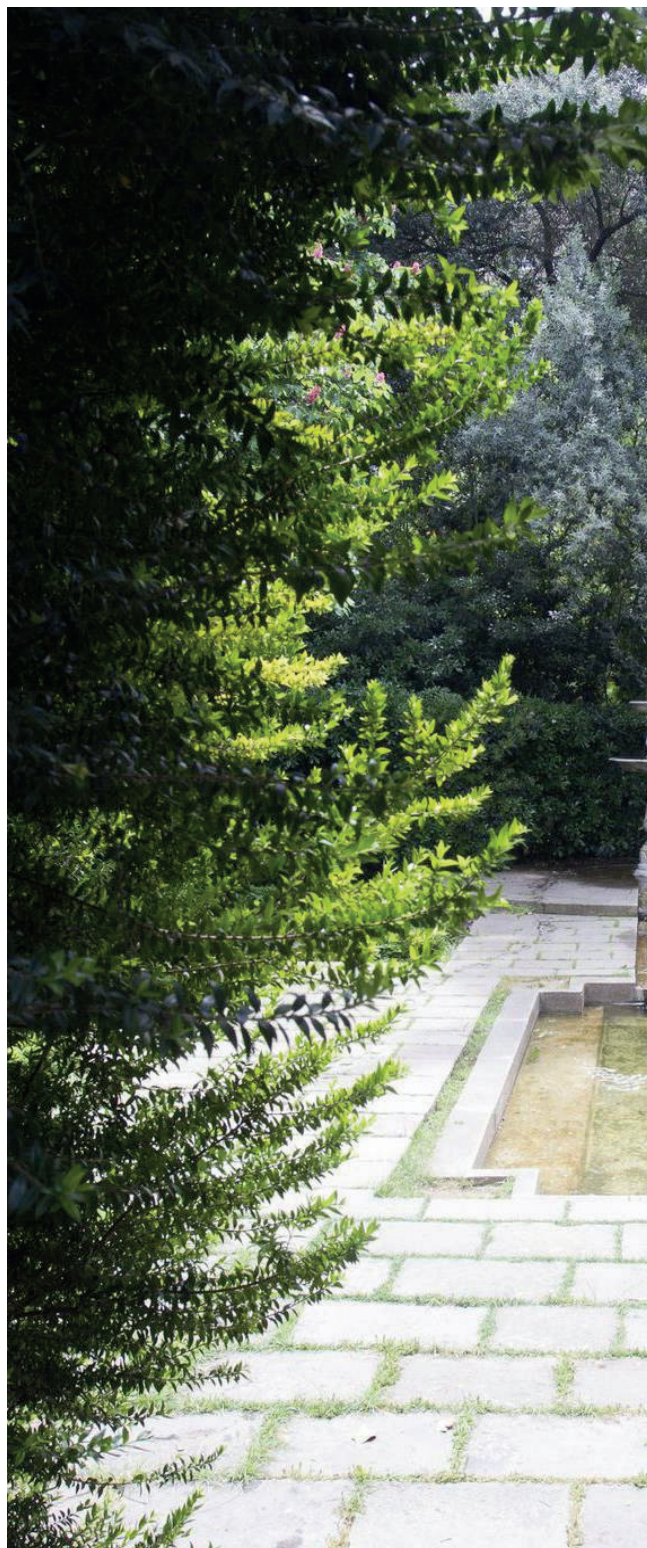
The **strategic sectors** are key for various reasons, such as the future of technological development, the **cultural** and **identity** impact, the differential value, the attractiveness of the city as well as the possibilities of synergies within the reach of the Barcelona economic fabric. The sectors are as follows:



These sectors need to be strengthened by boosting **sectoral policies** and **specific** measures in the short and medium term, to be developed in the exercising of strategic formulation and economic planning for the next decade.

The **global pandemic** and the economic crisis that led to it have had a very significant negative impact which has changed the economic forecasts of Barcelona and the uncertainty that has been generated in this area.

The **economic** evolution is foreseen with an **asymmetric V-shaped** recovery, with a first stage of impact, where there is a very rapid destruction and slowdown of the economy, which after the activation of the economic fabric and the boosting of measures for its revitalisation is expected to allow for a gradual acceleration of the economy to place it at its starting point before the crisis.





The **stagnation** is in almost all areas of the city's economic activity, hitting almost all the **strategic** sectors of the city, with some exceptions in the digital sector, and the impact in terms of **jobs and business capacity** has been very important.

The **Barcelona Green Deal** builds a robust strategy, beyond the economic agenda, to respond to **the current and future challenges** of the city. Sustainable growth, climate change, identity and culture, digital and international leadership are just some of the current challenges

The **COVID-19** crisis has posed a new challenge: public health and an effective response to the crisis. Barcelona City Council created the Economic Response Coordination Centre (**CECORE**) with the aim of establishing a coordination mechanism to carry out the specific action plan, and the measures and actions necessary for the economic recovery of Barcelona.

To meet the challenges of the economic agenda, it will be necessary to take into account the activation of Barcelona's **competitive leverage**, aligned with future trends in order to design a plan in accordance with the main changes in **society**, the **environment**, **technology** and the economy of the **future**.

Vision

- To position Barcelona as an international benchmark in all the **central economic and social axes** of the city, establishing a socio-economic pact between all institutions, companies, entities and citizenship.

Mission

- The construction of a comprehensive roadmap based around the establishment of 3 Strategic **Axes**, which group 10 **Goals**, and a total of 66 specific **actions**.

The strategic axes of the Green Deal correspond to the key elements of the economic agenda that was mentioned at the beginning, to make Barcelona **competitive, sustainable and equitable**.

To ensure that the **Barcelona Green Deal** is well structured and provides answers to all the challenges and obstacles, the strategic axes are set out in strategic goals containing more than 62 specific actions, which will translate into tangible results in the economic growth of Barcelona.

A world of cities

The COVID-19 crisis will accelerate the transformation of cities

In 2020, the world awoke to an unprecedented global crisis caused by COVID-19, which signified a radical economic and social impact on the entire planet. In a new change of era, this pandemic could represent an accelerator of trends that global cities were already experiencing.

In a world prior to COVID-19 and from an urban planning perspective, we could see how cities were progressively increasing their role in global development. This increase was motivated on the one hand by population movements towards metropolitan environments, as economic nodules for a better quality of life for people, and on the other hand by the increase in world population, which went from 2,000 to 7,000 billion only in the last century¹.

Broadly speaking, if by the middle of the 19th century only 40% of the world's population lived in urban environments, by the beginning of the 21st century more than half of the world's population already lived in cities and the forecast is that by 2050, 70% of the planet's population will be living in cities and their metropolitan areas².

The world is changing rapidly and at the beginning of the 21st century, the earth had become a planet of cities. The city is the protagonist of global development and the driver of social, cultural, economic, technological, political, health and environmental changes, responding to the major challenges of humanity and the planet.

And as societies and economies around the world have developed, **so has the classical notion of a global city.** Nowadays the world economy is shaped by a highly distributed ecosystem of cities. Having overcome the cycle where a few financial centres such as New York, London or Tokyo were the major drivers of the economy, today there is an extensive and complex network of more than 100 cities participating in international flows of goods, services, talent and capital, and they therefore become engines of growth and global transformations.

New balances of power are being established and local governments are facing new challenges, **such as climate change and the greenhouse effect caused by carbon emissions**, which are increasingly concentrated in urban settings.

Even with international and national policies against climate change, **local governments are gaining increasing capacity to intervene**, with the





management of issues such as transport or construction, responsible for 80% of CO₂ emissions in cities. Therefore, the perspective of climate change is included in plans, projects and procedures and in the decision-making in all activity areas of local governments.

Cities have also been, throughout history, the **epicentre of infectious diseases**.

If today, at the beginning of the 21st century with the crisis of COVID-19, global cities are at the centre of the pandemic, looking back we see how, at the end of the Middle Ages, the Black Death decimated populations in cities from Asia and Europe and in our city, Barcelona, this and other epidemics caused the death of thousands of citizens between the fourteenth and seventeenth centuries.

But history has shown that, whenever there has been a contagion in the cities, its effects have given rise to the most extraordinary innovations. And there is no reason to think that this will not happen again with the current crisis.

From need to innovation: COVID-19 has emerged in the global economy **as an accelerator of change** in cities, **transforming long-term trends** that were already taking place.

On the one hand, we have seen in recent months how the digitalisation of commerce has increased, enhancing the use of credit cards instead of cash, remote work, the virtual provision of services such as training or health, the transformation of mobility or the pedestrianisation of the streets.

It is likely that in the near future, the way citizens move to work or study will be made more flexible. Thanks to remote work, new schedules and digitalisation, there will be more opportunities in metropolitan districts and cities. People will work at home, but also in coworking spaces, with a richer neighbourhood life. Or it may be that, as you only have to go to the city centre one, two or three days a week, you can live further away, as happens in the United States or China.

The impact of COVID-19. Simultaneously, as Professor Greg Clark, a British urban planner and world expert on cities, points out, **COVID-19 has burst upon this situation with a series of imperatives, which have caused alarm to administrations and citizens**, and which force them to act with determination, reconfiguring the concept of the city towards a new, more agile, more sustainable and more digital model.

The reconfiguration of cities will be based on the model of a digital city

These are:

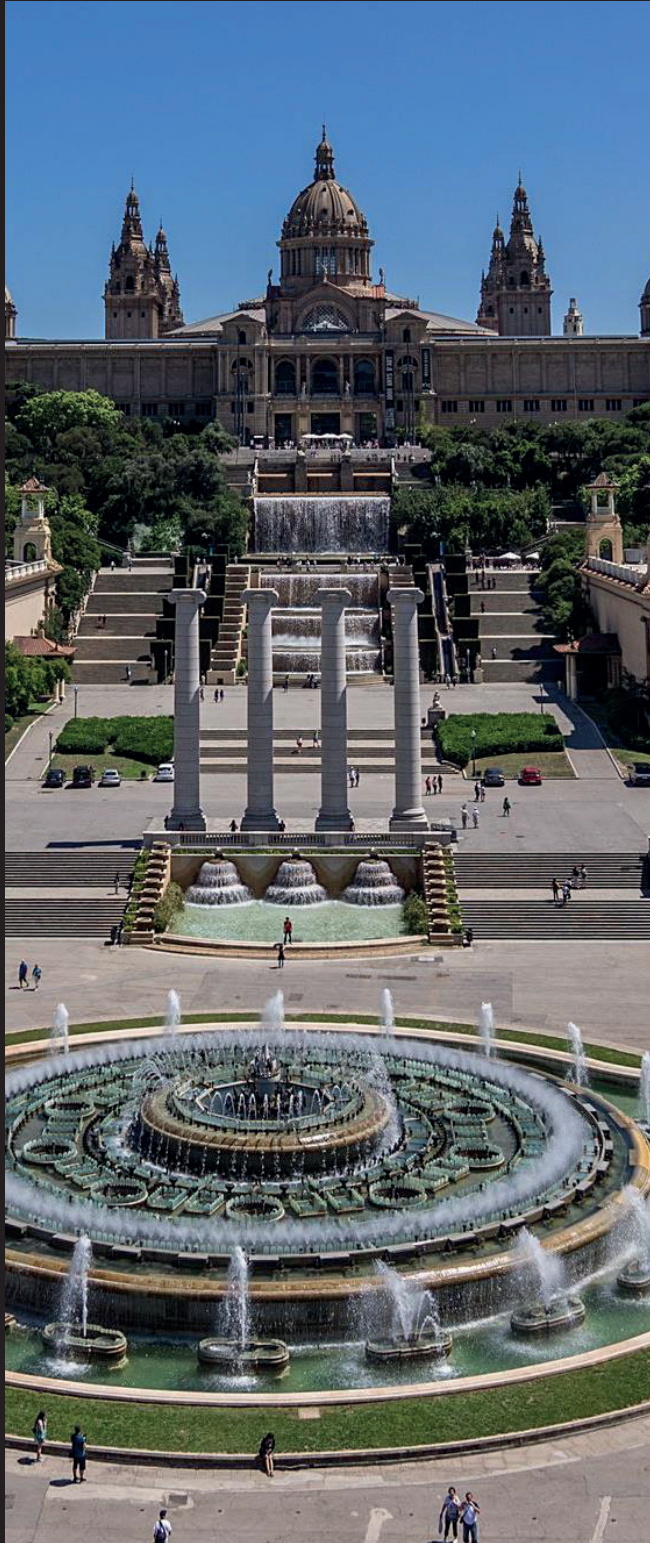
- Digitalisation as a new business model for services (such as remote work, online training or telemedicine) calls for a review of mobility, the use of buildings and city centres.
- The transformation towards a digitalised and local commercial offer.
- Investment in public health and health care, as a priority.
- Recognising the link between human health and the health of the planet, the commitment to carbon neutrality in cities by 2050.
- A new balance between government control and civil liberties at exceptional times, in which the city can enable, with greater competitiveness and productivity, the civil rights, privacy or cybersecurity of citizens.
- A new, more inclusive social contract. Citizens emerge as a committed social capital, which has boosted mutual aid efforts, community organisations, neighbourhoods and resilience, and can be the protagonist of new models of urbanisation.

The post-COVID world. Deepening in this storytelling, Professor Greg Clark is committed towards the new concept of **mixed city, the blended city**, in which the real and the virtual city are juxtaposed. The blended city is a type of combined city, where we take advantage of all the new opportunities that arise from virtualisation, but we still enjoy the physical assets and attributes of the city with all the opportunities that the city offers in person.

In the words of Professor Clark, "the combined city is able to have a much larger geography than the physical city we enjoyed before and, in fact, it creates many new options about where citizens live, where their jobs are, what resources they use and how often they use the city."

In short, cities in times of change are the **perfect testing ground for new innovations**. If the cities of the world are able to adapt and reinvent themselves, as they have always done in the past, they have before them a unique opportunity to promote a kind of "reset", to make this new normality become, in many ways better, than the previous one.





Cities and their DNA: the case of Barcelona.

In this global context, where the crisis of COVID-19 is spreading through the countries and cities of the world in a more or less unequal way, **it is necessary to recover and highlight the value of the DNA of each city**, the differential features that emphasise their uniqueness, beyond the current circumstances.

For Barcelona, as for any city in the world, the **DNA is the result of its history, its culture, geography, climate, its people ...** These are the features that project and distinguish it internally and externally and that generate a strong sense of belonging. They are also the leverage for its international projection, the boosting of its economy and the improvement of the quality of life of its citizens, today more necessary than ever.

The DNA of cities is also the **result of the circumstances of each era**, because the negative and positive impacts that the city receives modulate its DNA, reactivate it, contract it or regenerate it.

However, **the perception of a city** at the international level will depend, not so much on the impacts that affect it at a given time, but on how the city responds to these impacts, in expression of its differentiating features and its DNA.

Thinking of post-COVID-19 recovery, the global city will be nourished by its DNA to project its uniqueness, promote the city internationally, reactivate the economy, create a sense of belonging and rethink the future with a common purpose.

In the case of Barcelona, its DNA in Barcelona is the result of its 2000 years of history, with a privileged location between the sea and the mountains, a Mediterranean climate and a way of being and doing things that distinguishes it universally.

In the past, Barcelona has been an example of public-private partnership, where institutions, administration, business and citizens have worked together to manage the city's most successful moments such as the 1992 Olympic Games, but also the most difficult ones such as the terrorist attack of 2017 in La Rambla of Barcelona or the current crisis of COVID-19.

Both will be opportunities to show the world its open, entrepreneurial, committed, innovative and resilient city spirit to reinvent its future again.

1. <https://urbanresiliencehub.org/article/building-resilient-cities-not-tomorrow-but-now/>
2. <https://www.un.org/development/desa/pd/file/1942>
3. <https://ajuntament.barcelona.cat/arxiuunicipal/arxiuhistori/ca/epidemies-la-ciutat-de-barcelona-1333-1651>
4. <https://www.lavanguardia.com/local/barcelona/20150819/54435891358/epidemias-constante-historia-barcelona.html>

A Barcelona in transition

The urban transformation of the city certainly acts as a competitive leverage

Introduction

Cities are the most complex creation of humanity, and they are also the **spaces** that have enhanced human **progress** and **creativity**. By city, says Richard Sennett, we mean two things: on the one hand, a physical reality made up of streets, buildings, squares and parks, and, on the other, a mentality formed from perceptions, behaviours and beliefs, built from collaborations and conflicts between its citizens. Sennett points out that the French language had resolved this distinction with two words: *la ville*, which designated the physical construction of the city, and the *cit *, which referred to its character, that of all its citizens.

The idea of the city also embraces the legacy of the past and its present physical structure (the stones) and also the ideas and the future (the projects), what the citizens build through dialogue between them. **Urbanism**, as a set of disciplines that studies and **guides the transformation** of human settlements, is the instrument that harmonises the will of the citizens (*cit *) into a built reality (*ville*). And, in terms of urbanism, in Barcelona we are on the shoulders of giants. In fact, it can be considered that **Barcelona** was the **cradle of urbanism** as a discipline. The words "urbanism" and "urbanist" first appeared in a printed text, the "General Theory of Urbanisation" by engineer Ildefonso Cerd  published in 1867, applied precisely in Barcelona.

Cities behave like living organisms, **evolve** and **transform** to adapt to the environment. Nowadays, **Barcelona** is a global city immersed in processes of **urban transformation** linked to **economic competitiveness, social equity** and **public health**. These vectors of transformation were already present in the urbanism of Ildefonso Cerd , and each generation has redefined them according to the context of their time. It is up to our generation to **redefine** these challenges in the context of the **digital and ecological transitions** that should mark this decade. It is the construction of this distant city, more sustainable, more equitable and more competitive, which pushes each generation to rethink the social and territorial project we want to carry out.

Key aspects of the transformation



The infrastructures connect Barcelona with the world but also at a metropolitan level

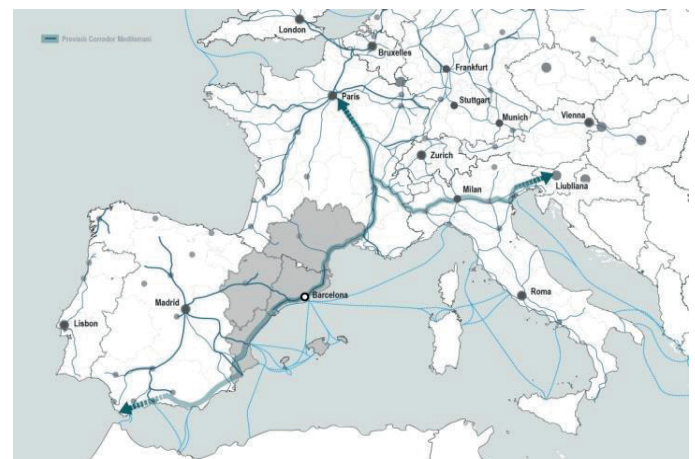
01/ A connected city

Barcelona has become an **open and connected global city**, a multicultural space where the population is diverse, and ties and relationships are generated with other more distant environments. Barcelona is also a node where **transport systems** and **connectivity infrastructures** overlap, including technological ones, which allow connections and the establishment of complex networks. This facilitates **economic activity** and also the **transfer** and exchange of **knowledge, culture, technologies, innovation and social change**. As in all global cities, the competitiveness of the metropolitan city will be conditioned by its degree of **connectivity**, mainly in three dimensions: interurban, international and digital.

The **railway infrastructures** of different scales, and their main nodes for passengers (the stations of Sants and Sagrera) are ten years behind in their deployment. We are at a crucial moment where we can **re-boost their deployment** to continue irrigating the metropolitan territory with potential. In addition, **mobility** will continue its **ecological and digital** revolution, with the improvement of infrastructures through active modes of transport and the development of *Mobility as a Service* platforms.

The **port and the airport** are the gateways for international freight and passengers to the city and, therefore, **key infrastructures** for connectivity with the rest of the world and for our **economic development**. Generating synergies between these major infrastructures and their road and rail connections is a priority in order to fulfil the full potential of the metropolitan region. In recent years, the airport has experienced major growth in the number of users, breaking a historic record in 2019 by exceeding 52.6 million passengers. In order to ensure the competitiveness of our territory, we must have a very well-connected airport, not only with Europe, but also with other destinations of interest, establishing non-stop intercontinental flights, which since 2005 have increased from 16 to 47.

But, without doubt, one of the great lessons of the pandemic that we experienced in 2020 was that digital connectivity and the rollout of services through it, is an **unstoppable trend**, and Barcelona has to make a commitment to continue leading this transition to an increasingly digital economy.

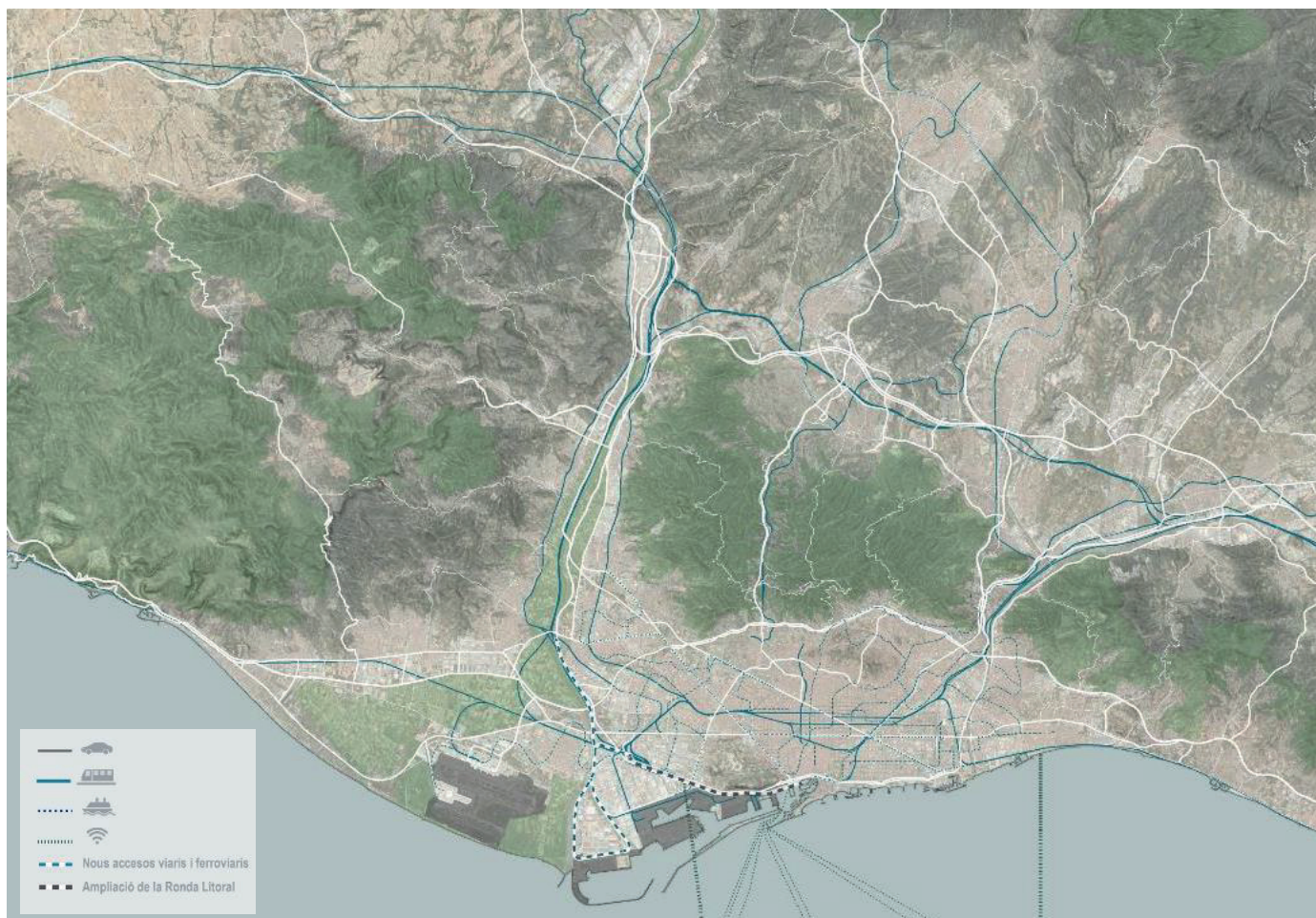


Enhancing the metropolitan dimension of the city will generate social cohesion and growth

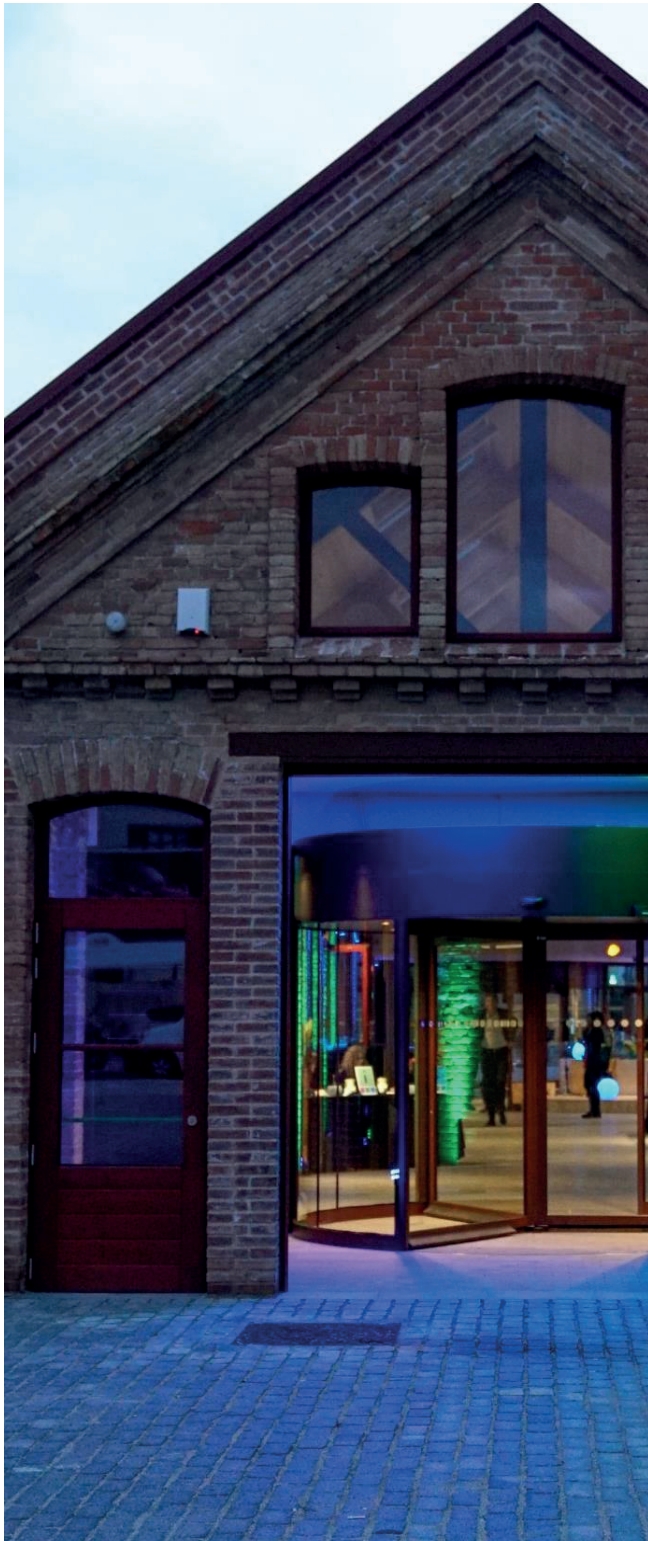
02/ A city with a metropolitan dimension

Barcelona has long **exceeded** its **municipal limits** both functionally and in the collective imagination. Very few citizens live, work and relax only within the municipality. Barcelona is a **global city**, the largest in the Pyrenees-Mediterranean Euroregion, located in the middle of the **Mediterranean corridor**. It is made up of an urban continuum that extends in a privileged setting between the sea and the massifs of Garraf, Collserola and the Cordillera de Marina. This area, crossed by the rivers Llobregat and Besós, has an extension and population between **636 km²** and **3.2 million inhabitants** of the metropolitan area and the 2.464 km² and 4.9 million of the metropolitan region. This means that between 43% and 64% of the population of Catalonia is functionally linked to Barcelona, in a metropolitan area that is the second largest in Southern Europe after Milan.

This metropolitan dimension of the city of Barcelona was already highlighted by Pasqual Maragall as a unique opportunity in 1979, when he predicted that building this metropolitan reality would be the work of two or three generations. "The essential thing is to affirm the vitality and solidarity of the urban agglomeration as such, of the City itself," said Maragall more than 40 years ago. The City (in this way, in capital letters, as the former mayor wrote), should **provide** itself in the coming years with the **administrative and communication infrastructures** (air, port, railway, road, digital, etc.) that allow it to make a leap of scale that includes the Metropolitan Region as a whole, as well as to advance towards a greater **integration** of its **social policies** and of **promotion** and **economic development** of metropolitan scope. This leap in scale will allow progress to be made in building more equitable neighbourhoods, more sustainable districts and more competitive hubs.



Urban planning co-created by all the stakeholders is a major value of the city



03/ A coordinated urbanistic agenda

Barcelona has an immense urban legacy worth highlighting, and from which we can continue to learn. From the *Eixample* by Cerdà to the Olympic transformation, the trinomial urbanism-economy-social equity is part of the city's DNA and this is how we want to continue to rethink it. It was Pasqual Maragall, the mayor who created the most internationally admired transformation of the city, who pointed out the erroneous tendency of classical and neoclassical economics to abstract space. In the city and in the urban economy, the **design and organisation of space is key**. And it is this relationship between economy and urban space from the perspective of social interest, one of the most relevant issues of the vitality and dynamism of cities. The creation of jobs in city spaces that favour the creation of clusters depends on the design of **coordinated urban and economic strategies**, or the balanced mix of economic sectors, according to the needs of the environment, promoting the generation of more socially and economically sustainable neighbourhoods.

Working together on **economic promotion and urban planning policies** is one of the lessons left to us by the legacy of Barcelona's urban planning. Experiences such as the **22@** district of innovation, also **admired** and **copied** around the world, are a brilliant **example** of how to conceive **urban strategies** for the **physical transformation** of the city and at the same time **transform** the **economic activities** that take place there. These resources that we have learned from the city's past are the ones that encourage us to face the exciting challenges of the present to which we must respond by dialoguing between all the stakeholders that make up the city: the neighbours, the knowledge and innovation centres, economic agents and administrations.

Large-scale projects for the new Barcelona

Infrastructures play a key role in weaving the territory

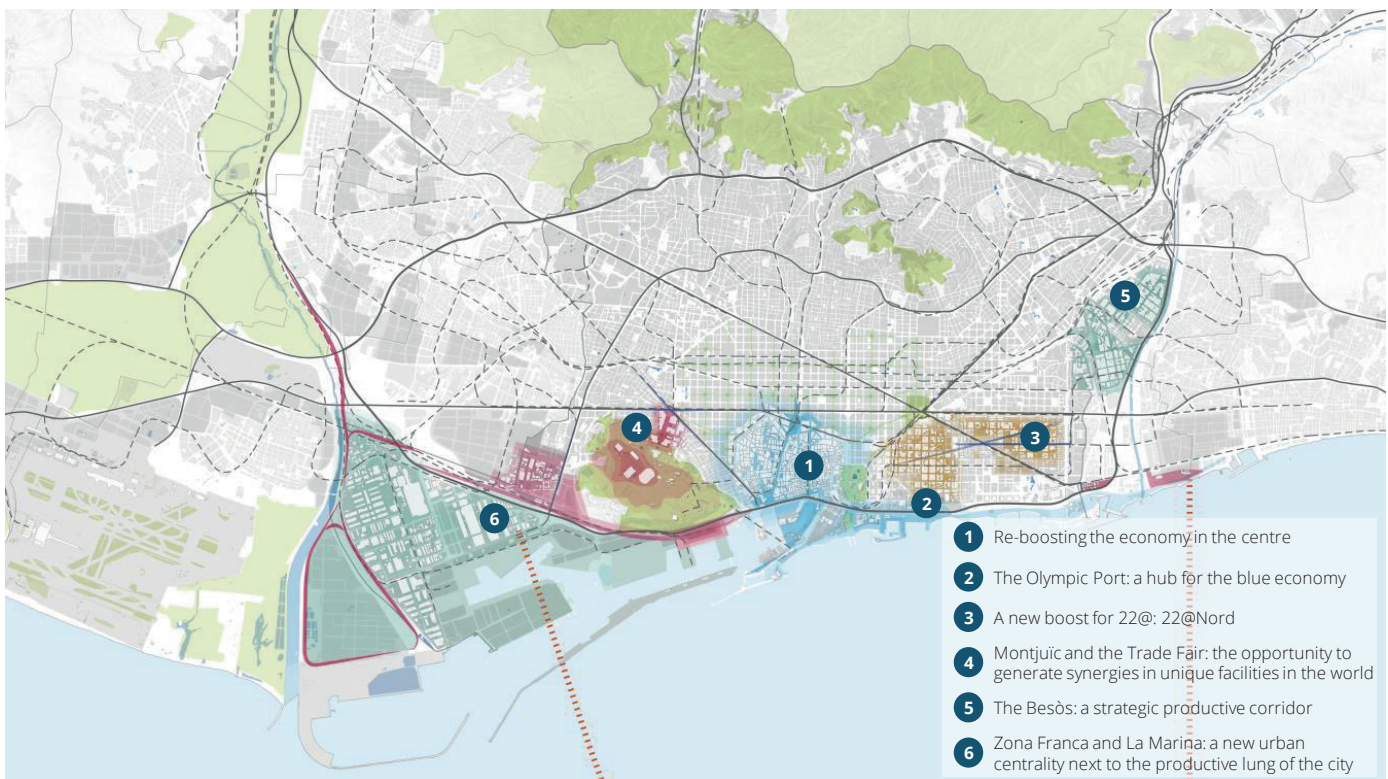
Urban and metropolitan infrastructures

The most defining characteristic of urban phenomena is complexity, and one of the areas where this complexity is most clearly manifested is that of infrastructures. There are practically no infrastructures of a certain relevance that do not go beyond the strict municipal scope. Whether because of their location, the service they provide or their impact, the **infrastructures have** a clear **metropolitan dimension** that forces us to work by coordinating different scales (from the neighbourhood to the metropolitan) and frequently different administrations.

On the horizon of the deployment of this Green Deal (2030), **Barcelona** will have completed or reformed **three major urban nodes: Sagrera** with its large intermodal station, **Sants** station and its surroundings and the area of **Glòries** Square.

In addition, it will be necessary to respond to the section of the Coastal ring road between the Zona Franca and the Carbonera, which is a great opportunity to connect the neighbourhood of La Marina with other neighbourhoods of the coast not only by private vehicle but also by public transport and active modes of transport (pedestrians, bicycles).

This decade should be the one of the **definitive boost** for **metropolitan public railway transport** (metro, tram, railways and local train), where we must **work in coordination** with the **Governments** of the Generalitat and Spain to maintain an optimal rate of investment to recover the lost time. Additionally, this decade will also have to be the **rollout** of 5G and **new digital technologies**, and Barcelona has to be at the forefront to strengthen its position as an international technological benchmark and as a dynamic pole for the local and global innovation and entrepreneurial ecosystem.



The appearance of the new urban nodes will energise the city with new productive zones

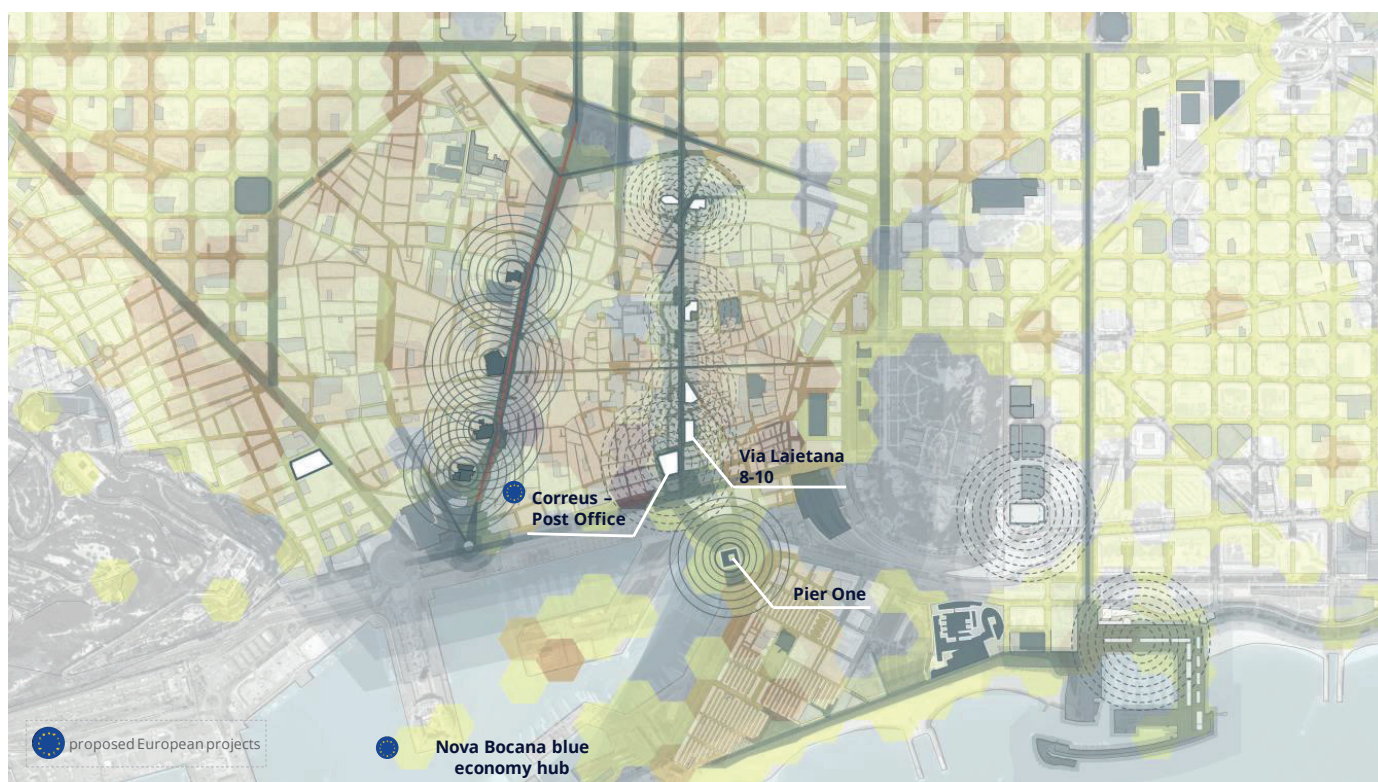
Re-boosting the economy in the centre

The centre of Barcelona, since the beginning of its history, has been the **economic and social epicentre** of city life. Its commercial dynamism contributed to the expansion of the Roman city and in this way, the union between vibrant economy and citizenship has been shaping the Barcelona we know today. However, the configuration of the city centre as an economic and social centre has undergone **profound changes** in recent years, **losing this historical characteristic** that links centrality with economy and citizen or neighbourhood activity. These changes have meant that the impact of the economic crisis caused by Covid-19 has been particularly severe in the heart of the City.

To **reactivate** its **neighbourhood dynamism** and its economy, we propose a **strategy to re-boost the economy** of the centre. We visualise a centre of Barcelona with a dynamic, diversified economy, with the capacity to attract in its day-to-day life, workers from the whole of the metropolitan area

that together with the neighbours who live there, considerably balancing the presence of visitors, and with the ability to highlight the symbols of the new digital and green economy in the centre of Barcelona.

The **axis** of this transformation will be the **Via Laietana**, around which facilities will be developed dedicated to **innovation**, the attraction of **talent** and **economic promotion**. The first of these projects will take place in the Correus building (The Post Office building). The aim of the proposal is to transform a historic and emblematic building, which is currently underused, into a hub of economic dynamism, of generation of high value-added jobs and services for the neighbourhood. This intervention will contribute to the transition of Barcelona's economy towards a sustainable knowledge-based economy and will energise the life of the city centre, generating synergies between knowledge-intensive activities and local neighbourhood uses.



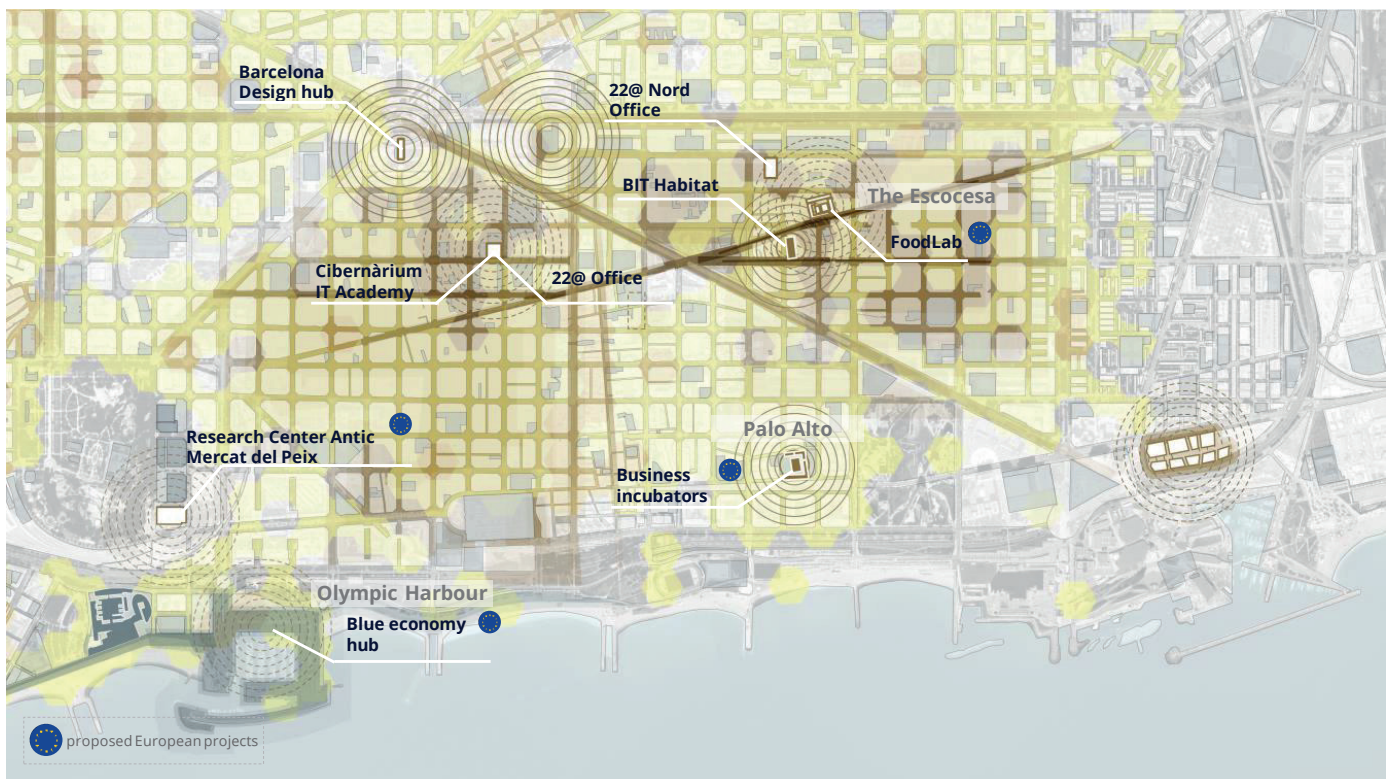
A new 22 @ to create a new pole of economic activity in Nou Barris

A new boost for 22@: 22@Nord

Two decades ago, the 22@ Plan established guidelines for the transformation of 200 hectares of obsolete industrial land into a hub of economic activity integrated into neighbourhoods with a more balanced mix of uses. This emblematic project allowed the **urban transformation** of a large part of the **Poblenou** neighbourhood and, simultaneously, **positioned Barcelona** as a **pole of innovation and attraction of companies in strategic sectors** of the knowledge economy. Today, 22@ is an **economic driver of the city** that, even in times of crisis, continues to create employment in sectors linked to technology and digital transformation as well as the creative industries.

The difference in the degree of transformation of the 22@, with a part to the south of the Diagonal much more developed, and a **northern part still pending transformation**, motivated Barcelona City Council to start a reflection in 2017 shared by the stakeholders involved.

As a result of this reflection, an update of the urban planning regulations is being processed to give a **new boost to 22@**, in particular to the area located north of the Diagonal. This modification of approaches aims to unblock the development of more than one million square metres of productive land, which **will continue to add** technology companies and create about **60,000 jobs**. In addition, it is an opportunity to **incorporate current criteria of sustainability** in the neighbourhoods and to respond to the new challenges of workspaces in the post-COVID era. The City Council will take the lead in the development of three areas in the northern part of 22@ and will promote the consolidation of two axes: the "creative mile" on Carrer Pere IV, and the green axis on Carrer Cristóbal de Moura.



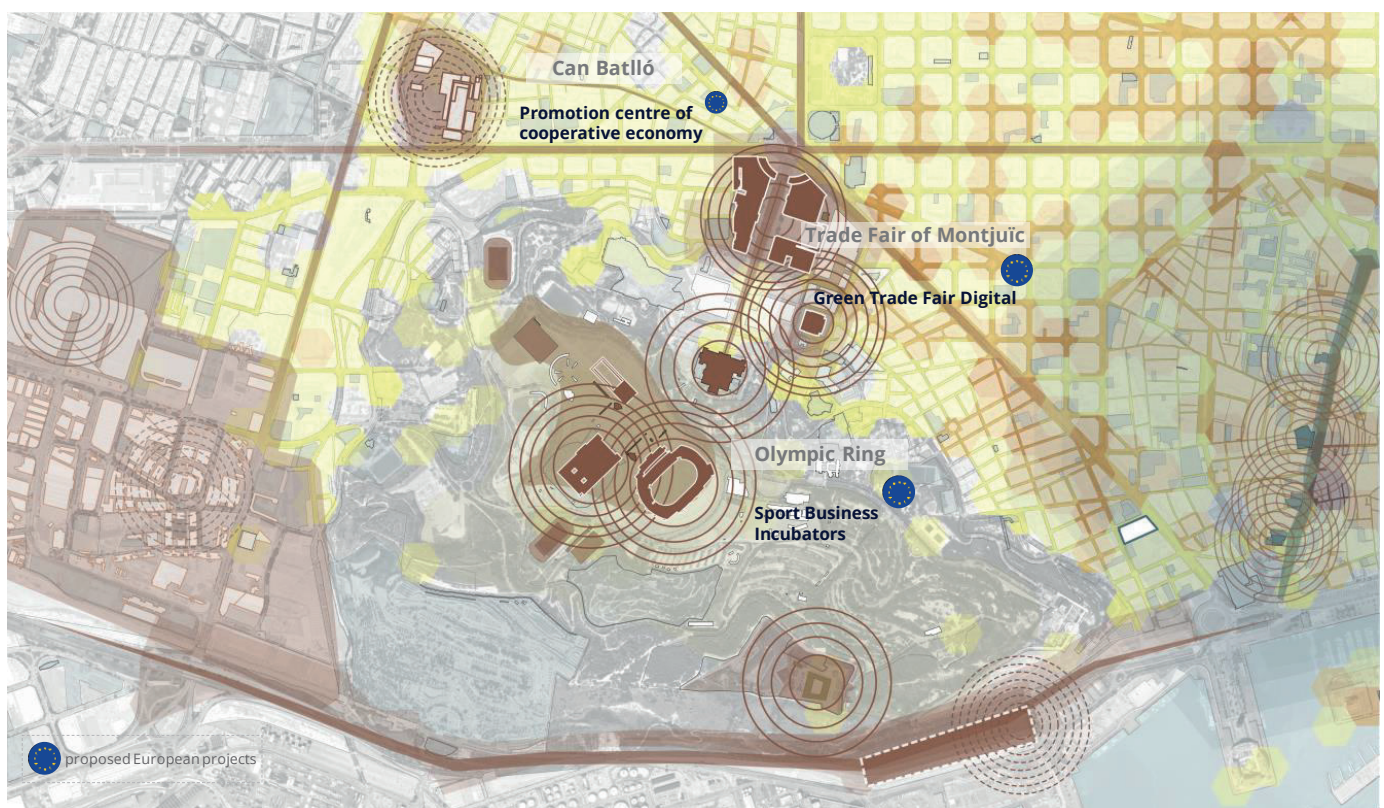
The unique model of the Trade Fair and its urban location allow great possibilities

Montjuïc and the Trade Fair: the opportunity to generate synergies in unique facilities in the world

Montjuïc is a metropolitan park and a hub for sports and culture. It will be necessary to get the most out of the **potential of its cultural and sports facilities**, working on their consolidation as a museum centre and promoting activities linked to the economy of sport. In addition, we have a historic opportunity to redefine Montjuïc's relationship with the rest of the city, taking advantage of both the transformation of the coastal ring road, between the Zona Franca and the Carbonera, as well as the Trade Fair space.

First of all, the **articulation of urban-scale traffic** for public transport, pedestrians and bicycles in front of Morrot will eliminate the use of Montjuïc as a bypass, reinforcing its true character as a park. And, secondly, the **reformulation of the space** occupied so far by the **Trade Fair** must allow to achieve a double objective: to dissolve the character of enclosure that it has had until now, making the space more permeable and the **relations** with and between nearby **neighbourhoods**, and introducing **new uses** with the intention that this area of the city and the Trade Fair will be mutually enriching.

We have the opportunity to propose a **new strategy** for the **Trade Fair** with the aim that Barcelona can continue to grow as a city of exhibitions, trade fairs and congresses. Its **location** at the foot of Montjuïc, integrated into the urban fabric and close to urban facilities, transport and services, is an asset that makes it unique in the world. These qualities can be used to generate added value and **economically revitalise** the **surrounding neighbourhoods**. It is also necessary to highlight the bipolar model of the Trade Fair with the facilities of Plaça Espanya and Plaça Europa, which allow events of any size and format to be accommodated, from the most ambitious ones, such as the Mobile World Congress to minority meetings or more specialised audiences.



The revitalisation of new industrial axes will generate new urban centralities

The Besòs: a strategic productive corridor

The strip of land that faces the coastal ring road when it runs parallel to the river Besòs is a predominantly **industrial environment**, with a clear **need to rethink its future**. At a tangent to the ring road and very close to the Sagrera station, connected with metropolitan areas that are to be developed in the coming years -such as the *Tres Xemeneies* of the Besòs and the Badalona industrial estates, this area will be endowed with a centrality that will reinforce its strategic condition as a **space of productive activity** for the city.

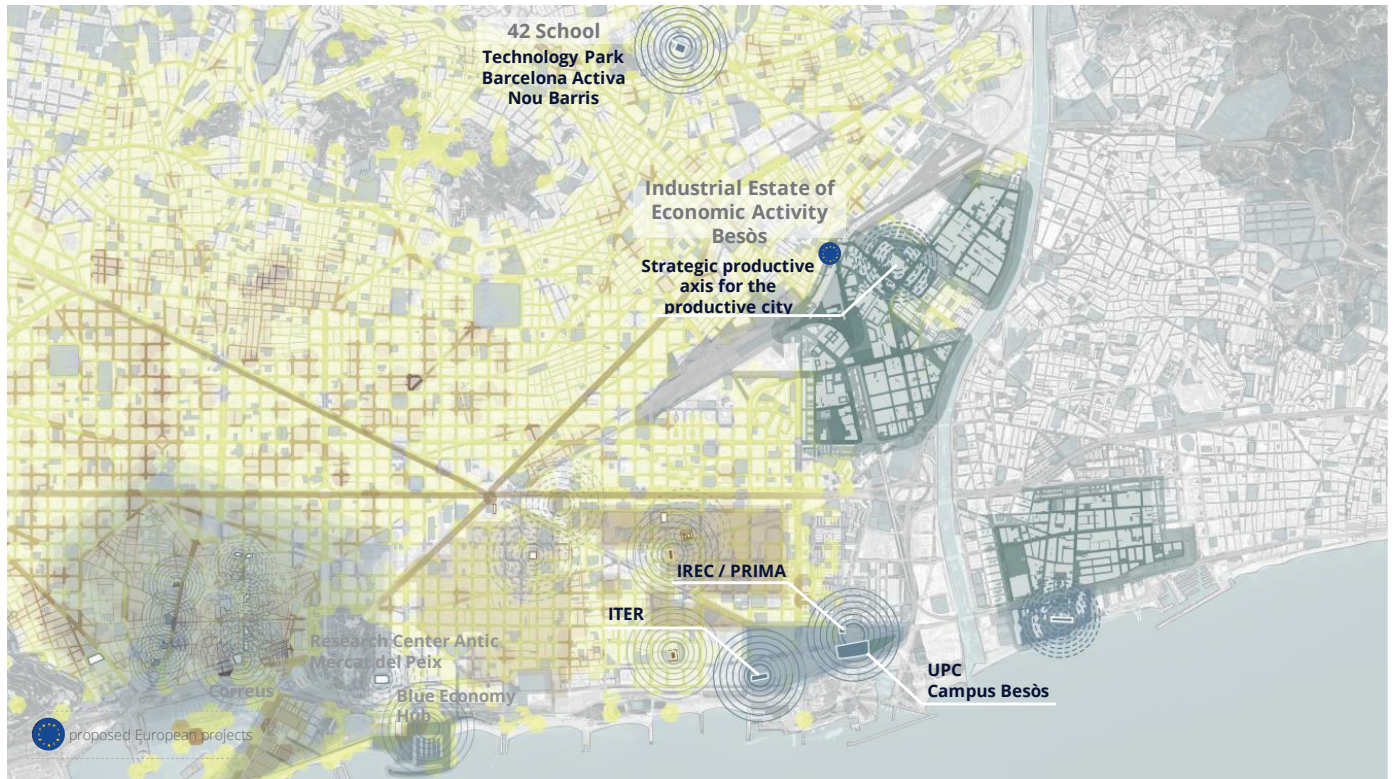
It is a space with a growing **potential** to house **local logistics activities** or those related to the city's metabolism. The size and layout of the plots of land also make it a unique space to **develop activities related to renewable energy, industry 4.0** or other activities that require large spaces that do not exist in the dense fabric of the city. Therefore, we are talking about some key productive spaces to roll out, among other things, activities related to strategic sectors of the **green economy**.

Zona Franca and La Marina: a new urban centrality next to the productive lung of the city

The Zona Franca is the city's **major productive land asset**, mainly oriented towards the logistics sector. **La Marina** is the city's large residential land reserve, where the planned 11,000 dwellings plus special-use homes could house a population of about 28,000 new residents. The planned production ceiling could generate between 8,000 and 10,000 **new jobs**. This area of Barcelona is therefore one of the major areas **in transformation of the decade**, a transformation that will generate a new urban centrality south of Montjuïc. The synergies between these transformations and those previously explained in Montjuïc, the Trade Fair and the coastal ring road, will **redraw the urban dynamics** in a space strategically located between the port and the airport of Barcelona.



The Besòs: a strategic productive corridor






Zona Franca and La Marina: a new urban centrality next to the productive lung of the city



Starting point

Barcelona is a city full of opportunities, but also of challenges

In order to understand the starting point of Barcelona's new economic agenda, it is important to know the main figures. This data illustrates where the city is and is a guide to identifying the main points that Barcelona City Council should focus on so as to make the next leap on a metropolitan scale.

Competitiveness 	Sustainability 	Equity 
<p>Barcelona is a competitive, digital and innovative city, but it faces major challenges.</p>	<p>Sustainability is part of Barcelona's DNA, as illustrated by the data presented below.</p>	<p>An integral component of Barcelona's identity is the integration, openness and accessibility of the city.</p>
<p>2.3% Inter-annual variation of the GDP of Barcelona 2019 compared with 2018</p>	<p>85% Internal journeys with sustainable mobility</p>	<p>1,097,973 People registered in the Social Security in Barcelona (February 2021)</p>
<p>19.6% Weight of the Barcelona area in total of Spanish exports</p>	<p>18th Cities with the best public transport systems (Berkeley University)</p>	<p>69.1% Rate of employment (from 16 to 64 years old) (fourth quarter 2020)</p>
<p>185,857 Companies in Barcelona city 2020</p>	<p>54% Vehicles of low emissions in the municipal fleets</p>	<p>79.1% Rate of activity (from 16 to 64 years old) (fourth quarter 2020)</p>
<p>4th Sports city in the world 2021 ¹</p>	<p>759 Recharging points for electric vehicles</p>	<p>12.6% Unemployment rate (fourth quarter 2020)</p>
<p>8th The most attractive city in the world for visitors and entrepreneurs in 2021 ²</p>	<p>180,080 Daily journeys by bicycle 2019</p>	<p>29.9% Youth unemployment rate (< 25 years old) (fourth quarter 2020)</p>
<p>5th City in the ranking of the biggest start-up hubs in Europe ³</p>	<p>382 Environmental certificates in Barcelona a 2019</p>	<p>96,384 Registered unemployment (March 2021)</p>
<p>9th Most competitive city at a European level ⁴</p>	<p>38.8% Index of urban selective rubbish collection in 2019</p>	<p>49.4% Percentage of long-term unemployment (March 2021)</p>
<p>4th City in the world in the organisation of international congresses ⁵</p>	<p>22th Position in Sustainable Cities Index</p>	<p>5.9% Percentage of households with severe material deprivation (2019)</p>

1. Source: Ranking of Sports Cities 2021

2. Source: World's best cities report

3. Source: EU-Startups Hubs. Top 30: Europe's biggest startup hubs in 2020

4. Source: Global Power City Index 2020

5. Source: 2019 International Congress and Convention Association (ICCA)

Barcelona counts on a diversified economy

In the exercise of **strategic formulation and economic planning** for the next decade, one of the keys is to understand where Barcelona is, how it has evolved in recent years, and how the **future projections are in the short and medium term**. Below are the main fields describing the **economic situation of the city**.

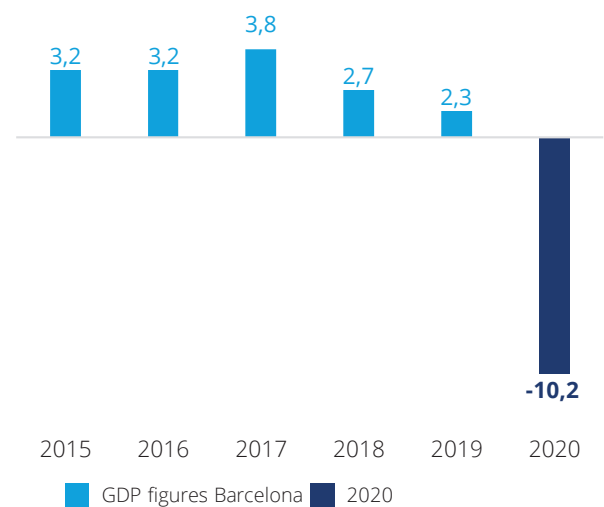
Macro-economic data

Barcelona underwent a **sustained growth of its GDP**, from 2014 to 2019, with a maximum year-on-year increase of 3.8% in 2017.

The continued growth of Barcelona from 2015 took place in a context of expansion of the Catalan and Spanish economies and was supported by **financial management sector of the economy based on the promotion of key areas**, capturing critical opportunities at the right time and Barcelona's benchmark position in the world of ICT.

The **growth of activity moderated** from 2017 - until reaching a change in GDP of + 2.2% in the fourth quarter of 2019 - and in 2020 the **COVID-19 pandemic led the economy into recession**, with a year-on-year drop in GDP of -10.2% and a high level of uncertainty regarding its evolution.

Evolution of GDP Barcelona (2015-2020)¹
inter-annual rate in volume (%)



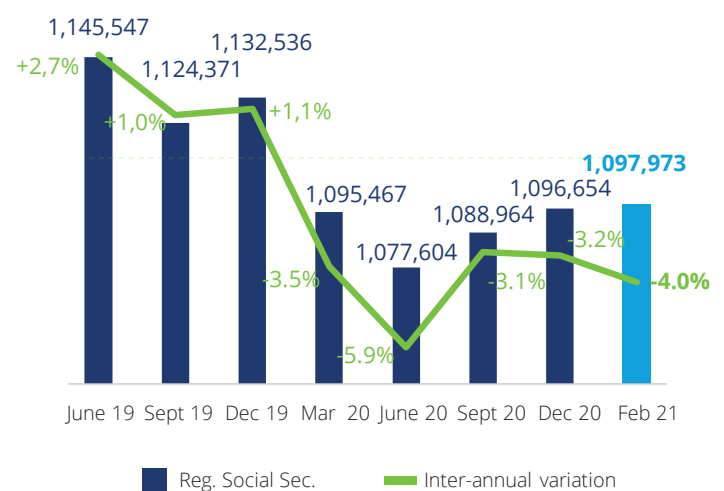
Labour market in Barcelona

In relation to **job creation**, Barcelona's economy continued a positive trend from 2012 to 2019, reaching a volume of 1,145,547 jobs - the highest in the historical series - in June 2019.

In 2021, **the recession caused by COVID has resulted in a net destruction of employment**, and Barcelona closed February 2021 with 1,097,973 people registered in all of the Social Security schemes. This figure represents a **reduction of 45,363 jobs** compared to February 2020 (the last month pre-COVID), and a year-on-year reduction of 4%.

This decrease had an **impact on most economic sectors in the Barcelona area**, with hospitality activities (-18.1%), arts and recreation (-12.8%) and other services (-9.7 %) the most affected in terms of year-on-year variation in December 2020, while Information and Communications and Health and Social Services increased the number of jobs.

Registered in the Social Security²
inter-annual (%) in Barcelona



1. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

2. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

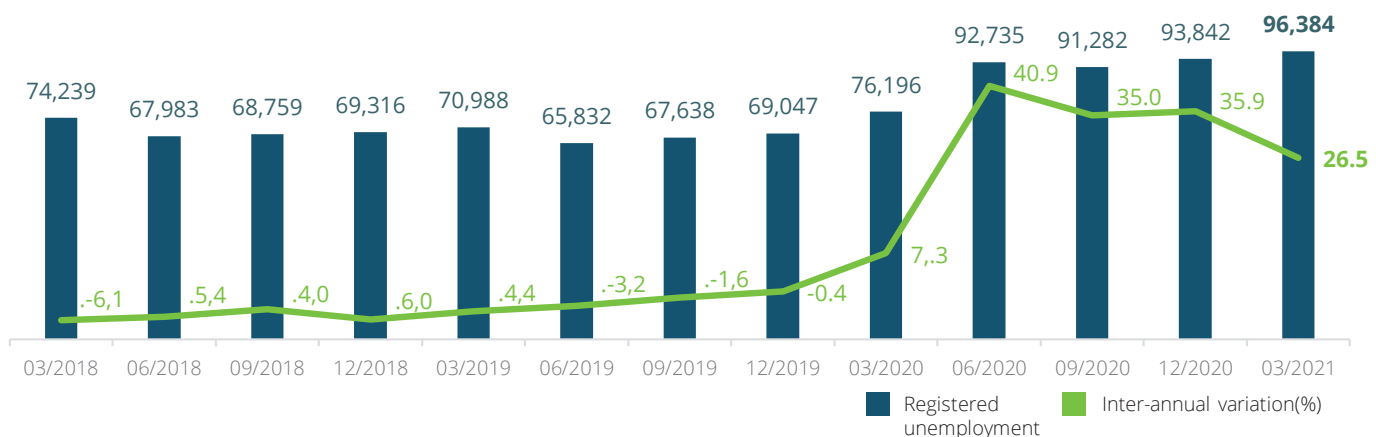
The unemployment rate in Barcelona is situated at 12.6%

Unemployment in Barcelona

In the first quarter of 2021, the **unemployment rate** in Barcelona (from 16 to 64 years old) stood at **12.6%**, in the Eurozone at 8.3% and the Spanish rate at 16.1%.

After a continuous decline in the period 2012-19, **registered unemployment** in the city increases in Barcelona in the years 2020 and 2021 as a result of the crisis arising from the pandemic and stands at **96,384** people in March, 26.5% more than a year ago.

Evolution of the **registered unemployment** in Barcelona (2018-1Q2021)³

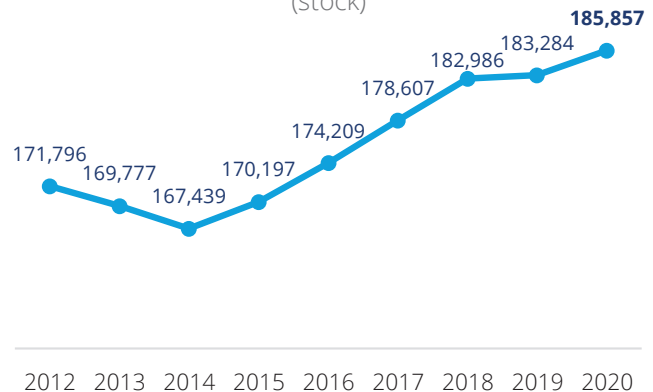


Companies in Barcelona

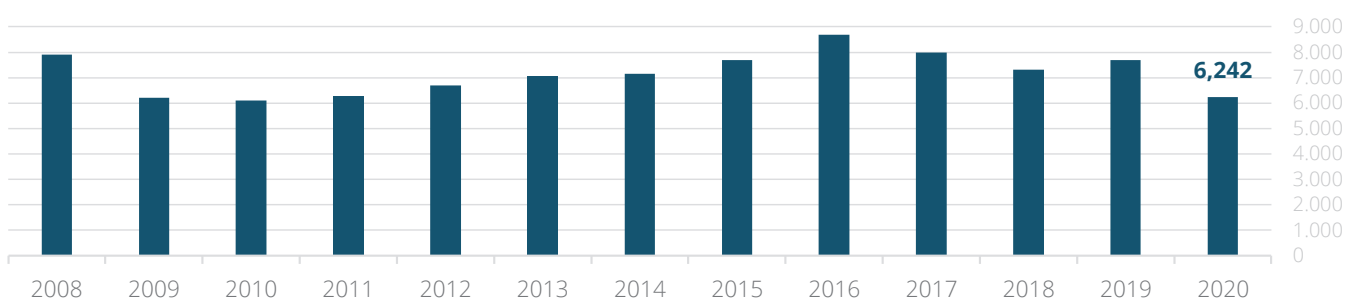
In 2020, the Barcelona area had a network of more than **477,000 companies**, mostly **SMEs and micro-companies** characterised by high flexibility and the ability to adapt to complex environments. The business fabric of the city stands at 185,857 companies -the **highest value** in the **historical series**- and has increased by more than 18,000 companies since 2014, with a cumulative increase (+ 11%) higher than in Catalonia and Spain (+9.3 and +9.1%, respectively).

The constitution of **commercial companies** in the city has decreased due to the evolution of the pandemic, which has a direct impact on entrepreneurial activity, and Barcelona closed 2020 with a register of 6,242 new companies which represented an annual reduction of -19.0%.

Evolution of **number of companies** in Barcelona (stock)⁴



Mercantile companies incorporated in Barcelona (2008-2020)⁵



3. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

4. Source: Dept. Estadística i Difusió de Dades de l'Ajuntament de Barcelona i INE, DIRCE 2018

5. Source: Elaboració del Departament d'Estudis de la Gerència de Política Econòmica i Desenvolupament Local de l'Ajuntament de Barcelona a partir de dades del Ministerio de Economía y Competitividad.

Barcelona is an open city and connected to the world

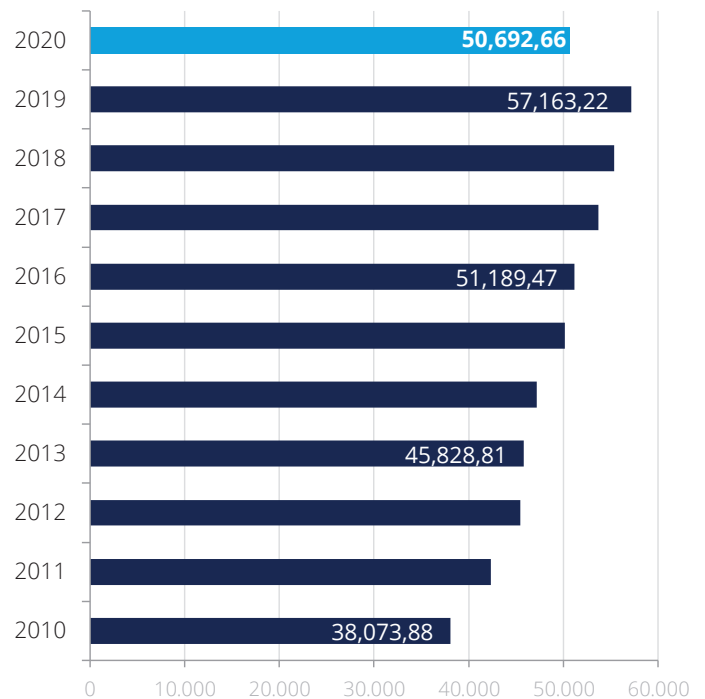
Internationalisation of Barcelona

Barcelona has an **open economy and is connected to the world**. In 2020, exports from the province of Barcelona reached a volume of €50,692.7 million, which is the first reduction after experiencing uninterrupted growth in the decade 2009-19.

The **Barcelona area leads the Spanish export ranking**, with around one-fifth (19.6%) of total sales abroad and 42,457 exporting companies representing a fifth (21.6%) of the of the state as a whole.

In the field of **economic and access infrastructures**, in 2020, El Prat **airport** stood at 12.7 million passengers. The Port also closed 2020 with a year-on-year reduction of -11% in container traffic, after period of expansion in recent years that ended with the Covid-19 pandemic and its impact on international trade. In this context, it should be noted that 2021 has begun with a notable recovery (17.9% year-on-year) in the first two months of the year.

Exports of the area of Barcelona 2010 – 2020 (M euros)



International positioning of Barcelona

Barcelona maintains its position as a **benchmark city** in terms of **start-ups and innovation**. It has a powerful and internationally recognised brand in the digital field, with a capacity to attract national and international talent, skilled, qualified and of great value.

Boston Consulting Group's *Decoding Global Talent, Onsite and Virtual* study places **Barcelona** in 9th place in the global ranking of the **most attractive cities in the world to visit and work abroad**, while the new *Top 10 Tech Cities of the ranking Future 2020/21* of the prestigious magazine, FDI, places the city in 8th place in the global ranking among the **European technological cities of the future** and in 5th place in terms of **better prospects for receiving investments in innovation, technology and start-ups**. According to this source, Barcelona and Catalonia have the 2nd best strategy in Europe to attract technological investments.

Most attractive cities in the world to visit and work abroad

#	Cities of reference
1	London
2	Amsterdam
3	Dubai
4	Berlin
5	Abu Dhabi
6	Tokyo
7	Singapore
8	New York
9	Barcelona
10	Sydney

6. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

7. Source: Decoding Global Talent 2020, Boston Consulting Group

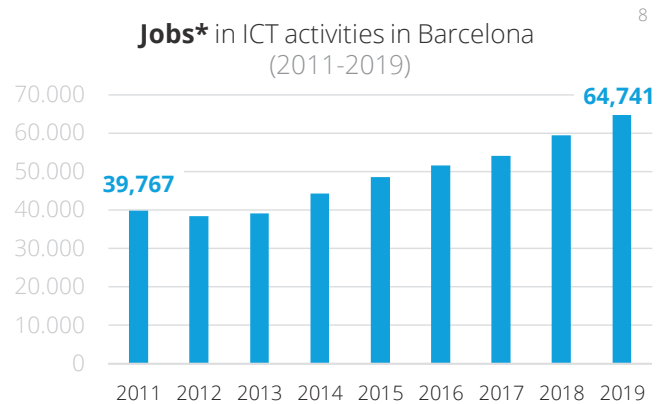
Economic sectors are aligned with sectoral boosting policies

Barcelona's economic ecosystem has a **wide range of productive sectors**, of which **six sectors** stand out, which are considered to be of **great importance** due to their weight in the city's **economy** and their tactical value.

01/ Digital

The digital sector in the city exceeds **64,000 jobs** and counts on more than **2,500 companies with employees in ICT**. In 2018, it was estimated that the information and communications sector - which includes ICT - generated **8.7%** of Barcelona's **Gross Added Value**.

In recent years, employment in ICT has grown much faster than in the economy of Barcelona as a whole, **with cumulative increases of 63% and 14%**, respectively, in the period 2011-19. The digital economy creates quality jobs, with an indefinite hiring weight of more than 50% of the total and wages that are 25% higher than the city average.



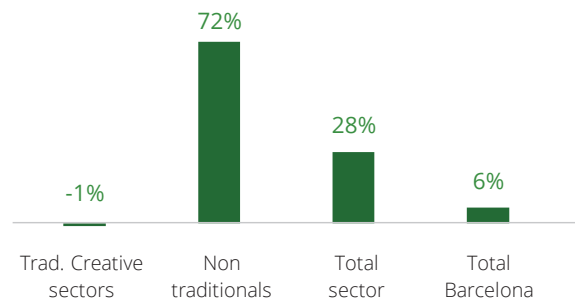
02/ Creative sectors

Creative activities made up to **144,905 jobs** in Barcelona in the third quarter of 2020, which represented 13.4% of the city's employment and half (51.1%) of the creative employment in Catalonia.

During the period 2008-2019, the creative sectors showed a very dynamic **employment behaviour (+ 28.3%) and more favourable** than that of the Barcelona economy as a whole (+ 6.3%).

It should be noted that the dynamism of the creative sectors in recent years responds to the **strong boost of the non-traditional creative sectors**, which since 2008 have increased their volume of jobs by **72%**.

Variation of jobs* in the creative sectors in Barcelona (2008-2019)

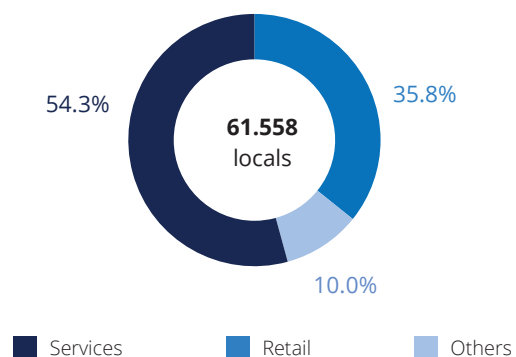


03/ Economy of proximity

With **15,983 companies and 153,351 jobs**, retail is one of the most important branches in the economic structure of Barcelona and generates more than **13% of GVA**. The sector concentrated 20.2% of companies with employees and 14% of employment in the city at the end of 2019. The number of **retail establishments** was 22,010 in 2019, which represents **35.8% of the active ground floor premises in the city**.

The **municipal markets**, with an area of 288,218 m² and 2,143 establishments, constitute the **largest network of food markets on the European continent**.

Ground-floor premises according to activity in Barcelona (% over the total)



*Registration of the General Regime for the Self-employed of the Social Security

8. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

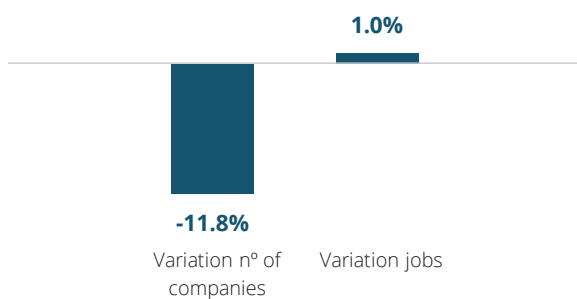
9. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

10. Source: Ajuntament de Barcelona. Cens Comercial 2019

COVID-19 has significantly impacted strategic sectors, but in an unequal way

The **standstill** of economic activity during the lockdown has impacted, to a different extent, all the economic sectors of the city, all of them key sectors of the **economic model** of the city.

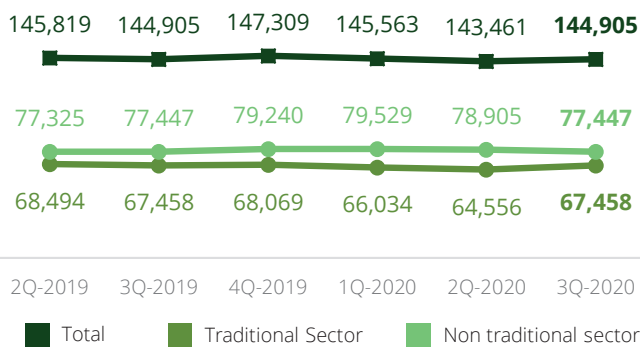
Annual variation of the number of companies and employment* digital sector (III Q. 2020/III Q.2019) (inter-annual rate in %)



The consequences of the standstill of the global economy as a result of COVID-19, are impacting the ICT sector with a significant **destruction of companies** during the last year of **-11.8%**, but it should be noted that the sector has achieved a **moderate increase of employment (+ 1%)** despite the context of the pandemic.

The visibility of startups, based on Twitter and major technology blogs, shows that in the first quarter of 2020 there was a **peak of attention** in February, due to the **cancellation** of the **MWC** and **4YFN**.

Social Security registration creative sectors in Barcelona¹²



The creative sectors account for 13.6% of Barcelona's total jobs, with 12.1% of the city's companies. However, this sector has suffered both a crisis of supply - due to the **standstill of activity** - and a **crisis of cultural consumption** (demand).

In terms of **jobs**, the crisis has impacted **traditional creative sectors** differently - which are experiencing a year-on-year reduction of **-3.4%** - from **non-traditional sectors**, which increased their employment by **+1.5%** last year (with data for the third quarter of 2020).

Index of retail sales in Catalonia¹³



The commercial fabric is one of the sectors most affected by the COVID-19 crisis. According to data from Fundació Barcelona Comerç, it is expected that between **10% and 15% of the commercial fabric of the city of Barcelona will not survive**. The effect of the crisis on tourism is a double front for the city's commerce. According to Barcelona Oberta, without tourism, there was an excess of around 1,200 shops in the city. As of March 2021, according to Banco de Sabadell, the **commercial recovery index** already exceeds 95% in services and 84% in retail trade, while in the restaurant sector - affected by significant restrictions on activity - it is at 39%.

Retail sales fell sharply during lockdown (-30.7% year-on-year in April) and subsequently gradually declined to -7% in December, with a cumulative decrease of -8.4% for the whole of 2020.

* Registration in the General Regime of Self-employed and centres registered of the Social Security.

11. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

12. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

13. Source: IDESCAT

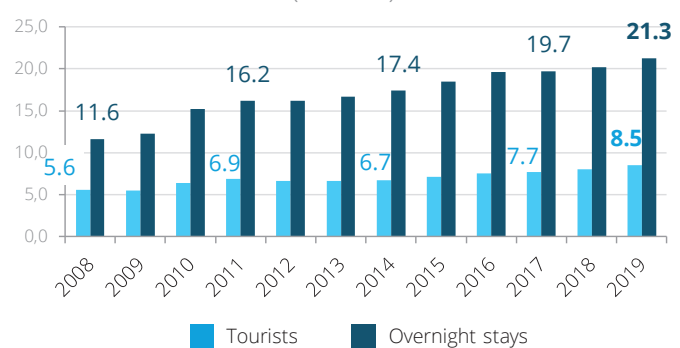
“Barcelona’s strategic sectors are those that define the city’s identity and that, due to their tactical value and potential for the future, should be promoted within the framework of the Economic Agenda.”

04/ The visitor economy

In Barcelona, hotel tourism stands at **8.5 million visitors and overnight stays** at **21.3 million** in 2019. As for **tourist housing**, the number of tourists staying is **3.5 million** and **11.4 million overnight stays**. In 2020, the tourist activity in the counties of Barcelona was strongly affected by the pandemic, which generated a sharp drop in the number of visitors as well as in overnight stays and jobs.

Several rankings highlight the **attractiveness of Barcelona for foreign visitors**; thus, *The European Cities Marketing Benchmarking Report 2018/2019* ranks Barcelona in **fourth place in Europe** in terms of international overnight stays.

Tourists and overnight stays in hotels in Barcelona¹⁴
(millions)

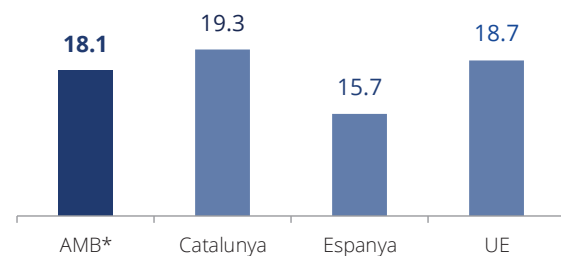


05/ Industry 4.0

Barcelona and its area are working on developing industry 4.0 based on elements such as the promotion of **Big Data**, the growing number of companies and organisations in initiatives related to **3D printing or the work of the Fab Labs** to approach digital manufacturing in schools, businesses, entrepreneurs and community projects.

In 2019, the **Barcelona Metropolitan Area** had more than **444,400 jobs in activities potentially associated with Industry 4.0**, following the creation of more than **77,500 new jobs since 2011, an increase of +21.1 %**.

Industrial weight within GVA¹⁵
(% total 2019)



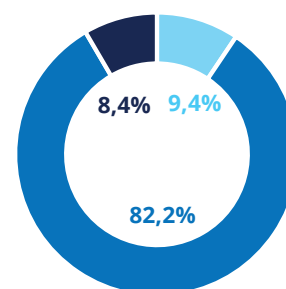
06/ Health and Bio

The sector counted on **95,822 jobs** and **3,132 companies with employees** in the fourth quarter of 2019, representing **8.8%** and **4.1%**, respectively, of the city's total.

This sector consists of several differentiated and related components: **health activity** accounts for **82.2%** of jobs, **health-related social services** **8.4%** of employment, and the **pharmaceutical industry** close to **9.4%**.

The pharmaceutical and biotechnology industry forms a dynamic cluster with a notable capacity for research and innovation.

Jobs* in the Health and Bio sector in Barcelona¹⁶
(% total 2019)



■ Pharmaceutical ind. ■ Health ■ Social services linked to health

* Registration in the General Regime of the Social Security.

¹⁴ Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

¹⁵ Source: IDESCAT

¹⁶ Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

The sector of the visitor economy that have suffered greater impact

It is important to keep in mind the impact on these sectors when assessing how to approach economic strategy in a way that reflects their real needs.

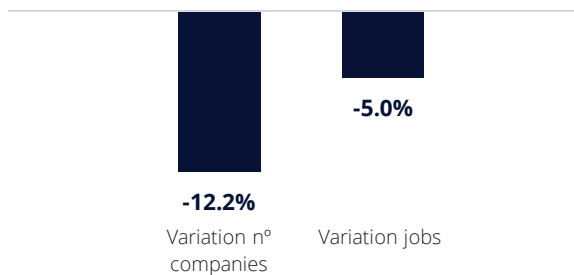
Rate of hotel occupancy in Barcelona (over places)¹⁷



The tourism sector was the hardest hit by the COVID-19 crisis during 2020, with a year-on-year increase in registered unemployment of more than 50% and **the largest percentage drop in employment in strategic sectors**. It should be taken into account that 10.7% of companies in Barcelona are in the hospitality industry.

Hotel occupancy fell to 0.0 during the months of April, May and June due to **restrictive travel and lockdown measures**. During the last months of 2020, it rose slightly and stood at 13.5% in January 2021.

Annual variation in the number of companies and jobs* Industrial manufacturing sector (III Q. 2020/III Q.2019) (inter-annual in %)

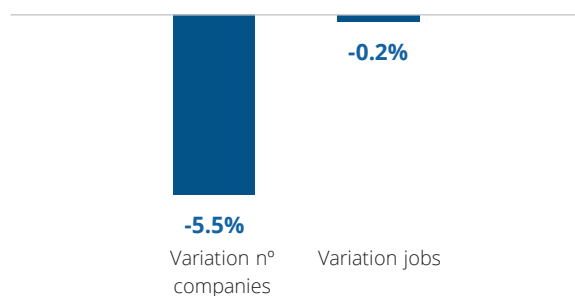


The manufacturing industry also suffered a strong impact from the crisis caused by COVID-19, with a year-on-year **job loss** of **-5.0%**.

The annual variation in the **number of companies with employees** in the sector was **-12.2%** in September 2020

It should be noted that the manufacturing industry was until now responsible for 3.4% of Barcelona companies.

Annual variation in the number of companies and jobs* Health and Bio sector (III Q. 2020/III Q.2019) (inter-annual rate in %)



The health sector has been key in the fight against the COVID-19 pandemic and **has kept its employment level stable** over the past year (with a year-on-year change of **-0.2%** in September 2020).

In the case of the number of companies, it achieves an annual reduction of **-5.5%**, becoming the activity with the **least loss of business fabric** in Barcelona's strategic sectors.

* Registration in the General Regime of Self-employed and centres registered of the Social Security.

17. Source: Enquesta Ocupació Hotelera. INE

18. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

19. Source: Departament d'Estadística i Difusió de Dades de l'Ajuntament de Barcelona

The impact of Covid and recovery methodology

The post-COVID crisis has had a strong impact on the economic starting point

Analysis of the scenario and recovery forecasts

The global **COVID-19** pandemic has unleashed an **economic crisis** with an unprecedented global magnitude. The negative impact on economic activity has been well above initial predictions, new **economic forecasts** are subject to a **high level of uncertainty** and the **lockdown, specific health measures** and **social distancing**, as well as the exit from lockdown and the opening up of borders have had an impact on economic development over the last few months.

Economic development depends on the health situation, lockdown-exit plans and the opening up of internal and external borders; an **asymmetric V-shaped recovery** is predicted, meaning that after an initial period of very rapid economic destruction, with the adoption of measures to promote economic growth and revitalisation, there will be an accelerated recovery until Barcelona's economy reaches the **initial levels** it had before it was hit by the effects of the health crisis; although this will be much slower than the decline.

The implementation of these measures will have to be focused on meeting the needs of the worst-hit sectors while **stimulating and boosting their economic activity** so they generate resilience in the city's economy as a key factor for Barcelona's economic recovery.

Stages of the economic recovery

The economic recovery curve is divided into temporary stages based on two levels: per the forecast economic development and per the health situation. The stages are:

- **Stage 0. COVID-19 crisis.** National confinement and sudden halt of economic activity.
- **Stage 1. Shock Plan.** Increasing number of cases, normalisation of the lockdown and deceleration of the economic destruction.

Conclusions from the analysis of the economic recovery

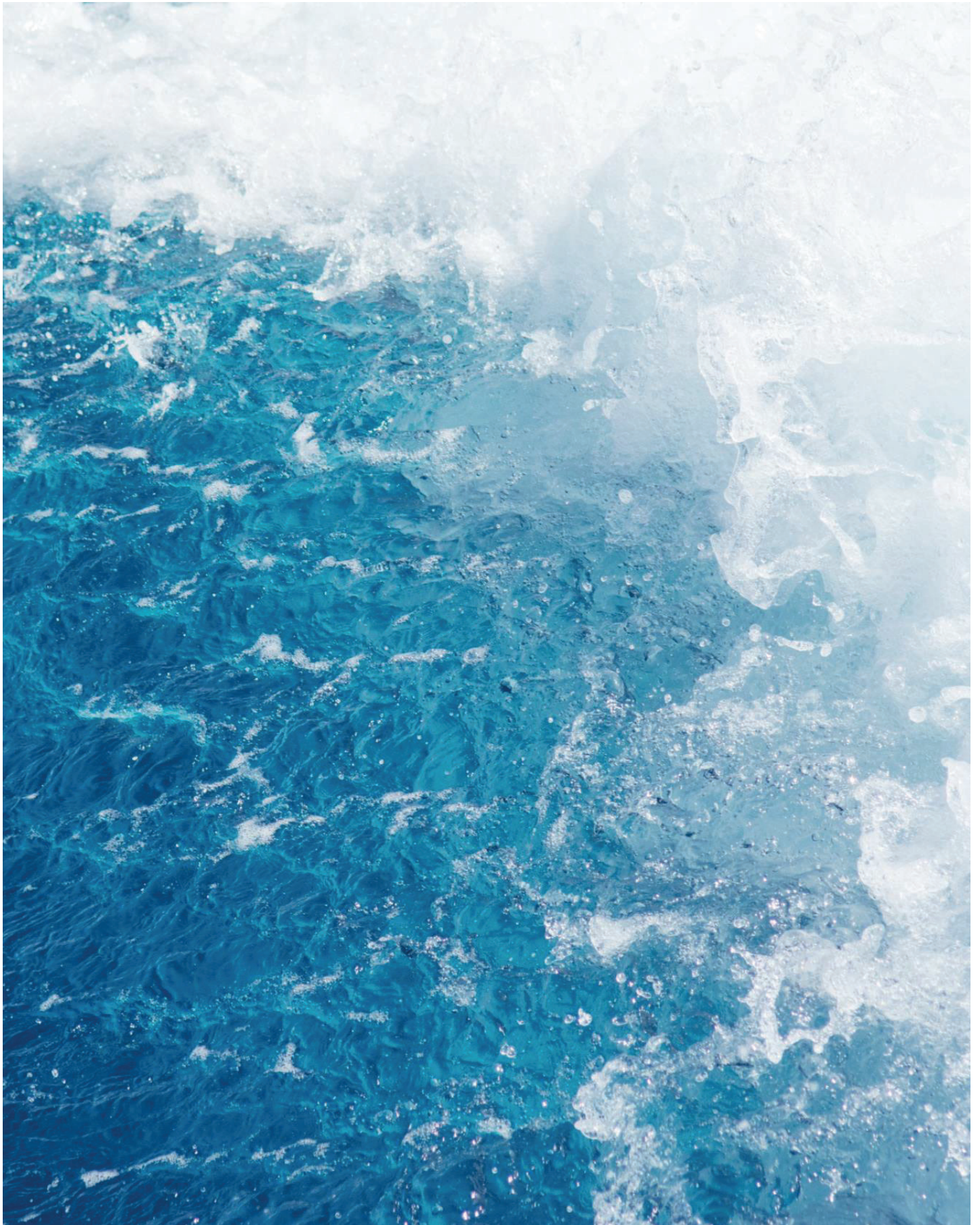
The fall in economic activity and consumption during the initial months of the health crisis was accompanied by the **first measures of the shock** plan, designed to generate a **safety net to halt the plummeting Barcelona economy** and which were central to developing the necessary **economic resilience** through the establishment of **progressive activation measures and the management of the impact** of economic activity.

Accelerating the recovery of the economic fabric, safeguarding jobs and boosting strategic sectors while protecting the most vulnerable.

The recovery measures have a communal vocation, to make **Barcelona a more resilient, fair and sustainable city** that maintains the business fabric, protects jobs and promotes quality employment, that promotes local consumption as a priority, that protects and relaunches the city's international reputation while making it open to talent, investment and visitors, and that defines transformative solutions with a metropolitan vision.

For this reason, **the measures must consider different areas of action**, which at the same time must be transversal and common to all stages, through subsidies and aid, training and advice, promotion and communication, economic development tools and the necessary regulatory and administrative changes.

- **Stage 2. Resilience.** Ending economic destruction, recovery of economic activity and initial return to a previous point in time.
- **Stage 3. Recovery.** Acceleration of the economic recovery, global reactivation of all sectors and return to the economic starting point.
- **Stage 4. Reinvention.** Using transformation opportunities and synergies to achieve the city's goals.





Analysis of the situation

Barcelona is facing complex challenges

Barcelona Green Deal challenges

Besides the principles governing the Economic Agenda, to build a robust and, above all, implementable strategy, Barcelona's major challenges need to be dealt with.

Sustainable growth

A critical challenge is guaranteeing that growth and economic expansion are not at the expense of Barcelona's fight against inequality and that this growth moves in a comprehensive and responsible way with society.

The Economic Agenda must meet this challenge to guarantee all residents benefit from this economic growth.

Threat of climate change

Cities are part of both the problem and the solution in the fight against climate change, creating over 70% of the world's CO₂ gas emissions.

It is critical for Barcelona to respond to this by incentivising residents and companies alike to adopt the most eco-sustainable consumption dynamics and economic behaviour.

Identity and culture

With the globalisation and opening up of Barcelona to the world, there is also the risk that the city's identity will be blurred by gentrification and of the emergence of new tourist models of little value.

This is a challenge that needs to be quickly overcome if we are to succeed in preserving Barcelona's culture while remaining open to the world— something that such a cosmopolitan city has always been noted for.

Maintaining digital leadership

Barcelona has been one of the world capitals over the last few years in terms of the digital environment, start-ups and R+D+I, although new players are now emerging.

Barcelona has to exploit the synergies of its environment and meet this challenge by helping the digital ecosystem to continue growing and contributing value to the world.

Strengthening international leadership

Despite its established reputation and benchmark position in areas such as ICT and sustainability, Barcelona still has the challenge of strengthening its international presence, doing so by improving its positions in rankings and indicators.

New challenges: Public health and COVID-19

The crisis resulting from the global Coronavirus pandemic has had a **notable impact** on Barcelona, posing a **new challenge** for the city's economy and public health that has required a **specific action plan** and an adjustment of the strategy to ensure an effective response.

For the purposes of taking on that situation and setting out a specific **Response Plan**, Barcelona City Council has coordinated the **Economic Response Coordination Centre** (CECORE), a unit based on the principles of cross-cutting approaches, transparency and integration in the relevant public decision-making areas to tackle the crisis.

CECORE has established an ongoing **coordination mechanism** for economic responses, which is aimed at tackling the following challenges:

- The economic slump due to the slowdown in activity, and the difficulties of survival faced by the city's productive fabric.
- The **loss of residents' jobs** and the impact on the **most vulnerable and fragile groups**.
- The **low levels of digitisation** of some of the city's sectors has caused a more severe impact to be felt by these sectors, as they do not have **alternatives** to their normal commercial **activity**
- The negative **impact** the health crisis has had, being especially pronounced in Spain, on the **prestige of the Barcelona brand**
- The **reduction to zero**, for a few months, of **tourist activity**— one of the city's economic drivers.

Even so, it is essential we do not lose sight of maintaining the necessary **health conditions** to ensure the **economic recovery** does not jeopardise them.

"The V scenario estimates that the economic normality will resume at the start of 2021 and may experience a new wave of growth"

If it is to be able to overcome its challenges, a few competitive levers are going to have to be activated

One of the keys to establishing a **structured, coherent and effective economic agenda** is understanding the growth levers that will frame Barcelona's capacity to continue growing. These drivers are all the factors that Barcelona City Council's economic strategy will have to take into account if it is to be able to **guarantee the success** of this economic agenda and bring about the future we envisage for the city.

Barcelona's **competitive** levers

01/

Sectoral specialisation and **economic diversity**, by striking a balance between promoting competitive advantages and a capacity for diversifying its activity

02/

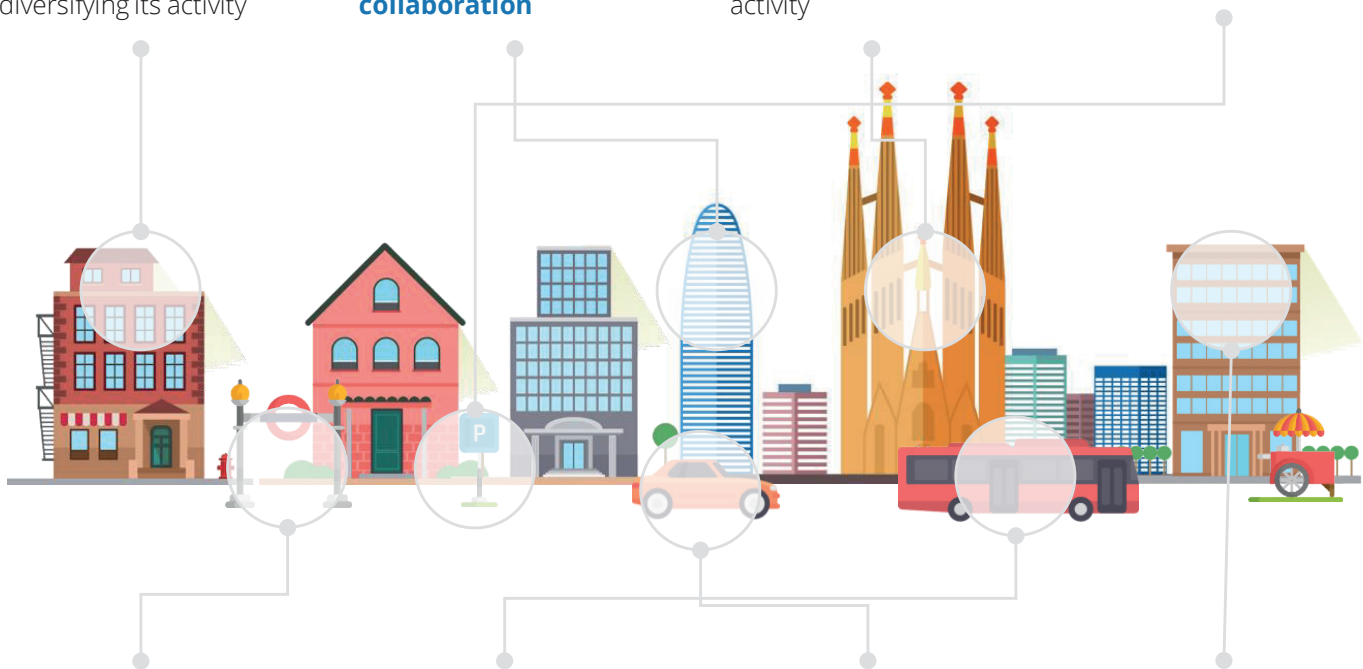
Involvement from **institutions, companies** and **civil society** in planning and implementing the city's economic strategy, fostering **public-private collaboration**

03/

Making the most of **Barcelona's cultural identity** and **reputation** as the active key to attracting talent, investment and new hubs of economic activity

04/

Attracting and retaining local and non-local talent, through a challenging economic ecosystem, full of opportunities for growth and learning



05/

Quality **urban infrastructure** available and effective and efficient **public mobility** aimed at city residents

06/

Establishment of an ecosystem of **productivity, competitiveness and efficiency**, both at public and private

07/

Incentives for **innovation**, developing new solutions and responses to Barcelona's challenges and promoting **creativity**

08/

Resilience and capacity to **respond** to the **COVID-19 crisis**, given that the economic recovery will define the starting point for Barcelona

Global trends

It is essential for us to understand what the world's big cities are doing about the economy

Future trends

Barcelona must design a plan in line with the main global socio-economic trends that will drive the world in the future.

01/ SOCIETY

- **Talent.** Cities have to prepare themselves for competition by attracting and retaining talent, especially with the decentralisation of jobs and the digital environment
- **Future of workers.** Changes in profiles, generational changes and transitions to knowledge-based jobs are transforming cities' working environments
- **Economy of fairness.** Increasing the role of women in decision-making jobs and steady opening of qualified positions for vulnerable groups
- **Collaborative economy.** The business paradigm is shifting towards a model where the user and the business ecosystem work together
- **Partnership models.** New collaboration models are bringing about a new ecosystem based on partnerships, which will shape relations between companies, city residents and the public sector

03/ TECHNOLOGY

- **Appearance and adoption of disruptive technologies.** From the adoption of AI technologies and the incorporation of robotics into economic models to the use of augmented reality at all levels (education, tourism, entertainment, etc.), the transformative trend of technology holds massive potential for cities
- **The role of social networks.** Not only in terms of communication between people, but also between people and businesses, with the administration and with the aim of better understanding the needs and tastes of residents, potentially improving the supply of public services
- **Health technology.** Of particular note is the transformative role, especially in the midst of the COVID-19 crisis, of the ability to adopt technology to help track contagion, resources and health capacities

02/ ENVIRONMENT

- **Transition towards a more sustainable economy.** Big cities have embarked on the path towards promoting the green economy and adopting more eco-sustainable practices
- **Environmental awareness.** Not just companies but the general public worldwide have started to demand a transition towards more environmentally friendly service-provision models (electric fleets, paper-free administration, traffic-free city centres, restrictions on environmentally harmful economic activity, etc.)
- **Response to resource shortages.** Besides the impact that it has been having on natural resources, the trend is to move over towards a more responsible production and consumption model, which takes into account the resource shortages and promotes more sustainable forms of behaviour

04/ ECONOMY

- **Globalisation as the new reality.** Not only because of the great impact on the business ecosystem, but also because of the social transformation implied by the opening up of the world
- **Consolidation of industries.** One of the key transformations is the integration of industries, exploiting productive synergies and capacity for attracting clients
- **Price volatility.** A clear trend, from resources to basic media, is the dynamic adaptation of prices, boosted by data analysis, which enables demand to be adjusted in real time and pricing models transformed

"Future global trends establish the paths the world's other big cities will be advancing along and should be used to guide the direction that Barcelona must take"

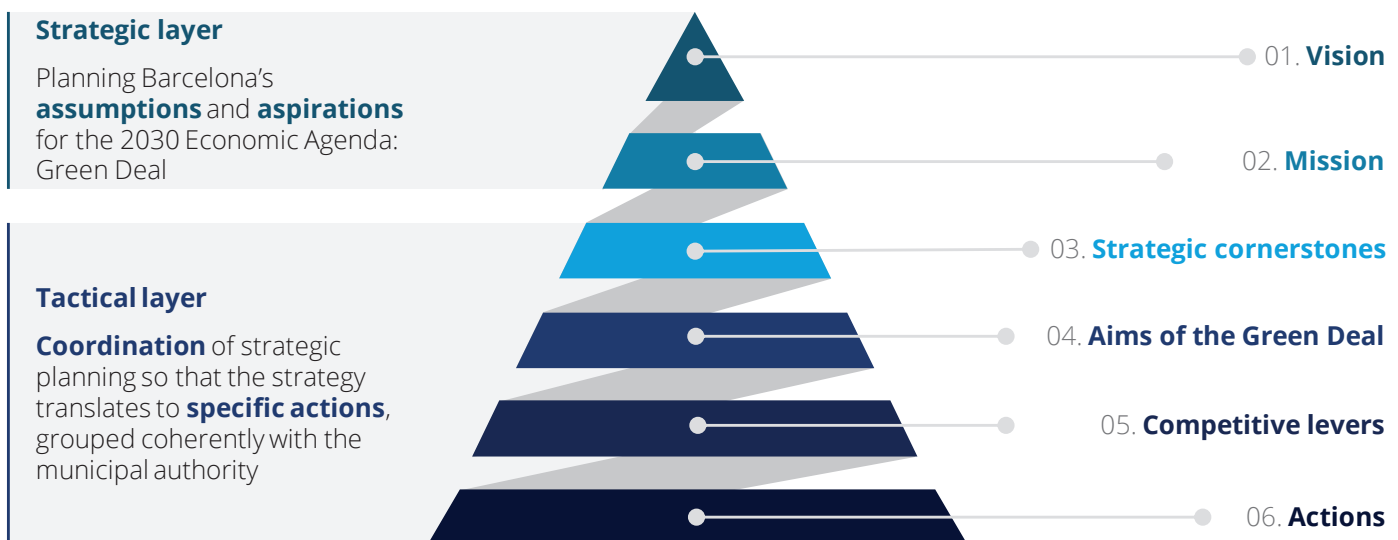
Barcelona Green Deal

The city's strategic economic formulation needs to be a holistic process

In order to guarantee that **strategic formulation planning** remains a **coherent**, methodological structure which takes into account every relevant feature when it comes to designing an **exhaustive and complete economic agenda**, the layers of the Barcelona Green Deal are presented below.

The pyramid reflects the **hierarchical layers** of the strategic approach.

Levels of strategic formulation planning



- 1. Vision.** Defining where Barcelona wants to be in 2030 in terms of its economy, competitiveness and trade
- 2. Mission.** Setting the scope and ultimate goal of the economic agenda
- 3. Strategic cornerstones.** Areas for structuring measures to ensure that a comprehensive programme of measures is in place
- 4. Aims of the Green Deal.** Translation of cornerstones to specific goals, in line with specific targets set for Barcelona's economic future
- 5. Goals.** Translation of cornerstones to specific goals, in line with specific targets set for Barcelona's economic future
- 6. Competitive levers.** Competitive advantages that the city has and which feed the strategic formulation process
- 7. Actions.** Specific programmes and plans to be activated to implement the Barcelona Green Deal and coordinating specific measures

The mission of the Economic Agenda is guided by five specific city aspirations

Up to this point in the Economic Agenda, the principles that should lead the agenda, the challenges of the current environment, the growth levers to be activated and the vocation of the inclusive economic model, all of which are part of the **present situation for Barcelona**, have been introduced. All this reflection on the starting point is crystallised in our **vision, mission and strategic objectives**.



Vision

Barcelona City Council's vision is that of positioning Barcelona as an international benchmark city, acclaimed for its **competitive, sustainable and fair** economy across the city's economic and social cornerstones.

This exercise is carried out with the aim of arriving at a solid **socio-economic agreement** between institutions, companies and city residents.



Mission

The mission of the Economic Agenda is to build an executive, long-term **comprehensive road map** that is open to public debate, which sets forth a series of goals and an range of specific actions to achieve them.

One of the keys in ensuring that the Green Deal can be implemented is to coordinate the aspirations set forth by Barcelona City Council for 2030. To this end, the **mission takes shape in 5 aspirations**, which together define how we envision our city for the next decade, and the aspirational milestones that Barcelona City Council will work to make a reality.

The **mission is articulated in 5 aspirations** for the city

01/

International city,
Barcelona is Europe's number 1 city in creating technology-sector companies, attracting talent and setting up innovation hubs, with a benchmark visitor economy model.

02/

Sustainable city,
Barcelona leads the way in implementing measures and goals in the fight against the climate emergency, through the work of its institutions and its economic and social fabric.

03/

Responsible mobility, Barcelona is the most peaceful urban centre, a benchmark in terms of accessible mobility and with a wide-ranging metropolitan public transport network.

04/

Feminised city, Barcelona is egalitarian with gender-sensitive institutions applied across the board, eliminating gender inequalities and discrimination throughout the city.

05/

Green jobs city, Barcelona is a quality job generator in key sectors such as the green and blue economies, especially for groups with the most difficulty accessing the labour market.

The cornerstones that coordinate the economic agenda are competitiveness, sustainability and fairness

Strategic cornerstones of the Green Deal

One of the keys to the success of the process of strategic formulation and definition of the key lines of an economic plan is to have clearly defined cornerstones, which are translated into concrete actions.

These actions are aimed at boosting the economic situation, protecting small businesses and, in broad terms, making progress towards achieving the objectives set.

In short, the cornerstones for making a **Competitive, Sustainable** and **Fair** Barcelona are perfectly in line with achieving the aspirational vision we have for Barcelona.

01/ ● **Competitiveness**

The first strategic cornerstone is to achieve a city with an active entrepreneurial ecosystem, with a digital focus, which attracts talent and has a globally-facing panorama.

Barcelona already has a high level of maturity here, but it is important for it to continue advancing and consolidating its position.

02/ ● **Sustainability**

The second strategic cornerstone is for Barcelona to expand the volume of the circular economy, attract new poles of economic activity and generate the visitor economy.

Tourism and industry are two of Barcelona's economic pillars, and the business models for both need to be transformed to ensure their growth does not harm the city, its residents or the environment.

03/ ● **Fairness**

The third strategic cornerstone is to make Barcelona's economy more social and solidarity-based, to promote the local economy and to guarantee residents' employability.

Despite the fact that Barcelona today is already a benchmark for the social economy and openness, we need to strengthen the mechanisms aimed at helping its residents.

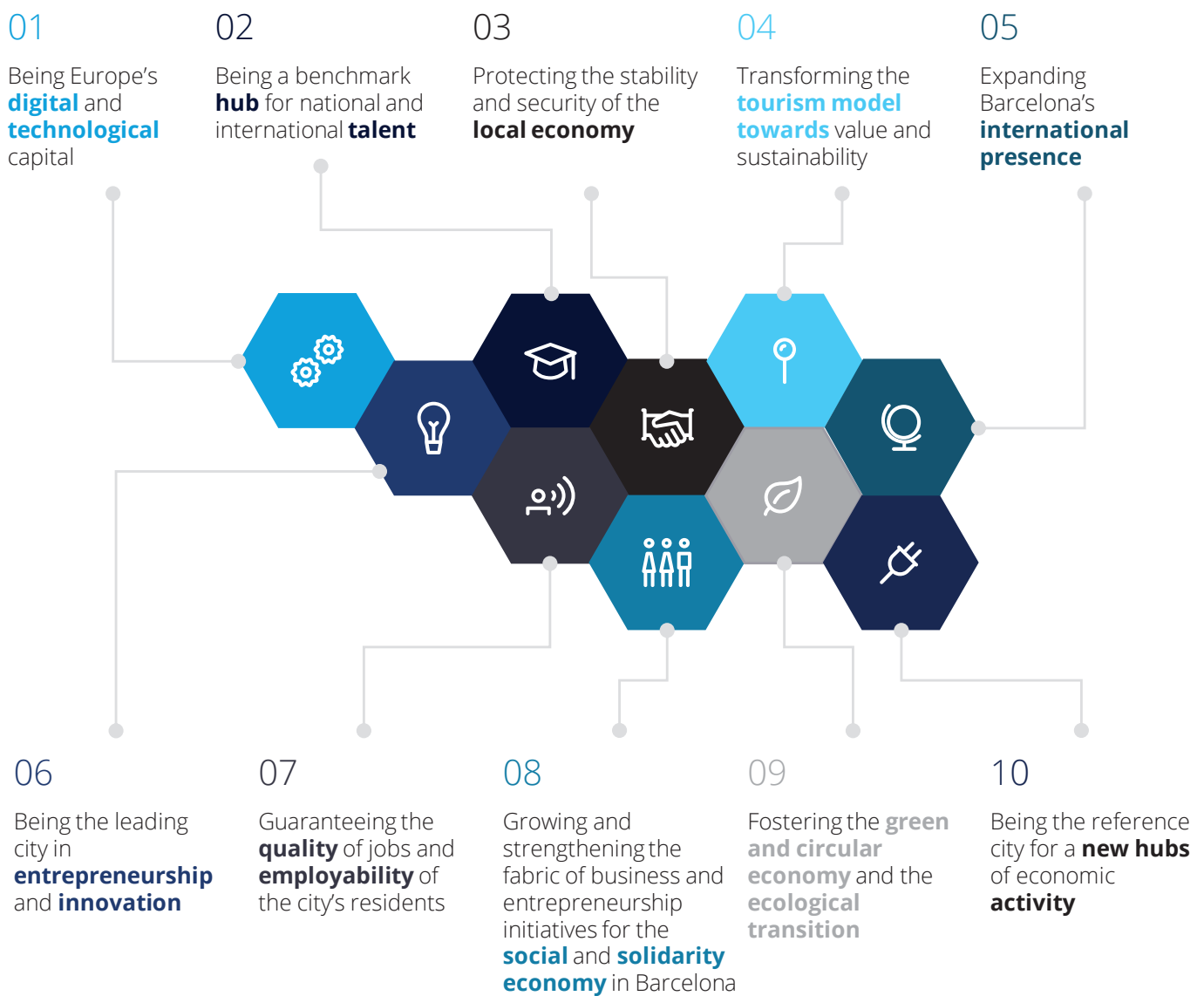
The cornerstones translate to 10 strategic goals, which coordinate over 60 actions

Strategic goals

To ensure that the Green Deal is structured and provides responses to all the challenges and obstacles facing Barcelona, the strategic cornerstones (Competitiveness, Sustainability and Equity) are broken down into objectives.

These goals, presented below, each contain a series of specific actions so that a landed strategy is coordinated at every level.

Barcelona Green Deal: **Goals**

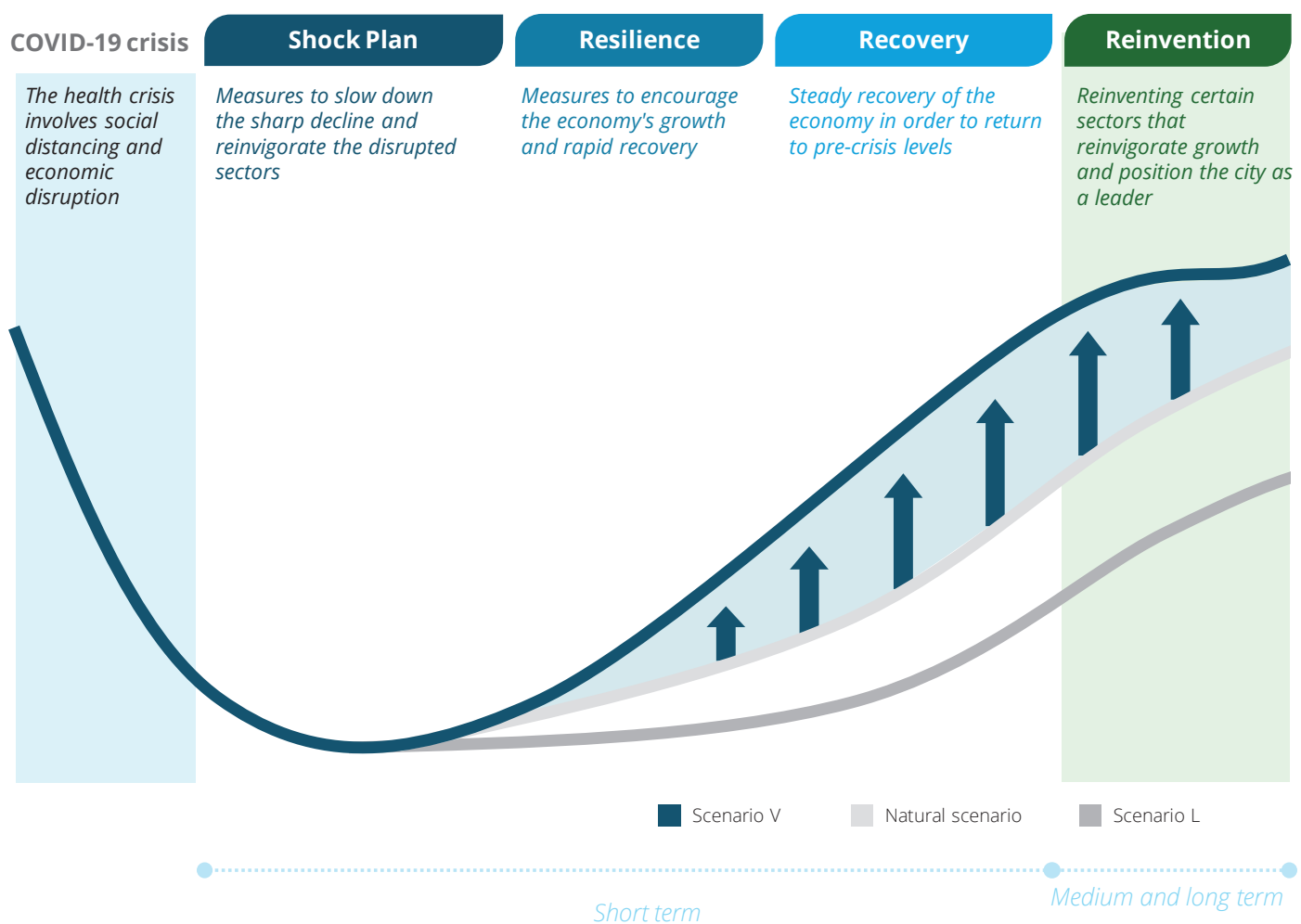


“The 10 strategic goals contain more than 60 specific actions, which will produce tangible results for Barcelona’s economic growth”

The economic recovery curve will be affected by these actions

The 10 strategic goals coordinated through 62 actions, and all the measures implemented by **Barcelona City Council in response to the COVID crisis**, are tools for promoting the acceleration of the economic recovery curve. The objective is clear: to achieve scenario V in an accelerated manner, bringing back as much economic good as possible to its starting point, to minimise the economic scars of the crisis.

Development of **Economic recovery scenarios together with the** impact coming from the post-COVID **measures**



In short, this **economic agenda** aspires to realise the city's vision, mission and aspirations and to make the economic recovery curve as similar to scenario V as possible, by taking **specific actions**.

It is evident that not all the agenda's measures correspond directly to the post-COVID recovery; however, it is certainly one of the central short- and medium-term challenges for Barcelona City Council and provides an **opportunity for growth and reinvention**.

As shown in the chart, once the crisis is over, the key will be to enter into the reinvention stage, and **exploiting** the **synergies** of the **transformational change** to effectively take advantage of Barcelona's opportunities.

Specific actions will ensure the economic plan leads to tangible results

Actions

As explained above, the objectives are derived into actions: concrete measures, with a time frame, a budget, a responsible City Council entity and a series of key milestones to be achieved. These actions will shift the economic recovery curve so that the Barcelona scenario can be secured.

The driving force is to provide city residents, companies and civil society organisations with the tools to take advantage of the opportunities that Barcelona has.

The nature of the actions varies in that some are designed for the short term, giving an immediate response to COVID challenges and the initial situation; while others are designed for the long term, guaranteeing a cultural change and sound transition to a new Barcelona.

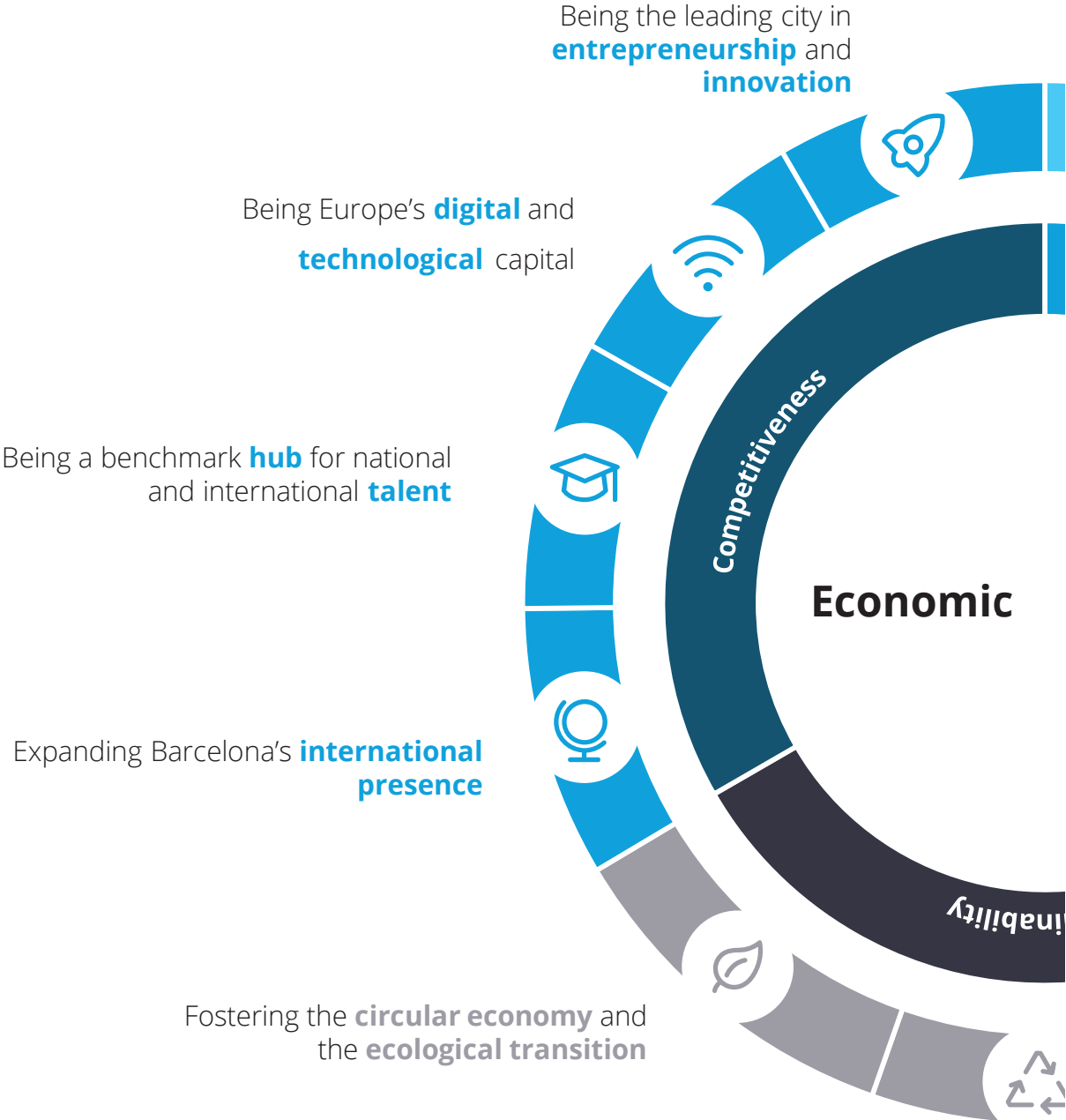
The coordination of the actions, which cover a wide range of challenges, opportunities and changes that Barcelona must face, will lead to several types of actions:

Types of actions



“Despite being general in nature, the types of actions respond to various periods along the economic recovery curve, and are aimed at guaranteeing economic development that fits in with the vision of the Green Deal”

The map of cornerstones and goals helps us to ensure we have a holistic vision



Guaranteeing the **quality** of jobs and **employability** of the city's residents



Protecting the stability and security of the **local economy**



Growing and strengthening the fabric of business and entrepreneurship initiatives for the **solidarity and social economy** in Barcelona



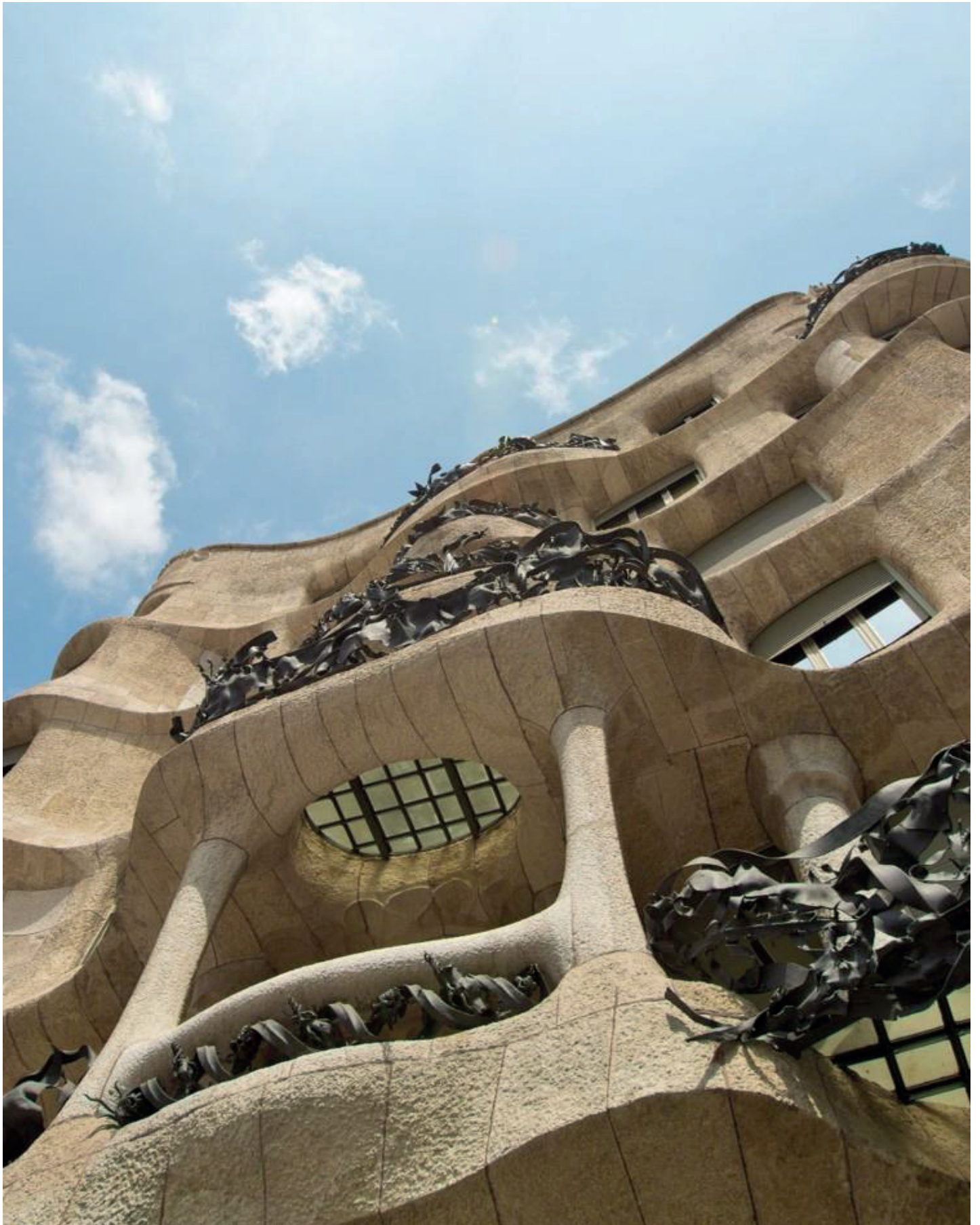
Transforming the **tourism model** towards value and sustainability



Being the benchmark city for **new hubs** of economic **activity**



“The articulation of the Green Deal into cornerstones, objectives and actions makes it possible to maintain a vision at all levels and to align the aspirational vision of the city with concrete actions.”



The Green Deal is a plan that incorporates the city's other sectoral plans

Integration of the city's economic plans

The Barcelona Green Deal will act as an umbrella for the city's other economic plans, by integrating actions and providing a framework for alignment between all the actions taken, thereby guaranteeing effectiveness and maximising synergies between programmes.



“ Besides setting a clear course for the city, the Economic Agenda also acts as a Plan of Plans, a catalyst for all the initiatives that are already underway to ensure synergies”

Although the plan is for the whole city, strategic sectors require special attention

Barcelona's strategic sectors

Although the strategy planned in this document is comprehensive in its scope, there are a series of sectors that are especially important within the city.

01/

Digital

The digital technologies sector has performed slightly better than the other strategic sectors in the city, and is the only sector that has not suffered a drop in jobs. Barcelona's ecosystem positions the city as a talent-attracting hub, especially for digital experts.

With a high visibility of Barcelona's start-ups, it continues to be considered an important hub for European start-ups, but it is also considered overvalued and undervalued compared to cities such as London. Communication focused on improving the trend in the valuation of the city and turning it into a global technology hub is a strategic action to be taken in the future.

In addition, the digital re-skilling of workers in different economic sectors will be necessary to develop the nature of jobs and skills to access the majority of jobs.

02/

Creative sectors

The culture and cultural industries sector, which accounts for almost 6% of Barcelona's GDP, has suffered the full weight of the COVID-19 crisis, and needs to be put at the centre of encouraging cultural consumption in the city.

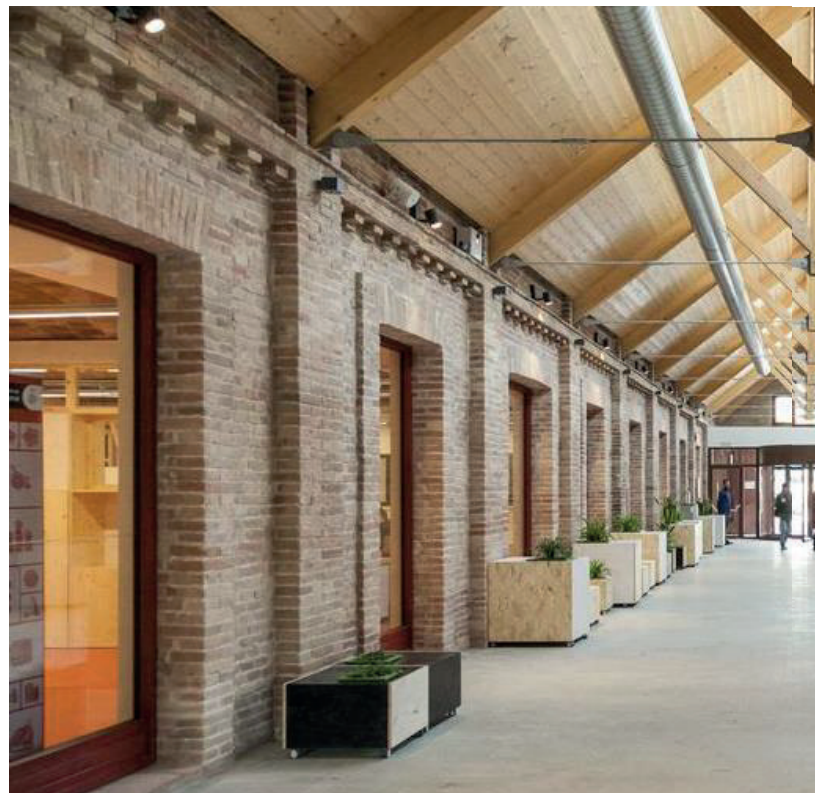
To protect and strengthen the traditional and non-traditional creative sectors by protecting cultural companies and organisations, alleviating the crisis in the sector by means of direct support from the City Council for cultural consumption by residents, facilitating access and reducing economic barriers to cultural consumption.

03/

Local economy

Barcelona's identity is shaped by its commercial sector, a business fabric mostly structured around small shops and whose guaranteed survival is a current priority.

Committing to accelerating the digital transformation of the sector and sustainable trade, implementing new tools that bring it closer to the ever-changing trends of digital consumption will add value, encourage new trends in local consumption and make Barcelona a benchmark city in digitised and sustainable trade.



04/

Visitor economy

Tourism and the visitor economy currently represent the greatest share of wealth generation in Barcelona. Even so, this does not mean that there is no margin for improvement for a sectoral model sensitive to factors of safety and the emergency of competing tourist destinations. The priority right now is the goal to recover the tourist activity that has been severely affected by the impact of the COVID-19 crisis.

Reactivating the sector will require the development of a transformational approach to the concept of visitors, by treating them as short-stay residents. At the same time, reformulating the sector to meet sustainability and fairness criteria under an inclusive economic model in such a way that it generates wealth for all residents.

05/

Industry 4.0

Maintaining industrial activity and related jobs is only possible with a strategy focused on encouraging investment in the future of industrial plants, especially in those industries that generate research and development.

The use of institutional instruments with municipal participation are vital to guarantee Barcelona's productive future and the City Council's economic strategy, which is committed, from its transformative vision, to the specialisation of industrial sectors such as the automotive industry, seeking to turn Barcelona's industrial sector into a benchmark for the production of the electric car.

06/

Health and Bio

The COVID-19 crisis has increased the importance of and need for the Healthcare Sector, which is key to developing the welfare state and the Sustainable Development Goals for 2030.

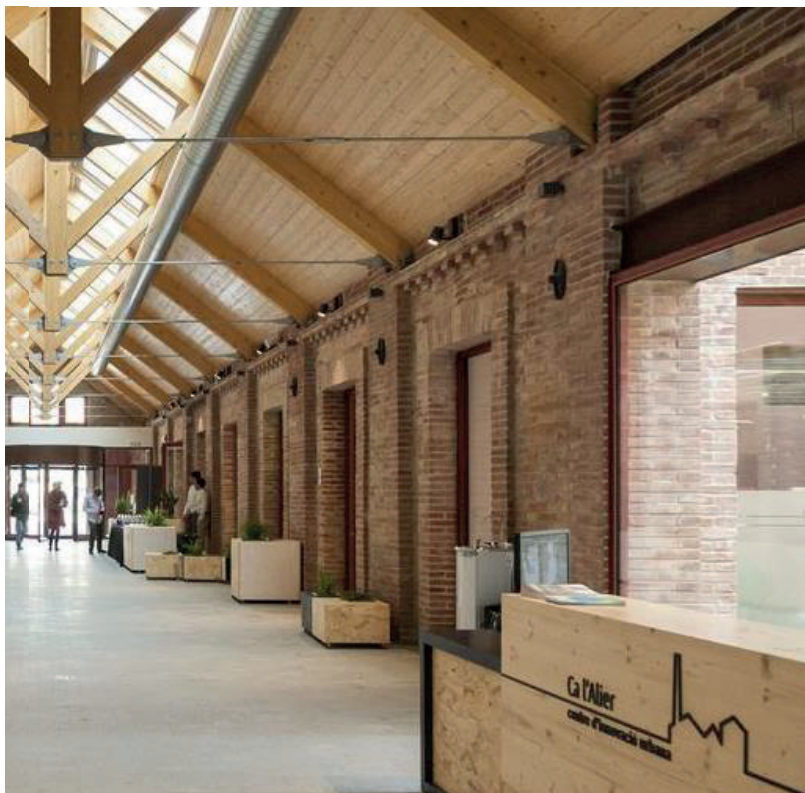
New food and consumption models, as well as an economic fabric in the food sector with a gastronomic presence and prestige in the city, make it possible to work towards making Barcelona the sustainable food capital.

07/

Green and circular economy

The economic agenda would not be complete without determining that one of Barcelona's commitments for the future is to promote the green economy, understood as all economic activity focused on sustainability, emissions neutrality and promotion of the concept of eco-responsibility.

Currently, the green economy in Barcelona moves more than €600M and 6,600 jobs, but the clear objective of the Green Deal is to significantly increase these figures through measures, incentives and investment promotion, increasing the budget dedicated to EVC (Green and Circular Economy).



CECORE

Taking on the COVID-19 crisis requires dedicated organisation with a cross-cutting vision for the city

Overcoming the COVID-19 crisis

The **Economic Response Coordination Centre (CECORE)** was launched as a means of addressing Barcelona's economic recovery strategy following the COVID-19 crisis. It also has the aim of permanently establishing a coordination mechanism for the whole of Barcelona City Council. CECORE's goals include:

01 Defining and implementing a **cross-cutting, municipal strategy in response** to COVID-19 which involved the entire structure, to deal with the post-crisis economic situation.

02 Establishing **relations** with the other **authorities** to maximise resources, share strategies and persuade the **social and economic** stakeholders to take part.

03 Designing a communication strategy focused on **transparency**, with clear **messages** that bring **safety** and help to relaunch Barcelona's **international reputation**.

CECORE's structure worked with the aim of reflecting the principles of mainstreaming, making transparent and integrating all the City Council's points of view on the economic recovery. This structure took shape in the form of the creation of sectoral working groups with the objectives of:

- Having available a **situation analysis** of the sector, identifying the main **principles** to be addressed
- Having a **Contingency Plan** available for each sector with a **ten-point list** of specific **measures** to be implemented
- Coordinating actions** with other working groups to ensure they are cross-cutting and with the Economy, Finance, Resources, People, and Organisational Development and Legal Services teams
- Framing these measures inside a **short-, medium- and long-term action system**

The **sectoral work groups** were organised to ensure that the proposed measures were created on the basis of the sectors' knowledge and met the real needs of those with a **team tasked with coordinating and nine sectoral work groups**.



Activation Task Force Coordination Team



Enterprise, Self-Employed
Individuals and
Entrepreneurship Team



Quality Employment Team



Digital Economy Team



Social, Solidarity and Local
Economy Team



City and Brand Promotion
Team



Sports Reactivation Team



Markets, Shops, Restaurants
and Consumer Affairs Team



Tourism and Creative
Industries Team



Industry Team

Targeted response actions

Overcoming the COVID-19 crisis

While the strategic formulation exercise for Barcelona calls for a long-term vision to ensure consistent, firm actions with real results, the global pandemic of 2020 has significantly altered the starting point of the economy, transformed economic normality and accelerated the adoption of the new paradigm of the digital era.

Barcelona City Council has articulated CECORE to lead specific actions to influence the economic evolution projection curve and to operate in a new economic normality as soon as possible.

Listed below are some of the most important actions which have been immediately established to mitigate the impact of COVID and activate the economic recovery.

Response actions to mitigate the impact of COVID-19

Creation of the **Economy Reactivation Fund** aimed at helping Barcelona to overcome the impact of COVID-19 with a budget of 30 million euros

Establishment of **Financial Aid to compensate for cessation of activity**, launched by Barcelona Activa, as a supplement to its extraordinary allowance

Endorsed micro-loans to reactivate businesses, with attractive conditions in terms of interest rates and repayment periods. Support will also be provided to obtain them

Service for designing Economic Reactivation Plans, customised and adapted to each user, and aimed at SMEs so they can reactivate their operations

Definition of the **New Christmas Model in Barcelona**, aimed at shops and markets, so that they can operate safely during the Christmas celebrations

Definition of **employment shock plans for particularly vulnerable groups**, aimed at improving the professional qualification and integration of groups at occupational risk

Deployment of **Activa Futur**, a programme based on the blended model methodology, with a combination of virtual and face-to-face occupational guidance and professional reorientation actions

Neighbourhood Plan for economic activation and employment coordinated by Barcelona Activa, and aimed at unemployed individuals from the neighbourhoods included in the Neighbourhood Plan

Creation of **ERP: Emergency Recruitment Processes**, by changing the current procedures and tools of Barcelona Activa's Market Place, to cover the service despite the increased volume

Creation of the **Barcelona Ponte Sostenible Fund**, promoted by the Department of Economy, Resources and Economic Promotion, aimed at residents and the economic fabric for economic rehabilitation

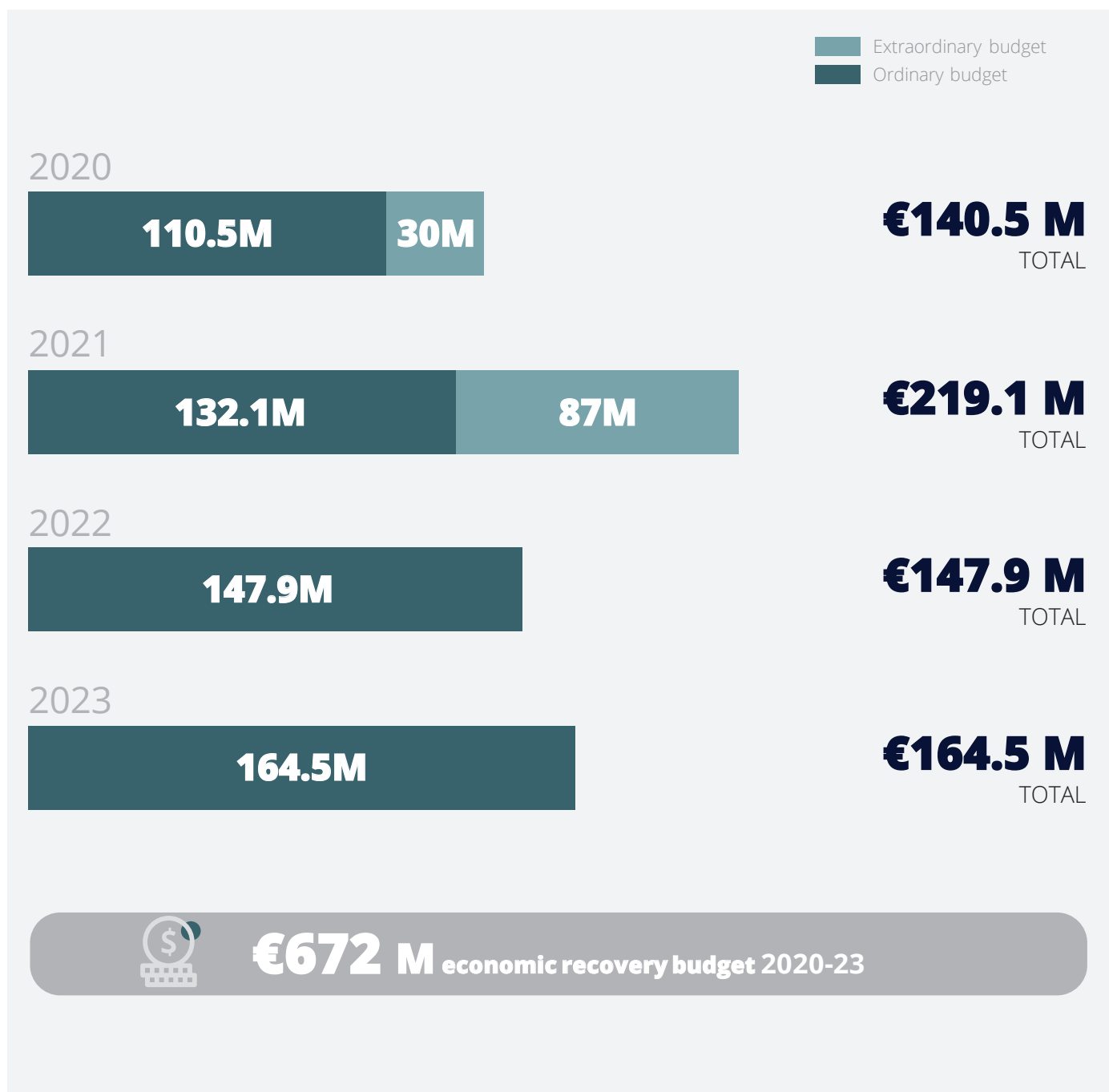
Launch of the **Economic Data Observatory**, aimed at analysing the city's economic situation following the COVID crisis and monitoring the level to which measures have been implemented and their impact

Establishment of new agreements with ethical **banks** to expand **credit lines for the Social and Solidarity Economy** up to **€4 million**

The action plans of the Green Deal

Estimated budget for the rollout of the economic recovery is €672 M

Economic recovery Budget summary 2020-2023





Being the leading city in entrepreneurship and innovation

The first of the priorities is focused on making Barcelona a city that facilitates economic activity. A city that is a friend of business, of business initiatives and entrepreneurship, of the large economy and also of the local economy.

Today, in Barcelona, a company can be set up in an average of 48 hours, but there are other elements that need to be addressed that can make it difficult for a company to operate in the city.

In short, we want the city of Barcelona to become a free zone for entrepreneurs and self-employed people during their first years of activity.

Actions

- Easy Barcelona Plan
- Elimination of the business start-up tax for entrepreneurs
- Series of tax measures
- Liquidity support for companies and self-employed individuals
- Easing subsidies to guarantee payments
- Participation in investment funds
- Free helpline 900 533 175

Entrepreneurial city

Actions

Action 1

Easy Barcelona Plan

We will promote a reduction in red tape and barriers to economic activity for businesses, professionals and the general public, in order to encourage and facilitate anyone with an idea to develop it in the city.

In this sense, we will associate Barcelona with the one-stop business shop and we will set up our own single business portal, with the aim of speeding up and improving efficiency in the city-administration relationship and simplifying the procedures for entrepreneurs of new activities in the city.

Action 2

Elimination of the business start-up tax for entrepreneurs

From January 2020 onwards, new entrepreneurs will no longer have to pay taxes for starting up an economic activity. This is a measure that can help professionals to take their first steps and operate their activity in line with the recommendations of the Doing Business Report.

Action 3

Series of tax measures

These extraordinary moments of crisis have required the activation of a raft of measures focused on recovery, and which are aimed at both companies and the general public. However, in view of the large number of changes put forward, it is proposed to create a tool to accompany those receiving aid.

Thus, it is proposed to create a tax office to provide tax assistance and advice for the general public and businesses, which will be able to deal with all doubts and queries related to the new tax measures.

It will also promote the implementation of a new tax calendar to make the payment of the different municipal taxes more flexible in order to alleviate the economic and social consequences of COVID-19.

Action 4

Liquidity support for companies and self-employed individuals

In order to increase the liquidity of companies supplying the Administration, we will reduce invoice payment periods to 20 days.

In this way, the economic tensions derived from the loss of activity caused by the health crisis will be minimised, at least in everything that depends on the City Council.

 A measure created specifically to respond to the impact of COVID-19

Actions

Action 5

Easing subsidies to guarantee payments

Making the terms and deadlines for the granting of subsidies more flexible with the aim of speeding up payment deadlines as much as possible and accelerating the arrival of liquidity to the activities benefiting from aid.

Action 6

Participation in investment funds – “Barcelona Accelera”

Start-ups are a key player in our economic ecosystem, as they are a driver of innovation for the local productive fabric, magnets for creative talent and foreign investment, and key players in positioning the city's brand on a global scale.

For this reason, we will participate in investment funds that operate in the city and have investment policies aligned with our priorities, in order to promote the creation and growth of start-ups in our ecosystem, especially those linked to strategic sectors.

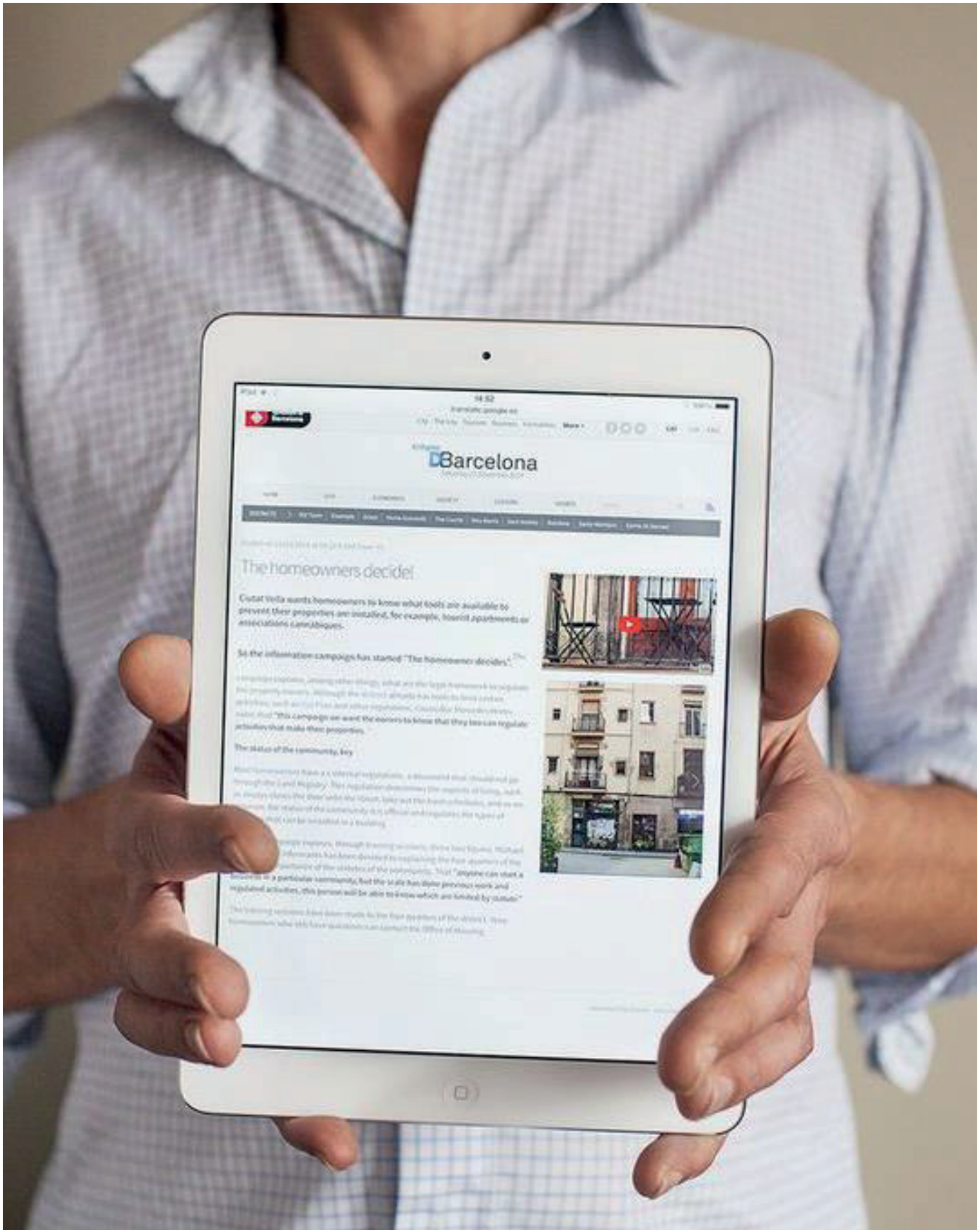
Action 7

Free helpline 900 533 175

Anyone who wishes to receive assistance to deal with issues relating to job hunting, financial aid for companies, starting up a business or receiving training can call the free helpline on 900 533 175 (set up by Barcelona Activa in 2020).

The services provides assistance and information and makes referrals to specialist services and resources better adapted to individual needs.

The telephone helpline operates Mondays to Fridays, from 9 am to 6 pm.





Being Europe's digital and technological capital

We are a leading city in the digital world: in 2019 we were the fourth most attractive city in the world for global talent and the fifth for digital talent according to a study carried out in 2018 by Boston Consulting Group. The ICT sector is approaching 60.000 jobs in the city, a consolidated increase over the last six years. It represents 5.5% of jobs and nearly 4% of the city's business fabric.

In the eyes of the world, we are the digital and entrepreneurial epicentre of our country and we have to take advantage of this strength to build our economic model for the future, making progress in the city's digital skills, promoting new spaces to foster the digital economy and ensuring that Barcelona can continue to host the Mobile World Congress beyond 2024.

That means we also have to consider the concept of *technological humanism* as the key to helping us understand that technology has to be used to respond not only to everyday problems but also to the major issues facing a city such as Barcelona.

Actions

- Digital ecosystem: we will be training 3,000 digital professionals over the next five years
- New spaces for the economy and entrepreneurship
- Mobile World Capital: a future beyond 2024
- Business digitisation plan
- Activa re-skilling
- Digital Training Hub

Digital City

Actions

Action 8

Digital ecosystem: we will be training 3,000 digital professionals over the next five years

Here we will be launching a large-scale initiative for training digital talent as one of our biggest initiatives to promote our digital capital status. We will be training 3,000 digital professionals over the coming five years under an ambitious initiative, the IT Academy, launched through Barcelona Activa and the Cibernàrium digital-training centre, which is also backed by the private sector. It will be a programme aimed at young people as well as at *re-skilling* professionals from other sectors keen to retrain in the digital field.

Action 10

Mobile World Capital: a future beyond 2024

We cannot talk about being a digital capital without referring to a key factor of our global positioning, the Mobile World Congress. This congress is an example of what Barcelona can achieve when it combines ambition, inter-institutional collaboration and the support of civil society.

We want the city to be at its best during the Mobile World Congress.

But ordinary operations are not enough: the city has ensured that it will host the event until at least 2025, ensuring its global positioning in this field and, internally, continuing to strengthen the digital economy at local level. This initiative is being led in collaboration with all the institutions promoted by the Mobile World Capital Barcelona Foundation.

Action 9

New spaces for the economy and entrepreneurship

Digital capital in terms of innovation must continue to be driven by public authorities to establish new spaces to facilitate economic activity in the city.

To this end, and through Barcelona Activa and other operators, we will open three new spaces for economic activity during this term of office:

- Palo Alto
- Lluís Companys Stadium
- Olympic Port

All of them will be spaces that will necessarily have to be open to collaboration with civil society, orienting them towards different economic sectors, through a call to join the projects.

Actions

Action 11

Business digitisation plan

We will make new resources available to the city's companies to support them in their digital transformation processes.

These new resources will include an individualised consultancy service to design the digitisation plan, which will have sectoral experts who will advise depending on the type of company and its business model, and new training itineraries that will help to implement the plan.

Action 12

Activa re-skilling

Development of a technical-professional training plan as a key tool to increase the employability of workers. Online and face-to-face training actions are proposed in the following strategic sectors of the city:

- Industry 4.0
- Creative and cultural industries
- Green and circular economy
- Tourism
- Sports
- Health and care
- Blue economy
- Local commerce

Action 13

Digital Training Hub

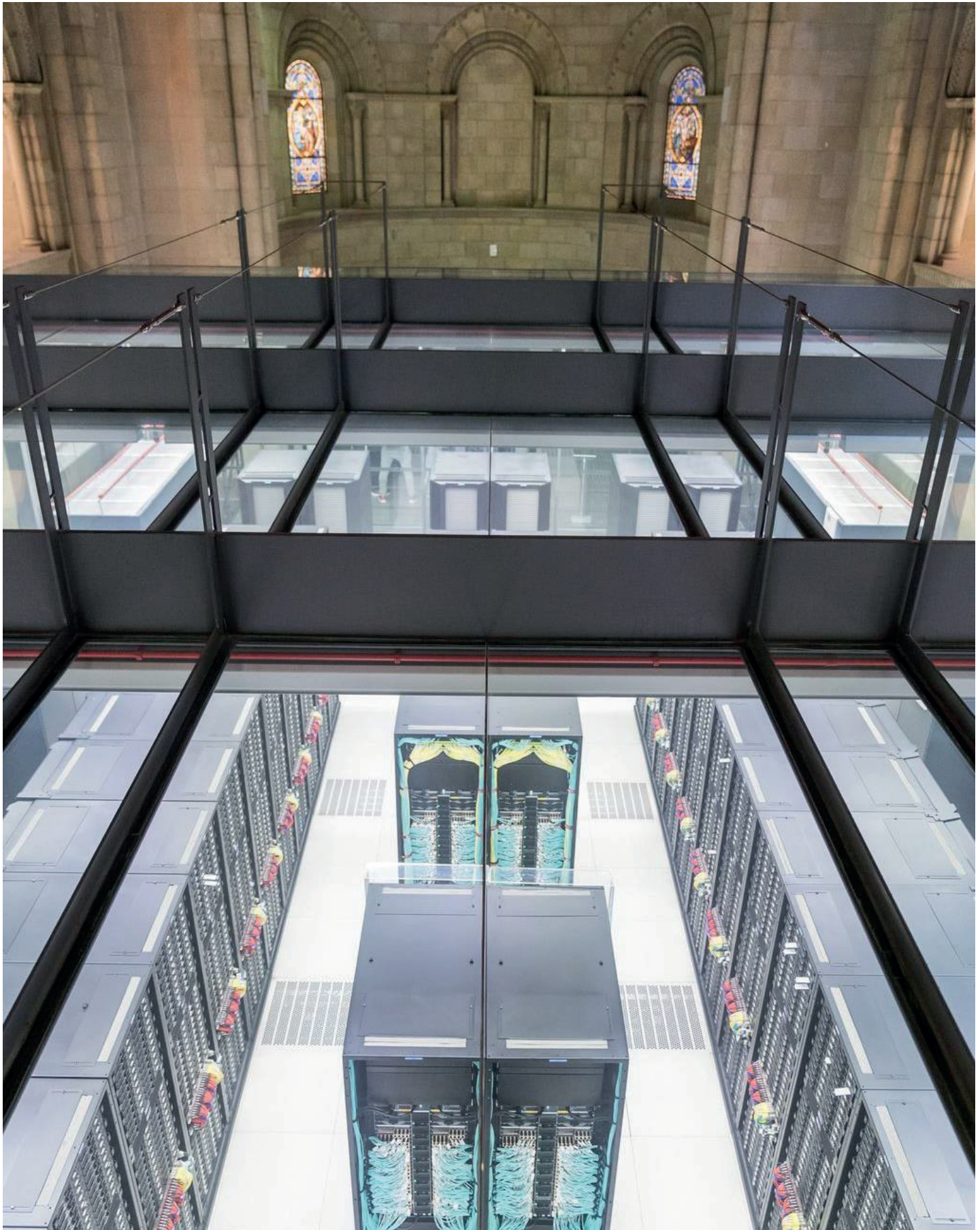
We want Barcelona to act holistically in the digital empowerment of residents by positioning the city as a hub for digital training.

This action is structured on the basis of rolling out digital training and an economy strategy and is based on the following projects:

- Expanding the IT Academy, which trains new professionals in cutting-edge technologies through re-skilling.
- Telefónica Foundation's School 42: a free and innovative educational model for training young people as software developers.
- Boosting STEAM vocations: a programme for boosting knowledge, skills and technological vocations with a gender perspective.
- Cibernàrium's digital strategy: a key training tool within the city's ecosystem which will enable service provisions to be adapted to digital channels.

COVID-19

A measure specifically created to respond to the impact of the COVID-19 crisis





Being a benchmark *hub* for national and international talent

Year after year, business and society have become aware that talent is the key element of our economy.

The strength of our economy does not lie, as in other countries, in oil or natural resources. The strength of our economy lies in people, in our ability to train, attract, retain and welcome the talent that exists in society, in our educational and research centres, in start-ups or in large companies.

Digital transformation, globalisation, the climate emergency and the ageing of the population are factors that are transforming our societies and economic models, and the talent of the future must have the knowledge and skills needed to respond to these challenges.

We must place at the centre of all municipal policies the public and private initiatives that foster the generation, attraction and promotion of talent, promoting a series of actions distributed around what we could call the *talent lifecycle*.

Actions

- Comprehensive promotion of talent
- Return plan
- Talent-Reception Office
- A commitment to trilingualism
- Think Net

City of talent

Actions

Action 14

Comprehensive promotion of talent

Barcelona City Council wants to make a structural commitment to talent, a concept based on the potential of people as a driving force for social innovation and business competitiveness and for the creation of quality, inclusive employment that drives social progress.

To achieve this, we will promote a specific government measure that strengthens and values the connections necessary for the generation, development and attraction of talent in the city, and that also links the promotion of talent with the values of the Barcelona brand, as a benchmark destination for carrying out life and professional projects.

Action 16

International Talent Welcome Office

We will set up the International Welcome Desk or Centre to offer face-to-face attention to international talent, and we will locate it in the MediaTIC building, in the heart of 22@, together with the Business Service Office.

This space will become a powerful one-stop shop for international professionals on their arrival in Barcelona, to facilitate all kinds of municipal procedures and also to provide them with advice on aspects linked to the social and community life of the city.

With this we will reinforce a comprehensive 360-degree strategy throughout the year with numerous activities to welcome international professionals and facilitate their settlement and integration to become new Barcelonians. This includes a major annual event, which in 2020 will be Barcelona Expat Week, with webinars, workshops and online networking and, if the health situation allows, also face-to-face meetings.

Action 15

Return plan

In addition to the importance of generating talent and retaining it in our city, we must also make a commitment to recovering and attracting talent that has fled. To achieve this, we will promote a plan for the return of talent, which will allow us to encourage the return to Barcelona of young people under the age of 35 who emigrated, especially because of the economic crisis.

Through this plan, we foresee that it will be possible to start promoting the return of several hundred young people we have already detected who are interested in returning to Barcelona; in this way, we will ensure that their migratory experience becomes an invaluable professional and cultural contribution to the city, and we will offer them a portfolio of services tailored to their needs and interests.

Action 17

A commitment to trilingualism

We will make a commitment to the mastery of English in the Administration, not only with regard to those who visit us, but also as a critical tool against obsolescence and as an element that adds value to us in various aspects.

In this sense, we will promote the possibility of carrying out municipal procedures in English, as well as the training of municipal staff in English and the inclusion of this language as a positive element in the system of access to public administration.

Action 18

Think Net

The Think Net project will enable Barcelona Activa to position itself as a benchmark at local, national and international level in terms of reflection, development policies and economic promotion.

This Think Net will be a platform for the generation, dissemination and interaction of knowledge on ideas and trends for the development of public policies.



Expanding Barcelona's international presence

The fourth priority has to do with our capacity to raise our profile in the world as a global city, our capacity to generate new mindsets, convey a vision and values and, at the same time, search for international opportunities.

Barcelona's differentiated positioning is a lever for the future in order to generate favourable perceptions in terms of the establishment of new economic activities in our territory, to encourage the installation of companies, to internationalise the economy or to strengthen residents' sense of belonging and esteem.

To achieve all this, we will redouble our efforts in international projection with the aim of making Barcelona a city that is even more open to the world.

Actions

- International economic promotion plan
- Barcelona brand: city strategy
- Barcelona & Partners
- Barcelona Week
- Encapsulating the Barcelona brand
- International campaign to promote the city
- Rediscovering Barcelona
- International tourism campaigns
- Barcelona Safe City - Safe Visit

Global open city

Actions

Action 19

International economic promotion plan

We will promote a new international economic promotion strategy. The new strategy will set the city's priorities in terms of city promotion, both in strategic sectors and in priority geographical areas, in order to identify and take advantage of economic and investment opportunities from abroad, working together with the city's civil society.

This strategy will continue to focus on improving the long-range connectivity of Barcelona airport and attention to the international economic community as key assets for the city's economic development.

Action 21

Barcelona & Partners

The City Council, together with civil society initiatives, will promote the creation of new tools for public-private collaboration, such as an agency for attracting international investment to go abroad in search of companies that want to set up in Barcelona, and to facilitate and accompany their process of landing in the city.

We want to go in search, with determination, of the big names in technology and the business ecosystem to convince them that Barcelona is one of the best places in the world to locate the headquarters of their companies.

Action 20

Barcelona brand: a city strategy

The start of 2019 saw the presentation of the *brand*

book Barcelona's identity and positioning. A group effort, as a result of the participatory process with local and international agents for the co-creation of the new story of Barcelona. This process gave rise to the new brand idea and the signature always Barcelona. Other global cities also promoted similar processes, such as I Love NY, Be Berlin or I Amsterdam.

Once the new city brand story has been defined, we now have to build the reputation we want for our city, and this is a constant and collective task that we will promote through the development of a specific plan for the Barcelona brand, which is a very important asset for our economy. We will do this with the signatories of the Memorandum of Understanding for the identity and reputation of Barcelona: Port, Airport, Mobile World Capital Foundation, FC Barcelona, Barcelona Metropolitan Area, Barcelona Provincial Council, Acció, **Barcelona Global**, Fira de Barcelona, the Barcelona Chamber of Commerce, PIMEC, the Zona Franca de Barcelona Consortium, Foment del Treball, the Catalan Association of Public Universities and the Turisme de Barcelona Consortium.

We will also be launching an international campaign focusing on key messages such as connections, talent and initiative, as well as a brand-resilience barometer to measure the development of the city's international perception and positioning.

Action 22

Barcelona Week

In order to have a presence throughout the world, in those areas that we consider strategic from the point of view of economic opportunities, we will promote large economic and business missions, with a high level of institutional representation and also with the involvement of various sectors of the city, which will allow us to enhance the promotional impact of these economic diplomacy initiatives.

These large missions, Barcelona Week, should be promoted on an annual basis, taking advantage of the organisation of some commemorative, cultural or sporting event, within the framework of Barcelona's strategic markets.

Actions

Action 23 **COVID-19**

Encapsulating the Barcelona brand

During the health crisis, the City Council has carried out a series of briefing actions aimed at protecting the city brand and with global opinion-generating operators to encapsulate Barcelona's reputation from the bad trends in the environment. Keeping information networks up-to-date with embassies, consulates and foreign chambers of commerce on Barcelona's economic activity.

Action 25 **COVID-19**

Rediscovering Barcelona

As part of the "Barcelona never stops" communication campaign, a specific section has been set up to bring together actions and proposals to stimulate tourist activity among the local population as a way of encouraging consumption and contributing to the recovery of economic activity.

The most important of these are the launch of Barcelona Panorámica, a tourist bus route aimed primarily at the local public, with reduced prices and departures every weekend in summer, which has been very well received.

Barcelona Tourism has offered all the consortium's member companies a platform for publicising their promotions, which it has set up under the name of Barcelona Marketplace. This platform, which has also received support in its dissemination from Barcelona City Council, brings together more than two hundred leisure activities, visits, trade, culture, restaurants, etc., which are offered to the residents of Barcelona.

Action 24 **COVID-19**

International campaign to promote the city

The aim is to maintain the prestige of the Barcelona brand and reinforce the values that make the city different and its international positioning and projection.

We will carry out an international reputation campaign in the international media, in coordination with all local agents, in order to develop promotional campaigns in economic terms in the international sphere through the different digital media available.

Action 26 **COVID-19**

International tourism campaigns

The situation generated by the pandemic led the Barcelona Tourism Consortium to reformulate the entire work plan for this year, and a total of 44 actions have been defined in parallel to the de-escalation process and conditioned by the gradual reopening of air connections, as well as to outline long-term objectives and consolidate Barcelona's positions in strategic areas such as meeting tourism and LGTBI tourism.

Priority has been given first and foremost to the local public, with the launch of the Barcelona Marketplace, which brings together more than 200 leisure, cultural, commercial and gastronomic activities and proposals. Work has also been done on a new promotional campaign, with a strong digital component, aimed at local, national and European markets, which will be launched soon.

Constant contact has been maintained with national and international operators, such as WTTC, ETOA, ECM, sharing data and strategies to deal with the effects of the COVID-19 crisis.

COVID-19

A measure specifically created for responding to the impact of the COVID-19 crisis

Actions

Action 27 **COVID-19**

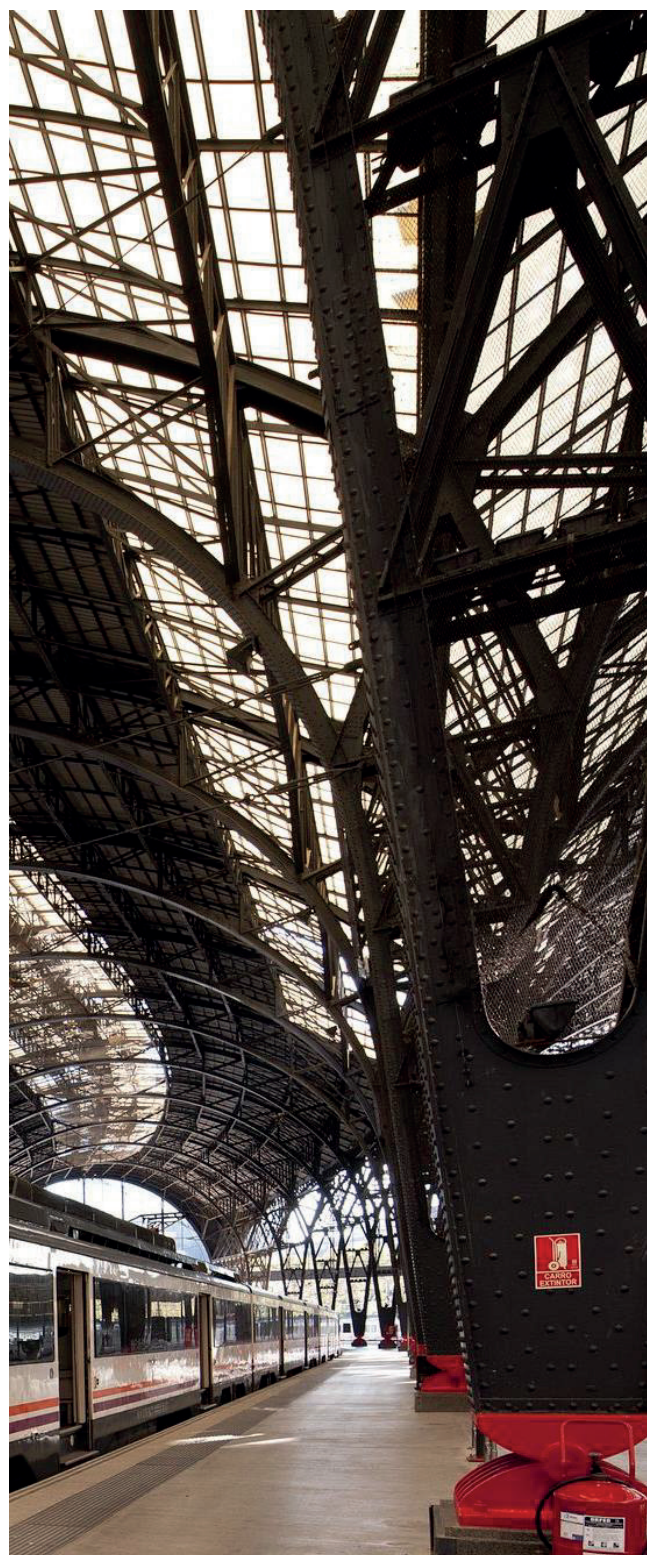
BCN Safe City-Safe Visit

With the aim of helping the business fabric and accompanying it in a process of reopening under safe health conditions, the BCN Safe City-Safe project has

been set up. Visit has been launched as an online advisory service for any business linked to the visitor economy.

A free report can be obtained through a simple form, featuring the measures, protocols and certifications that are most relevant to this area of activity. A fact-finding exercise has been carried out on all the initiatives adopted by the authorities and certifying organisations.

Companies that can access this service include those connected to accommodation, restaurants and bars, night life, transport, amusement and leisure parks, cultural and sports activities, shops and markets, travel agencies, guides and protected natural spaces.



COVID-19

A measure specifically created for responding to the impact of the COVID-19 crisis



Fostering the circular economy and the ecological transition

Barcelona has just approved the Climate Emergency Declaration, along with a series of measures that mostly provide ecological solutions, such as the Public Energy Agency and low-emission zones.

We have to propose alternatives to prevent the climate emergency from becoming an emergency that generates new social inequalities or inequalities in competitiveness. This is one of the keys on which our commitment through the BCN Green Deal is based.

The necessary ecological transition that we must face must also be seen as an opportunity for economic growth and the creation of new jobs. We need measures that guarantee wealth creation that is sustainable over time, with the environment and that generates social cohesion, in what must be a decisive action for the transformation of our economy.

Actions

- 2020-2030 Economic Strategy for Sustainability
- North hub: new sustainable industry
- Southern hub: green incubator on the Besòs campus
- Creation of an investment fund for the “Mecanismes per a l’Energia Sostenible de Barcelona” (MES Barcelona) programme
- Sustainable food capital
- Strategic agreement to promote the solar economy and energy renovation

Circular and value economy

Actions

Action 28

2020-2030 Economic Strategy for Sustainability

We will soon be presenting a 2020-2030 strategy for pushing ahead with what we call the *economy for sustainability*, thought up with a holistic vision and which incorporates specific updates also inspired by international experience, articulated around three sequential and complementary vectors of action:

- Streamlining and removing barriers (bureaucratic, administrative and cultural) that currently represent obstacles to investment in the green economy. For example, we will review the set of administrative procedures that currently need to be followed in order to make energy efficiency improvement investments. These investments, at the aggregate level, are generators of economic activity and employment.
- Accelerating decision-making by individuals and companies wishing to invest in energy efficiency, creating incentives that accelerate change and multiply the impacts in terms of sustainability, but also in terms of generating economic activity and employment.
- Regulating (obliging) new economic activity wishing to set up in the city to be aligned with sustainability values and existing activity to adapt to new environmental paradigms.

Action 30

Southern hub: green incubator on the Besòs campus

The Besòs eco-district, also promoted in Action 29, must be a catalyst for "green" economic activity, innovation, knowledge and talent.

Coinciding with the Besòs Campus promoted by UPC and the Besòs Consortium, as a hub of knowledge, research, innovation and entrepreneurship linked to the green economy. In the coming years, in this space we plan to create a new incubator for emerging "green" companies that can take advantage of all the innovative potential and talent that will be generated from the Besòs Campus and link it to the economic and business ecosystem of the city.

Action 29

North hub: new sustainable industry

We will develop the Besòs axis as the city's new green axis to give a new boost to economic activity and employment linked to innovative industrial activity (Industry 4.0) and the ecological transition.

A space in which to bring together industrial SMEs that are committed to the new Industry 4.0, to the green and circular economy, which generate quality employment and added value.

Actions

Action 31

Creation of an investment fund for the “Mecanismes per a l’Energia Sostenible de Barcelona” (MES Barcelona) programme

Within the packages of acceleration measures that form part of the strategy of the new BCN Green Deal, and which we agreed a few days ago in the framework of the approval of Barcelona City Council's 2020 budget, I would like to highlight the creation of a fund of up to 50 million euros that will serve as a lever for private investment, as well as an instrument for co-investment with other funds from other administrations and private entities, in order to advance in the acceleration of this transition.

This fund will not only mobilise financial resources for productive investments, equipment and housing, but will also indirectly accelerate the consolidation and growth of companies working in the energy and sustainability value chain in a broad sense, which will generate employment in quantitative and qualitative terms.

Action 33

Strategic agreement to promote the solar economy and energy renovation

We also need to boost the generation of photovoltaic energy and energy rehabilitation by giving a boost to related economic activity.

For this reason, we will activate two lines of action: one internal, from the municipal government (in terms of taxation), and another with which we will work to reach a strategic agreement with the economic sectors of photovoltaic energy generation and energy rehabilitation, in order to promote energy communities, new operators and, especially, the generation of job profiles in this field.

Action 32

Sustainable food capital

In 2015, along with 200 other cities around the world, Barcelona signed the Milan Pact, promoted by the FAO, in which we committed ourselves to working for new sustainable, healthy and fair agri-food models for the whole world.

Barcelona will be the World Sustainable Food Capital in 2021 and will host the world meeting of the Milan Urban Food Policy Pact, which is an opportunity to set the agenda for cities in this field and a boost to urban food policies at both municipal and metropolitan level. Therefore, throughout the year 2021, food will be a central theme in our city, in a proposal in which we want to involve civil society based on a threefold vision:

- Addressing the health problems arising from the evolution of our diets and food.
- Rethinking our agri-food model, which is responsible for between 20% and 30% of the emissions that cause climate change.
- Seizing an economic opportunity, especially for the agri-food sector and for the local commerce and catering sector, as there is a growing public demand for local and organic products.



Being the benchmark city for new hubs of economic activity



Urban planning policies are a fundamental tool for the generation of new innovative centres of economic activity, adapting spaces in the consolidated city and generating an economic fabric based on proximity.

To this end, we will support the creation of clusters in the areas of digitalisation, innovation and industry 4.0, combining two elements, urban planning and the economy, as the city has already done, for example, with 22@ (probably the last time Barcelona was able to transform itself on a large scale with an economic vision of progress).

With respect to the urbanism and economy binomial, we also have to take special consideration of infrastructures and their local and international economic impact, with the aim of improving connectivity and our competitiveness as a city.

However, within this strategy of interrelating urban planning with the economy, we will keep in mind the opportunities that are opening up in the creative industries sector (design, video games, digital publishing, advertising, etc.), an area that already has 145,000 jobs in the city and has created 43,000 jobs in the last six years.

Actions

- Economic vision present in urban development
- Joint strategy between urban planning and economic promotion
- New impetus for industrial parks
- A strategy to re-economise the city centre
- BCN agenda of infrastructures for competitiveness
- Creative industries cluster
- Blue economy cluster
- Barcelona Innovation Coast (BIC)

New economic activity hubs

Actions

Action 34

Economic vision present in the urban development of the city

We will tackle major urban reforms in order to give them the necessary economic dimension, transferring this logic to key areas such as the Olympic Port, 22@ and the Zona Franca,

and, furthermore, we will incorporate this vision into the major infrastructures that will be developed by the city in this decade.

Action 35

Joint strategy between Urban Planning and Economic Promotion

In order to move from economic strategy to urban implementation of projects with greater efficiency, and to be able to pay joint attention to economic development initiatives in the territory, we will define a joint strategy of urban planning and economic development, initiating this logic in the 22@ area, given its special uniqueness and as a key sector for reinforcing Barcelona's potential in the technology sector.

Action 36

A new boost for industrial parks

We will roll out a plan to support industrial parks, with major transformations in areas such as Torrent d'Estadella, la Verneda Industrial, Bon Pastor and other sites.

And we must also intensify the urban character of the Zona Franca through urban planning, maintaining productive activity in this area, but also increasing tertiary uses, with a commitment to Industry 4.0, the ecological transition, digitalisation and 3D printing.

Action 37

A strategy to re-economise the city centre

We will review the urban planning instruments necessary to promote a strategy to re-economise the central area of the city, with the aim of implementing new areas of economic activity in the centre of Barcelona that meet a triple premise: they must be local, entrepreneurial and innovative.

Actions

Action 38

A BCN infrastructure agenda for competitiveness

We will work to ensure that the Spanish Government has a shared agenda for Barcelona in terms of infrastructures, in order to improve our connectivity and competitiveness, which addresses the following key elements:

- Completion of the Sagrera rail junction and high speed rail.
- Investments to improve the local train network.
- Expansion and improvement of connectivity: a sustainable port and airport.
- Mediterranean corridor.

Action 40

A blue economy cluster

The transformation of the Olympic Port that we are going to promote, with the aim of recovering it as an attractive space of activity for all residents, represents an opportunity to also generate a cluster dedicated to the blue economy, where all innovative initiatives related to the world of sailing, sustainability, commerce, catering and services linked to the maritime sector can be developed.

Action 39

A creative industries cluster

The creation of a creative industries cluster in the city in order to facilitate their internationalisation and a better use of their transformative potential for the local economy as a whole, represents a major opportunity for the future. With our sights set on 22@ North, we will turn the Glòries Design Hub into a space for creative and business promotion around the creative industries, such as design and fashion.

We will accompany this initiative with the promotion of policies that favour the dynamisation of the sector, such as the creation of a large international fair for creative industries that will facilitate the growth and consolidation of medium-sized companies in Barcelona, or the creation of new spaces that will allow Barcelona to become a city that exports projects.

Action 41

Barcelona Innovation Coast (BIC)

In the strip between Gran Via and the city's beaches, a public-private support structure will be set up to boost and energise the urban innovation zone of the Barcelona coast, conceived as a supra-territorial, complementary and collaborative resource in terms of R&D&I cooperation.

The BIC will be articulated through the deployment of a series of cross-cutting instruments to promote innovation in the strategic areas of ICT, mobility, energy and health in order to consolidate this territory as an international benchmark in innovation and as a driving force for the 2030 Agenda and sustainable development, as well as a world capital of technological humanism and people-centred digitisation.

The instruments that the BIC will develop are the following:

- An intermediation instrument between R&D and innovation.
- Creation of a venture builder for the 2030 Agenda.
- Specific sandbox models to test solutions in strategic sectors.
- A package of benefits to attract and retain innovative companies.
- An employability training plan to boost local talent.





Transforming the tourism model towards value and sustainability

Barcelona is torn between two possibilities: to become a tourist city or to be a city with tourism. And I believe, obviously, that we want to be a city with tourism: a city for which tourism is an ally.

This is an open debate throughout Europe because, apart from the wealth and job creation it brings, the over-saturation of tourism in some central areas of many cities has led to obvious disruption of the local *modus vivendi*, which in turn has led to price rises and has increased environmental conflicts.

Today, tourism is an unquestionable reality. In this sense, it is important to differentiate between congress participants, trade fair visitors, expatriates, relocated artists and weekend tourists. In Barcelona, for example, business visitors number in the millions every year.

That is why, by talking badly about tourism and our visitors, we will only succeed in talking badly about Barcelona. It is therefore essential to manage the different flows of visitors with city criteria, having a clear offering for each case, specific proposals and the maximum capacity to anticipate the conflicts involved in being, as we are, a city that wants to be visited by many people.

Actions

- Greater contribution of visitors to the city as a whole
- Expansion of the city's tourist areas with a metropolitan and national vision
- Tourism and Culture Fund
- Tourism and Culture Congress

Visitor economy

Actions

Action 42

Greater contribution from visitors to the city as a whole

One of the objectives we have set ourselves is to increase the contribution of tourism to Barcelona. Every year, more than 18,000,000 visitors sleep in the city, generating wealth for our economy, but they also represent an expense for our public services, from cleaning to security, challenges that force us to take necessary measures, and also to monitor illegal tourist housing and the challenges of coexistence that the City Council has to mitigate through its public services.

Action 44

Tourism and culture fund

We will create an economic fund to encourage the production or importation of new cultural content, provided that this involves and implies an exemplary and culturising value.

This fund must be created with the collaboration of civil society, thus following a tradition of complicity and patronage that has allowed such important cultural institutions as the Macba, the Miró Foundation or the Tàpies Foundation to be set up in Barcelona, and that keeps the flame of such successful private initiatives as the Vila Casas art projects or the Egyptian Museum, to cite just a few examples of reference.

Action 43

Expansion of the city's tourist areas with a metropolitan and national vision

Just as Barcelona will either be an economy and culture or it will not, Barcelona will either be metropolitan or it will not. This is why Barcelona Tourism, one of the greatest exponents of public-private collaboration, has become an institution that we must "metropolitanise".

To manage the tourism challenge, we must be able to project ourselves in the world by extending the city's tourist perimeter and diversifying our offer beyond the heritage icons that have brought us extraordinary worldwide recognition. To achieve that, we shall be incentivising and helping the creative industries, culture, sports, research and the region itself to create new tourist spaces and new mindsets, which bring together the utmost interest of Barcelona's residents and, at the same time, become new centres of attraction, to ensure our visitors become part-time residents of Barcelona.

Action 45

Tourism and Culture Congress

Creation of a Tourism and Culture congress to establish an agreement between both sectors with the aim of creating new value proposals to incentivise aspirational tourism. A congress aimed at establishing an agreement between culture, creative industries and tourism to create new value offerings to incentives aspirational tourism and local cultural production.

COVID-19

A measure created specifically to respond to the impact of COVID-19



Growing and strengthening the fabric of social and solidarity economy enterprises and initiatives in Barcelona

The social and solidarity economy is increasingly visible and recognised as an economic sphere with an important contribution to Barcelona's economy as a whole (it is currently estimated to account for 7% of the city's GDP and 8% of employment).

Beyond activities that have unique legal forms, such as cooperatives or mutual companies, this is an economic and business sphere that proposes a model of care that puts people at the centre and incorporates principles that are fundamental from the point of view of social justice and that also help to define the values that we defend as a city: sustainability, equity, inclusion, economic democracy, etc.

For all these reasons, this is an economic field that is particularly interesting for public policy.

We want a strong social and solidarity economy that is integrated into the economic fabric, that brings the best to the city's economy and to the people who live in it, and that can be enriched by mixing and matching with other economic actors.

Actions

- Social and solidarity economy strategy
- Training services, support and tailor-made programmes for SSE enterprises
- Funding for SSE enterprises
- Barcelona Cooperative Hub in Can Batlló
- Sharing Cities programme for digitisation and platformisation

A more social and solidarity economy

Actions

Action 46

Social and solidarity economy strategy

Through a shared drive with the federations and the fabric of companies and entities that represent the diversity of families in the social and solidarity economy, we will draw up a 2020-2030 city strategy in which we will define the direction and priorities in this area for the whole decade.

This strategy must bring to the table many of the challenges and opportunities common to the entire economic fabric (digitalisation, quality of work, platform economy, ecological transition, etc.). We want to ensure growth in this area in the city without losing sight of its specific values, consolidating municipal policies and services, as well as promoting new benchmark infrastructures, such as what is probably the largest cooperative incubator in Europe, in the Can Batlló complex.

Action 48

Funding for SSE enterprises

Development of programmes to support the funding of social and solidarity economy enterprises:

- "Let's strengthen the SSE": grants of up to 80% to finance the creation and strengthening of cooperatives, entities and projects of the social and solidarity economy. Priority is given to the creation, consolidation and inter-cooperation for development of projects of interest to the city.
- Cooperative loans to reactivate the SSE fabric: public-cooperative credit fund with Coop57 and Fiare Banca Etica to promote lines of credit for the SSE in the city of Barcelona.
- "We promote what you do": subsidies of up to 80% to finance individual or collective projects that promote the economy in neighbourhoods.

Action 47

Training services, guidance and tailor-made programmes for SSE enterprises at Barcelona Activa and specific programmes for access to financing

Guidance and training services for social and solidarity economy projects and enterprises at Barcelona Activa, and especially the activities of the InnoBA centre and the strengthening of the InnoBAadora, a space and community for the incubation of SSE enterprises.

"Lift up the SSE: advice on social and solidarity economy in times of COVID-19". Specialised and personalised service that accompanies social and solidarity economy enterprises and organisations in their reactivation due to the impact of COVID-19 in relation to financial aid, legal issues, financing, communication, management and team organisation.

 A measure created specifically to respond to the impact of COVID-19

Actions

Action 49

Barcelona Cooperative Hub in Can Batlló

A benchmark space for the social and solidarity economy in Barcelona and a cooperative incubation and support device for the largest SSE in Europe, in the district of Sants-Montjuïc.

An investment in infrastructure and collaboration with the SSE fabric for the development and consolidation of collective activity and community management between the neighbourhood, Barcelona City Council and the cooperative movement to be carried out in this refurbished site.

Action 50

Sharing Cities programme for the digitalisation and platforming of the social and solidarity economy in Barcelona

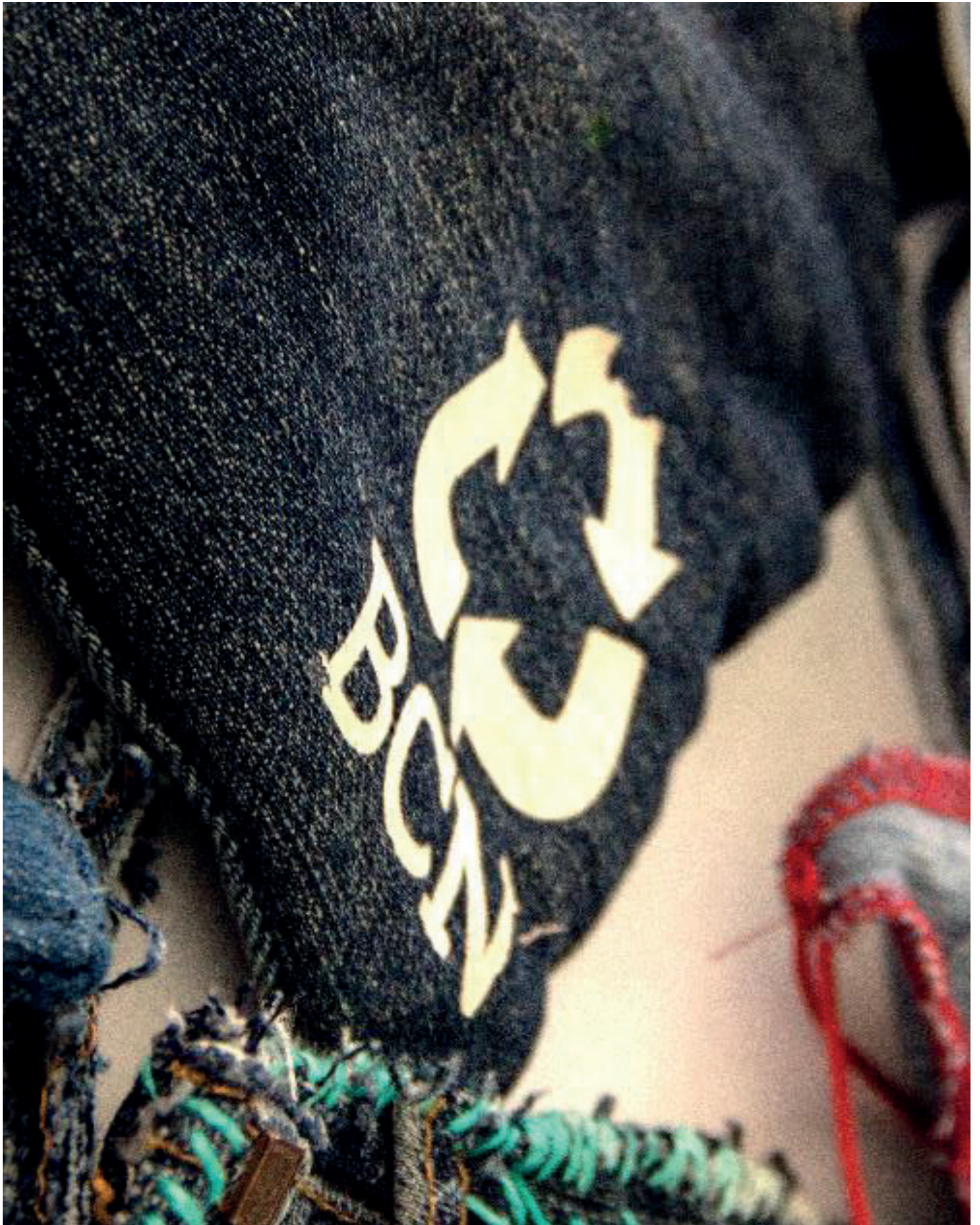
The current context has made even more evident the need to incorporate the digital dimension, as well as being a means of promoting the collaborative economy and a source of innovation in the provision of and access to services, and, in general, of interrelation and coverage of needs.

With the collaboration of the university world, the Sharing Cities Programme is being promoted to foster the collaborative economy at the service of people and the city, through the following initiatives:

- Digital Match Impulse: six programmes to promote the digitalisation and platforming of companies and business clusters.
- Attracting funding for projects and research.
- Applied and specialised research in this field.



A measure created specifically to respond to the impact of COVID-19



Protecting the stability and security of the local economy

Local commerce, restaurants and services are the economic heart and soul of the city. These sectors make up what we can call *the local economy*, an area that is key in terms of economic weight and job creation, but which is also decisive in shaping the structure of the city.

That 's why we say that these sectors not only form part of Barcelona's history and DNA, but also play a key role in the city model we want to project into the future.

Given this reality, we are aware of the challenges currently facing the commercial sector: new forms of marketing (e-commerce), changes in consumer habits (above all, among young people) and the lack of professionalisation and digitalisation of shops, especially smaller ones.

We must make a decisive contribution to strengthening commerce and hospitality, generating synergies between the two sectors and with the 43 municipal markets that represent one of the public services most highly valued by residents and which are a source of pride for the city. And we have to do so with the sector itself, advancing in parameters of competitiveness and sustainability.



Actions

- Boosting associations and urban economic promotion areas (APEU)
- Digital transformation of local shops and restaurants
- Promotion of local commerce
- We are committed to the improvement and transformation of the model of markets
- New strategy for Ground-floor Premises (LPB)
- Economic Recovery Funds
- Sustainable commerce
- Continuous census of commercial premises
- Public aid acquisition service

Local economy to make the city great

Actions

Action 51

Boosting associations and urban economic promotion areas (APEU)

In addition to improving the competitiveness of their associated establishments and promoting them, business owner associations have a social responsibility as promoters of integration and innovation, disseminators of social relations and participants in community dynamics.

They are and must be agents of social and economic development of the territory.

Likewise, business associations are a fundamental tool for defining and implementing, from the territory, strategies that respond to the specific challenges of each moment. The quality of management and the type of activities of business owner associations are fundamental in developing trade.

On the one hand, it is a matter of promoting actions and projects that strengthen, professionalise and transform trade associations and, on the other, of generating innovative models of public-private partnerships (PPP), such as urban economic promotion areas (APEU).

Action 53

Promotion of local commerce

Several subsidy programmes will be activated to modernise and strengthen local commerce and a new boost will be given to seasonal promotional campaigns, with the collaboration of the sector's representative associations that raise consumer awareness of the importance of local commerce, due to the value of the links it establishes with people.

A new Christmas campaign will be developed to promote local shops and position Barcelona on the international stage as a city of shopping, through a programme that brings a range of quality cultural, leisure, scientific and sporting activities to shopping areas. In this way, the Christmas campaign in the central area of the city will be consistent with what is happening in the neighbourhoods.

Action 52

Digital transformation of local shops and restaurants

Digitisation is changing consumer habits and thus commercial relations with customers. However, many shops still have no or only a very basic internet presence, and it is not common for them to establish online communication elements via a website or social media.

As we have seen during the months of confinement due to the COVID-19 pandemic, digitalisation is no longer an option for retailers, but a necessity. Barcelona's shops must have loyalty systems and online sales.

Barcelona City Council will contribute with a line of subsidies to help improve the level of digital maturity of establishments, and will promote a digital platform that makes them visible and allows online shopping (Tiendas Abiertas).

Facilitate the digital transformation of commerce. Digital technologies must become an ally of local commerce and a new opportunity for it to grow. It is essential for businesses to be well positioned on social networks and to open and promote online sales channels. Barcelona City Council will contribute to this transformation through grants and other actions.

Actions

Action 54

We are committed to the improvement and transformation of the model of markets

Barcelona has 43 municipal markets, which are the engine of the city's 73 neighbourhoods, and the leaders of local retail and benchmarks for health and sustainability. In this sense, more than 100 million Euros has been allocated to the transformation and improvement of the city's markets.

The "Barcelona Markets" model is committed towards the development of the markets following a Mediterranean model that unites people and commerce, fulfilling the special role in the construction of the city and its social, economic and urban organisation.

The context of the health emergency of 2020 which is still valid today has strengthened the need to accelerate the process of digitalisation. Especially in terms of boosting the digital Marketplace and the general plan of works, improvements and maintenance (PGO) for markets.

Action 55

New strategy for Ground-floor Premises (LPB)

The street level establishments greatly boost Barcelona's commercial and service activity. This is due to the high density of the city's commercial fabric, which is associated with a high rate of use of commercial space..

In this sense, there is commitment to reducing the number of empty premises in the city and promoting their sustainable use as a strategic asset, diversifying their uses and ensuring the balance of activities in premises in the different districts and establishing a collaboration between public, private and social stakeholders.

7 strategic measures will be rolled out, including official protection of ground floors (BPO), the ground floor rental exchange, their own marketplace and subsidies for the installation of new commercial activities.

Action 56

COVID-19

Economic Recovery Fund

The effect of the pandemic has had a direct impact on different sectors of the city's local economy, so the City Council is allocating a total of 20 million euros in subsidies and direct aid, which are aimed at the sectors most affected by the situation generated by COVID-19.

In this sense, the action aims to activate the city's economy, providing support for the productive fabric in those necessary investments that promote both the survival and reopening of establishments, or that have a transformational dimension aimed at their competitive improvement, adaptation or reorientation..

COVID-19

A measure created specifically to respond to the impact of COVID-19

Actions

Action 57

Sustainable commerce

The de-carbonisation of the economy, the reduction of the ecological footprint and the improvement of air quality are major challenges that must be faced by all economic sectors of the city, including small businesses.

Good environmental practices will be promoted within the sector: improving the energy efficiency of establishments, encouraging responsible consumption by residents and reducing the ecological impact of commercial distribution by implementing last-mile goods distribution centres. A new sustainable retail category will also be created in the Barcelona Retail Awards.

Consideration will be given to the need for urban last-mile goods distribution centres, the use of zero-emission vehicles and intelligent transport technologies. Fiscal measures to reduce the impact of negative externalities arising from physical door-to-door distribution by large companies will also be explored.

Action 59

Public aid acquisition service

Specialised and personalised service to support self-employed individuals, SMEs and the social economy ecosystem in identifying and obtaining the most appropriate aid for their situation, by means of the following actions:

- Working together with the company in the diagnosis and definition of the best itinerary to obtain the financing they need.
- Providing advice according to the specific needs of each company and giving support in the process of sourcing and obtaining resources.

Action 58

Continuous census of commercial premises

Trade is a driving force for employment and the economy, but it also defines the physiognomy of neighbourhoods. Residents' quality of life will depend on the layout, quantity and size of establishments as well as their diversity or specialisation. For this reason, knowing the commercial fabric is the same as knowing the quality of life in our city.

In recent years, it has been undergoing a rapid transformation as a result of changes in consumer habits. This transformation, as well as the need to generate knowledge to plan and execute commercial policies, require a continuous tool to know the state of the city's ground floor at all times.

Therefore, this census becomes a key tool to support residents, retailers and Barcelona City Council in achieving three objectives:

- Analysing trends, finding out movements and discovering new formulas and innovations.
- Having quality knowledge available to stimulate decision-making.
- Offering tools to all the players involved in commerce.

 A measure created specifically to respond to the impact of COVID-19



Ensuring the quality of work and employability of city residents

Quality employment is essential to ensure decent living conditions, a strong and cohesive civil society and also a Barcelona that offers a good work-life balance.

The fight against inequality and the defence of social rights, diversity, feminism and shared economic progress are part of the programmatic principles on which the city government wishes to base its action.

These principles are especially relevant in all that has to do with employment policies, insofar as the creation of quality work and the improvement of people's employability require economic progress and competitiveness, since only in this way will it be possible to have an impact on reducing inequalities and guaranteeing social rights.

In recent years, there has been a phenomenon of precariousness in working conditions that affects all sectors and has increased workers' vulnerability. It is therefore necessary to deploy measures in favour of improving work, in terms of higher quality and better employability.

Actions

- Promoting quality employment: agreement for quality employment in Barcelona
- New agreement with the Catalan Employment Service (SOC)
- More guidance in the processes of improving employability and in the care of people
- Help with recruitment
- New city employment strategy
- New social clauses in recruitment
- Common meeting spaces between the business world and the world of work

Decent work: quality and employability

Actions

Action 60

Promoting quality employment: agreement for quality employment in Barcelona

We will promote an agreement for quality employment in Barcelona to agree specific measures with the city's trade unions and socio-economic agents, as well as networking with entities that collaborate in developing actions to improve employability and the insertion of people.

In this sense, we will also re-launch the debate on the minimum wage, accompanying it with measures that necessarily take into account the evolution of the cost of living with respect to equality, stability and quality of employment. Among other issues, we will also have to specify measures to promote a higher quality of employment with regard to new forms of work (platform economy), which are committed to wage recovery and which reduce the wage gap.

Action 62

More guidance in the processes of improving employability and in the care of people

Economic transformations must come with a transformation and adaptation in people's skills. For this reason, we will reinforce and improve the guidance and improvement processes for the employability of the groups that most need it, placing emphasis on continuous adaptation to technological changes and the demands of the labour market.

We will do this by implementing a new comprehensive employment service model that encompasses professional guidance, intermediation, the office model and the technological applications necessary for more integrated action, and we will design an information system for employment in the city.

Action 61

A new agreement with the Catalan Employment Service

We will be working to achieve a new agreement with the Catalan Employment Service (SOC), which will enable us to speed up the creation of a consortium to oversee skills areas including planning, management and implementation of active employment policies.

Action 63

COVID-19

Help with recruitment

This is a new line of subsidies for direct hiring for the self-employed individuals, SMEs and businesses in different sectors of Barcelona's business fabric.

This line of subsidies is aimed at the creation of new contracts with a minimum duration of 6 months.

The maximum amount of the subsidy is 5,000 euros. It may not exceed 80% of the annual wage cost, in order to ensure compliance with quality employment criteria

COVID-19

A measure specifically created to respond to the impact of COVID-19

Actions

Action 64

COVID-19

New city employment strategy

Definition of a new city employment strategy, adapting it to the needs arising from the new post-COVID context.

This will be rolled out in the form of 86 actions distributed in 7 lines of measures: governance, support for the unemployed, support for vulnerable groups, promotion of training, promotion of quality employment, promotion of youth employment and local economic development.

An initial planned budget of €37 M will be allocated, and an extraordinary investment of €25 M will be added to boost economic recovery and minimize the impact on job losses.

Action 65

New social clauses in recruitment

We want to make a commitment to economic sectors that create quality employment. Therefore, we will deepen the inclusion of social clauses in public procurement, both as an element of job creation for vulnerable groups and from the perspective of guaranteeing compliance with quality standards in employment or gender equality, to fight against job insecurity in the public sector.

Action 66

COVID-19

Common meeting spaces between the business world and the world of work

Creation of common meeting spaces for the business and employment communities with the joint Biz-Occupació fair to promote the recovery and interaction of the business ecosystem and the reactivation of the labour market.

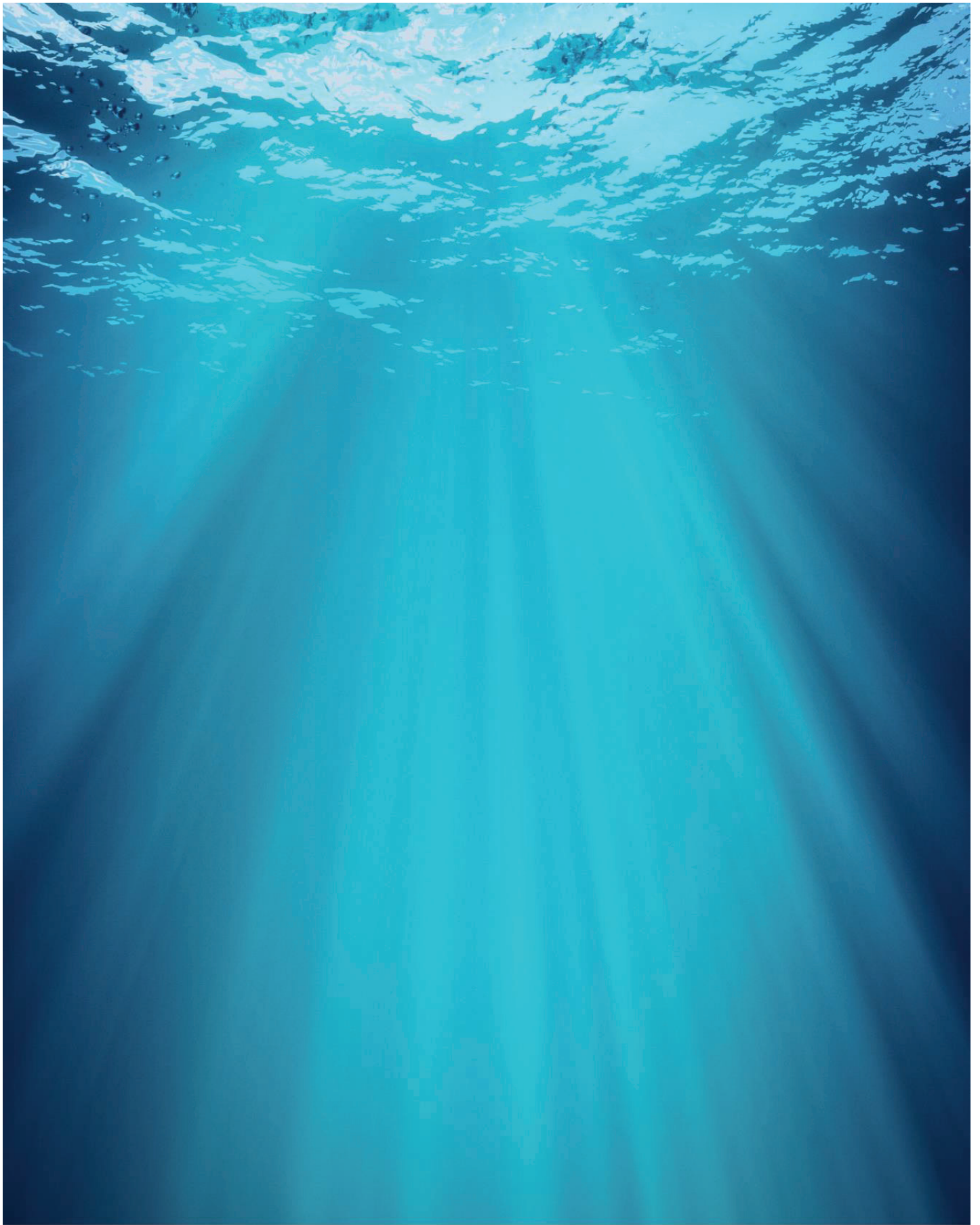
With more than 260 activities and conferences by the two spaces, with the aim of boosting business to generate economic growth and job opportunities. Its programme has been divided as follows:

Biz-Barcelona, with five thematic areas:

- entrepreneurship, growth, new challenges, new realities, start-ups, business innovation and Talent Arena.
- Saló Ocupació: learn more, delve in, discover, prepare and share, as well as the Talent Arena.

COVID-19

A measure created specifically to respond to the impact of COVID-19



The urban dimension of the new economic Barcelona

The metropolitan vision of the city and its economic agenda

Live locally, act globally. Barcelona is the clear representation of this mentality, where we have a strategic vision perfectly aligned with the major cities of the world: focusing on sustainability, competitiveness and equity, but with an idea of local development and of boosting the urban dimension.

Barcelona has the potential and the tools to take advantage of the transformational opportunities that lead to the future in the short, medium and long term, and this Economic Agenda aims to provide an action framework to achieve it.

Urban Barcelona

The exercise of proposing a strategic approach to match the current complex and challenging circumstances, detailing the transformative solutions that aim to solve the problems facing cities, means that Barcelona maintains a metropolitan vision.

Tackling complex issues that cities must operate with, such as mobility (arrival car parks), economy (industrial and technological areas), residential (limiting gentrification) or training (university development), is a difficult and challenging process. But Barcelona is ready.

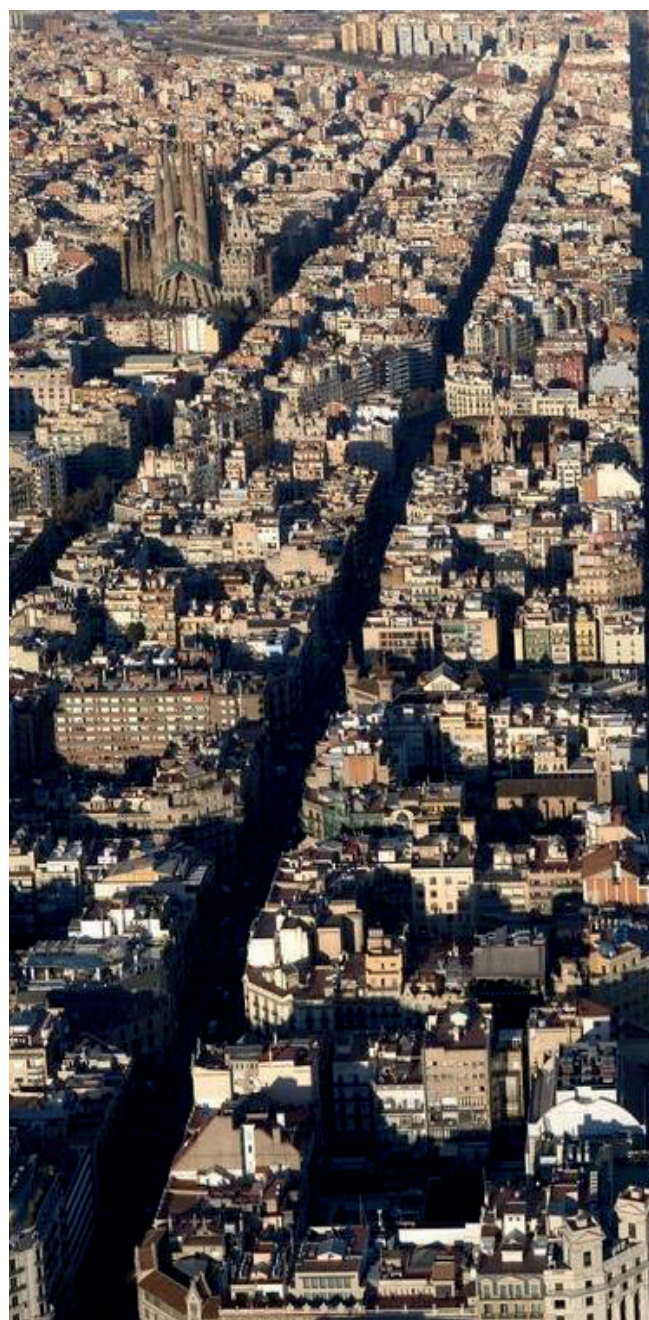
The city's economic ambition and its commitment to the evolution towards a more competitive, sustainable and equitable model is what drives the Barcelona Green Deal, bringing together the transformational approach and the strategic formulation of the main lines of economic management for the coming years.

A metropolitan economic agenda

While the challenges of the Barcelona Green Deal are shared by all major cities, Barcelona is committed to finding a balance between international leadership and being a technological benchmark, and at the same time fighting to maintain its identity and culture and continuing the fight against the threat of climate change.

And, although the future trends have helped us to establish the lines along which the city's economic plan must advance, maintaining the metropolitan vision has been the key engine to defining the direction that Barcelona must take.

In short, the Barcelona Green Deal is a commitment with the citizens to continue the journey of an international, sustainable, responsible, green and egalitarian city, and to ensure that economic growth and future opportunities respect this approach.



The actions on the agenda outline a new dimension to the urban economy

The specific initiatives included in this document, together with the strategic approach for the economy of Barcelona, will help to build a new urban dimension. Some of the key initiatives in this regard are listed below.

01. **New pole of digital training**

Creation of the *Cibernàrium IT Academy*, a programme for the reskilling of professionals in digital skills and *Escola 42*, a model of public-private partnership for the free training of software developers

02. **Remodelling of the Montjuïc (2029)**

Remodeling project for the Montjuïc site to adapt it to new trade fairs, cultural spaces and for the city's use, with a view to the horizon of 2029, coinciding with the centenary of the 1929 International Exposition

03. **Lluís Companys Incubator**

Responding to the potential of the city as a privileged location for a sports hub and to generalise the incorporation, technological management in the organisation and sale of sports services

04. **Zona Franca**

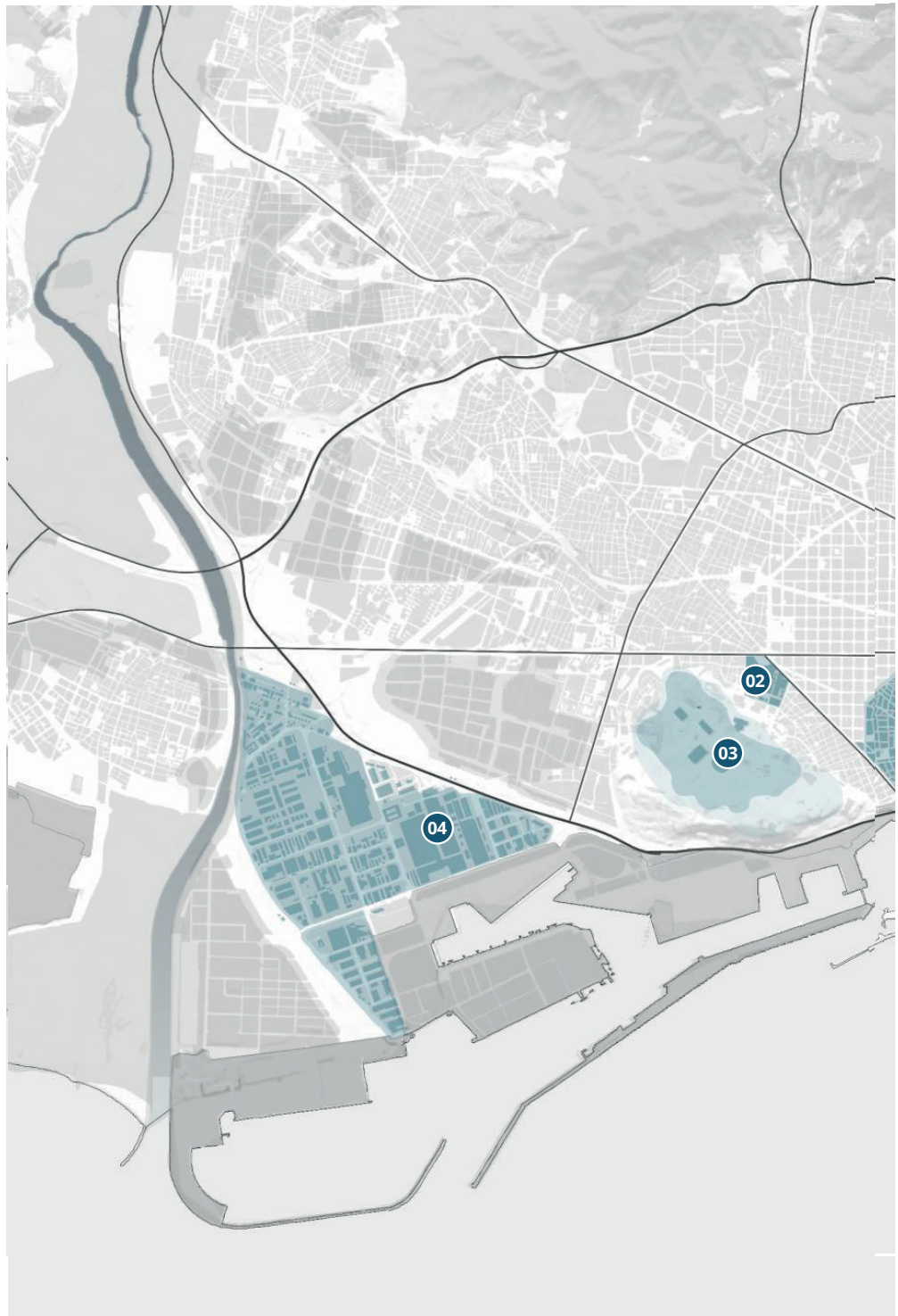
The transformation of the city's large productive land assets will lead to a new urban centrality in the south of Montjuïc, creating synergies with the nearby key areas and facilities.

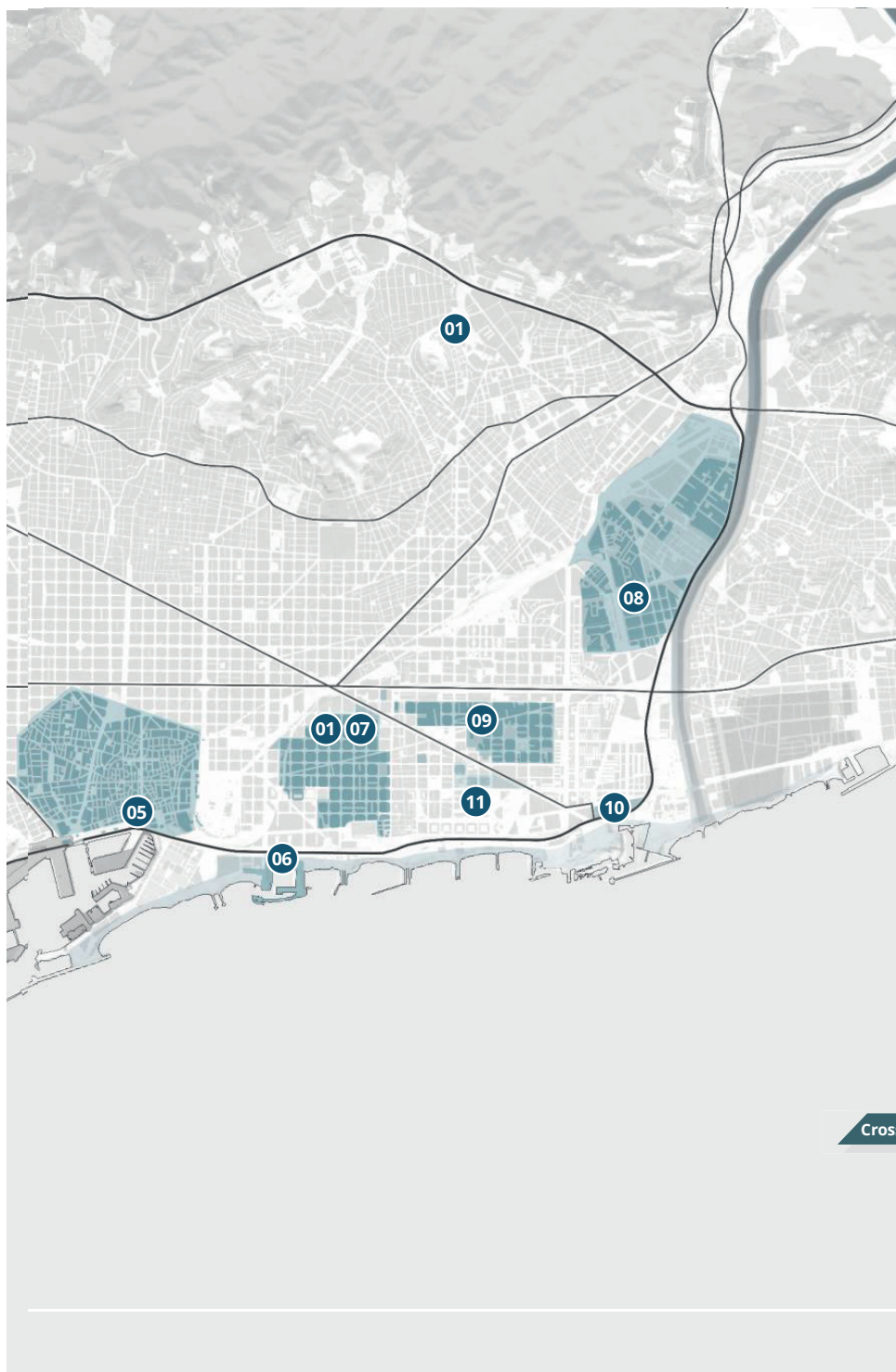
05. **Correus – Post Office**

Transformation of a historic and emblematic building, which is currently underused, into a pole of economic dynamism, generation of high value-added jobs and services for the neighbourhood

06. **Olympic Port Blue Economy**

Transformation of the Olympic Port, making a commitment towards the promotion of the blue economy and sport, ensuring a sustainable and quality model





07. **22@ Office**

Creation of the 22@ Joint Office between the Economic Promotion and Urban Planning areas. It aims to create a centralized point of attention for companies and citizens in the economic, urban and sociocultural field of 22@

08. **Industrial estates**

Aid plan for industrial estates, with important transformations in areas such as Torrent d'Estadella, Verneda Industrial, Bon Pastor and other locations

09. **The Escocesa**

A creative space that aims to be consolidated by developing other uses, such as an incubator for start-ups of creative industries, shared spaces for the solidarity economy or premises for the local economy and commerce

10. **Campus Besòs**

Pole of knowledge, research, innovation and entrepreneurship linked to the green economy, with plans to become, in the coming years, a new incubator of "green" startups

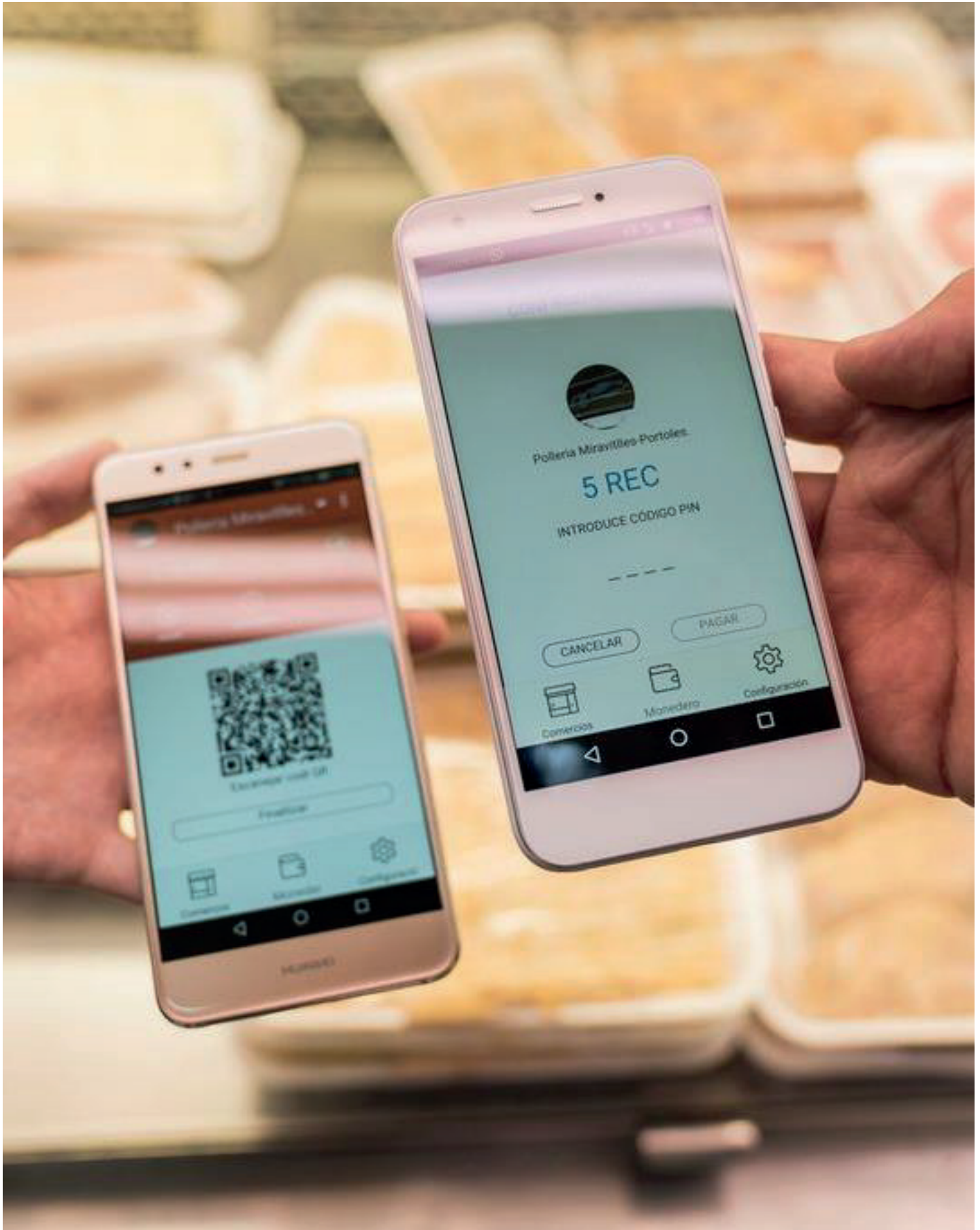
11. **Palo Alto Incubator**

A business incubator that aims to promote and support the creation of innovative companies by fostering their growth and facilitating their position in the business fabric of the city.

Cross-cutting

12. **Barcelona Innovation Coast (BIC)**

Articulation of a public-private support structure focused on strengthening and revitalizing the urban area of innovation on the coast of Barcelona, and conceived as a supra-territorial, complementary and collaborative resource in terms of R&D&I.





Ajuntament de
Barcelona