

The Barcelona Model. Management Booklets

Strategic Planning

Aula Barcelona is a space for reflection and debate on the management of the city between the public administration, the university and private business. It is an initiative of the Bosch i Gimpera Foundation and the University of Barcelona with the support of Banca Catalana, Caixa Catalunya, Derby Hotels, Agbar Foundation, Catalana de Gas Foundation, Fomento de Construcciones y Contratas SA, RACC Foundation, Grup Freixenent SA, Italtel SA, Media Planning SA and Ros Roca SA.

The **Model Barcelona. Management Booklet** collection is an attempt to bring together the direct testimony of the leading protagonists in the conception and management of the transformations undertaken in Barcelona over the last decades. The series was proposed by Pasqual Maragall, mayor of the city between 1982 and 1997, within the Aula Barcelona documentation, academic research, training and debate programme.

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Introduction: Characteristics of strategic planning

Urban strategic planning, which draws its inspiration from the techniques that private companies began to use in the seventies, started to be applied in 1984 in San Francisco and some other U.S. cities. It may be defined as the effort addressed to generating the decisions and actions considered fundamental to realise the vision of the future of the city's leading economic and social agents, by means of a set of objectives and measures conceived to achieve it, with clearly established priorities.

Urban strategic planning differs from traditional urban planning by being more comprehensive and less normative, and by being more closely oriented towards integrated socio-economic actions than towards the regulation of land use. It also differs from classic middle- and long-term planning in that it is not limited to the adaptation of expectations to what are considered 'normal' trends. Indeed, it focuses more closely on new opportunities and new solutions rather than on the specific objectives foreseen in the budgets.

The following are the basic characteristics of urban strategic planning:

- *Consideration of the city as an economic and social whole:* the vision of the future that is configured does not consider the economic and social aspects in a partial separate way.

- *Public-private interaction:* the new opportunities – and dangers – that the world poses to cities cannot be dealt with from a single standpoint, be it public or private. Actions co-ordinated on the basis of defined objectives are required. Urban strategic planning acts as a frame of reference for the two major groups of agents and may be seen as a useful method to simplify accords on these objectives.

- *Action-oriented:* a city's strategic plan is not a laboratory project or a document to be left on a bookshelf. It is essentially a plan that seeks to anticipate events, to be proactive and to change the trends that are undesirable for the city's future.

- *Design of a functional model of quality:* urban processes entail interaction between a large number of agents and, just as in a company, it is necessary to ensure that these processes unfold in the best possible way. The strategic plan acts as a model of quality to the extent that it seeks to orient processes towards objectives that are predetermined by mutual agreement.

- *Consideration of minor actions:* the transformation of cities may require large specific actions but one thing that is sure is that it requires a whole set of small actions and measures that, considered separately, would not seem important but, when taken as a whole, strengthen one another mutually and contribute decisively to the transformation's progress.

Urban strategic planning is identified with a 'vision of success' of the city but, in order for the plan to be successful, the following conditions are required:

- the will of the institutions involved to start the process;
- the leadership of the highest representatives of the public and private institutions;
- the existence of a minimum technical infrastructure for the drafting of the Plan;
- financial and human resources;
- common sense and sensitivity, and
- determination to enforce the unfolding of the Plan.

Adoption of strategic planning in Barcelona

Origins

The first democratic elections of the Spanish city councils after Franco's dictatorship were held in 1979. During the first two legislative periods, 1979-1983 and 1983-1987, the new governments had to devote most of their attention to acquiring an acquaintance with the functioning of the municipal machinery and to covering the large social and financial deficiencies that existed at that time.

Once the city's most urgent needs had been filled in the third legislative period of the democratic city council, from 1987 to 1991, new objectives began to be envisaged. One of these was to establish better relations with the economic and business fabric, with which there was a mutual lack of knowledge or ignorance in addition to a certain distrust. Mayor Pasqual Maragall was aware that, without the orderly participation of the public and private sectors, it would be difficult for the city to set new goals that would go beyond the coverage of current needs. In this respect the city's designation as the host of the Summer Olympics was a decisive incentive to spur the public-private complicity with the aim to guarantee the city's progress once the Olympics were over.

Barcelona's strategic planning process began formally on 25 May 1988 with the formation of the first Executive Committee of the Plan, although on 9 December 1987 the Area for Economy and Business of the Barcelona City Council had already presented the main features of the project to the press. On 20 April 1988 a document was issued that contained the project's fundamental guidelines, entitled *The Economic and Social Development of Barcelona: the Strategic Plan in the Perspective of the Year 2000*.

The transplanting of urban strategic planning in Barcelona was accompanied by an adaptation to the pre-Olympic city's needs, to the extent that a model with its own characteristics was created, a model that has become a guide for many other cities, above all in the Latin American area but also in Europe. In contrast to the original U.S. model, which could be said to be *business-oriented*, the Barcelona model of strategic planning lies closer to a *citizen-oriented* focus.

Spheres of analysis and proposals

From the standpoint of its *timeframe*, the process begun in 1988 has not yet been completed. Approval was granted to the 1st Strategic Plan on 19 March 1990 and to the 2nd Strategic Plan on 30 November 1994, while it is hoped to approve the 3rd Strategic Plan in the first quarter of 1999 with a view to the period 1999-2005.

From the standpoint of the *geographical setting*, from the outset it was seen that it was meaningless to limit the objectives and measures strictly to the territory of the City Council of Barcelona or "central city", and five spheres of references were plotted:

– *The urban continuum of Barcelona*: together with Barcelona proper (97.6 sq.km, with 1.6 million inhabitants), the urban continuum comprises certain areas along the Besòs and Llobregat rivers with an urban fabric which forms a whole, functioning as a real city (171 sq.km, with 2.5 million inhabitants).

– *The metropolitan city*: this is conceived as the natural logical sphere of mobility for labour purposes. This sphere incorporates a second metropolitan ring, with a much larger territory that includes other cities which function as autonomous centres but

which are at the same time fully incorporated into Barcelona's urban dynamics (648.2 sq.km, with 3.3 million inhabitants).

– *The metropolitan region*: this may be equated with the city's area of influence, extending across 3,234 sq.km, with a population of 4.2 million inhabitants. It forms, properly speaking, a network of cities.

– *Catalonia*: this sphere is envisaged from the standpoint of Barcelona's consideration as a capital functioning within the frame of a broader regional project.

– *European macro-region*: this is the sphere considered the natural space for the local market, for commercial exchange and for institutional, business or university co-operation, formed by Toulouse, Montpellier, Zaragoza, Valencia, Palma de Mallorca and Barcelona –the so-called *C6 network* – and these cities' territories of influence.

From the standpoint of the *subject*, it was also quite clear from the start that it was not a question of developing a plan *from* the City Council of Barcelona but rather *of* the city of Barcelona.

The external setting

Two aspects of the external setting were important on launching the process of Barcelona's urban strategic planning. On the one hand, from the signing of the Treaty of Accession to the European Communities in 1985, a good outlook for economic growth arose for the whole of the Catalan and Spanish economy after a decade of major adjustments. And on the other hand, Barcelona's designation as the host of the Summer Olympics afforded the possibility of unfolding a new city project with a fixed date of termination: the summer of 1992.

A turning point had been reached in the economic situation. Indeed, the economy was beginning to pull itself out of the world oil crisis that had arisen at the start of the seventies, a crisis that had severe consequences in the fields of both the economy and thought, if one considers the Club of Rome's report on *The Limits of Growth*. In 1985 a new economic climate could begin to be perceived. The drastic industrial reconversions, the growth of unemployment beyond unsuspected limits and an unprecedented inflation, which had been daily factors in our economy, began to be left behind. It did not involve a return to the previous situation, however: new forms of unemployment and marginalisation appeared, many of the sectors forming the Barcelona area's industrial base were affected by them and the production systems were permanently altered. Technology was pushing with new force towards innovative processes and products. Consequently, the new economic growth did not mean freedom from the need to implement adjustment processes in the crisis's wake.

ELEMENTS OF THE SETTING

- Treaty of Accession to the EEC: a new political framework.
- New outlooks for economic growth.
- Post-crisis adjustments.
- The city's designation to host the Summer Olympics.

- The city councils considered new roles in the economic sphere.
- A lack of tradition of public-private co-operation.

- Reduction of the metropolitan vision of Barcelona to the strict limits of the city.

<i>Aspects of the external setting at the start of urban strategic planning in Barcelona.</i>

With respect to the institutional setting, aspects such as, for example, consensus, participation or even the City Council's role as an economic driving force were not elements of the community debate at that time. The generalised conception was that the municipalities were to attend to the public services, to the municipal police, to the fire squadron, etc. That is to say, they were to attend to matters purely involving municipal administration. The wish to take action in other fields –such as the economy– was considered an interference in an area that did not pertain to them. The City Council's relationship with the economic and business fabric were practically inexistent. There was a mutual lack of knowledge, not to say distrust: the needs with a view to the Summer Olympics afforded a good opportunity to overcome this situation.

One final change to be considered in the setting was the liquidation of the Metropolitan Corporation of Barcelona in 1988 in accordance with Act 7/1987 of the Parliament of Catalonia. The sphere of Barcelona was reduced to an area that was absolutely illogical if serious growth models were to be considered. Barcelona had been left with insufficient scope to unfold a growth model such as the one that was beginning to be glimpsed.

The content of the project

Theoretical and practical antecedents

In keeping with the intention expressed by the City Council to influence the city's future through consensus and co-ordination with the leading economic and social agents who were actively involved in it, the Area for Economy and Business of the City Council was entrusted with the task of starting the work that was to culminate in the development of a Strategic Plan.

On 9 December 1987 the Deputy Mayor in charge of the Area for Economy and Business called a press conference at which he presented the main reasons behind a Strategic Plan:

- To support the Barcelona of 1992 as well as the city of the year 2000.
- To ensure continued impetus. Barcelona's big challenge was to achieve a permanent change.
- To create a state marked by a spirit of progress, enthusiasm, consensus and action on the basis of common objectives of general interest.
- To develop an instrument to promote the continued development of Barcelona's economy and the welfare of its citizens within a perspective of future advancement and solidarity.

On 20 April 1998 the first programmatic document in the Plan's history appeared: *Barcelona's Economic and Social Development: the Strategic Plan of Barcelona in the Perspective of the Year 2000*. This document established the foremost features of the strategic planning and presented lines of work for the plan's application to the city of Barcelona.

Once this programmatic document had been drafted, contacts began with the city's main institutions with a view to involving them in the project. The Plan's 1st Executive Committee was formed on 25 May 1988 and the Plan's 1st General Council was organised on 2nd November of that year.

The antecedents of the urban strategic planning processes included the knowledge available on the first city where the model had been applied, San Francisco, and on other similar experiences. On the basis of these experiences the 1st Technical Symposium of the Plan (20-21 June 1988) was held with the participation of representatives and urban strategy and planning experts of Birmingham, Munich, Montpellier, Milan, Rotterdam, San Francisco and Amsterdam. The analysis of these experiences allowed the completion of the organisational and theoretical bases for the implementation of the strategic planning process in Barcelona. The progressive adaptation of what could be called the *San Francisco model* to the city's needs led to a genuinely new model that was integrated with Barcelona's values and culture.

The organisational space: Players

The strategic planning has been organised around four basic elements that can be supplemented by others as far as necessary. These four elements are:

- the Plan's General Council,
- the Executive Committee,
- the Co-ordinating Office, and
- the Technical Commissions.

The *Plan's General Council* is the supreme body of institutional participation. It is chaired by the city's Mayor and its members include representatives of all the institutions that wish to belong to it. These institutions number over 200 at present. The institutional representatives on the Plan's Executive Committee are the Vice Chairs of the General Council. The General Council's functions are completely decisional. The Council is the body that approves –or rejects– the Plan. This leads to another essential function: its status as the customary body of institutional participation. It is obvious that if this participation (“complicity”) is not sufficiently intense, the Plan's approval (its acceptance) can be difficult. Consequently, the members of the Council are the people who form the various Commissions, the ones who take part in symposiums, the ones who answer the opinion surveys, etc. The Council usually meets twice a year and whenever else it is deemed appropriate according to the progress of the work on the Plan.

The *Executive Committee*, which formed the first piece in the organisation framework that was built because the members of this Committee are the representatives of the economic and social institutions that best represent the city's horizontal interests. They are, in reality, the city's *stakeholders*:

- City Council of Barcelona,
- Chamber of Commerce, Industry and Shipping of Barcelona,
- Cercle d'Economia (economics debate group),
- Comissions Obreres (trade union),
- Barcelona Zona Franca Consortium,
- Fira de Barcelona (Barcelona Trade Fair Institution),
- Foment del Treball Nacional (management association)
- Commonwealth of Municipalities of the Metropolitan Area of Barcelona,
- Port of Barcelona,
- Unió General de Treballadors (trade union), and
- University of Barcelona.

The Executive Committee is chaired by Francesc Raventós, who was Deputy Mayor of the Area for Economy and Business and the promoter of the project. He has since continued to act as the Chair of this Committee by delegation of the Mayor. The person currently in charge of the Area for Economy and Business also forms part of the Executive Committee. The Committee meets about once every three weeks and its functions are those of a board of directors, that is, it directs the whole planning process, monitors the debates, analyses the work of the Technical Commissions, presents the proposals of the Strategic Plans to the General Council, etc.

The *Co-ordinating Office* is in charge of performing the work involved in the Plan and of carrying out the directives of the Executive Committee. It is a very flexible office with a structure (formed by two economists and a secretary) that is limited basically to the co-ordination of the tasks of the Plan, although it plays a key role in ensuring the Plan's continued vitality.

The *Technical Commissions* can carry out diverse functions. The most prominent Commissions are those that are formed to draft the proposals that are to be included in the Plans and the Follow-up Commissions, which are formed to monitor the implementation processes of the Plans. In both cases these Commissions are chaired by some prominent figure of the city, appointed by the Executive Committee (and ratified by the General Council), and all the members of the General Council who wish to join to these Commissions are welcome to do so. These are temporary commissions, of course, which operate during specific stages of the process.

In addition to this organisational system, it should be pointed out that, for the drafting of the 1st Plan valuable help was given by an Advisory Commission, which was in charge of providing the necessary methodological guidelines for the smooth running of the planning process. This Commission was chaired by a university professor of Corporate Economy and the rest of the members were also highly acclaimed professors from all the universities of Barcelona. This Commission, which worked obviously in close co-operation with the Co-ordinating Office and the Executive Committee, had the merit of sketching out the methodology of the process.

Project financing

The strategic planning process of Barcelona is financed on the basis of an annual budget that is covered by the contributions from the City Council of Barcelona (50%) and from the Chamber of Commerce of Barcelona, the Zona Franca Consortium, Fira de Barcelona, the Commonwealth of Municipalities of the Metropolitan Area of Barcelona and the Port of Barcelona (10% per institution). The annual budget has ranged from approximately 60 to 80 million pesetas.

The drafting of the Plan

In practice the objective of a city's strategic plan is to define a broadly shared vision of the future of the city and a set of measures to make this vision a reality.

To achieve the approval of a plan of these characteristics, the Barcelona model of strategic planning applies the following key principles:

- *Participation*: from both the quantitative and qualitative standpoints, to ensure the active representation of the largest number of agents of the city.

- *Professionalisation of the work teams*: these teams must have easy access to information and a good knowledge of the city's problems, and they must enjoy good acceptance among the institutions.

- *Efficient method*: a complex process with a high degree of participation requires a well-known pre-established method. In each phase the Plan has prepared the respective methodological dossiers.

- *Animation*: the Plan is also an element of continued dynamisation of the city via debates, conferences and symposiums.

- *Synthesising capacity*: a strategy always means a choice. There are many problems and many proposals. It is necessary to synthesise, arrange and prioritise.

- *Communication*: The Plan is not a book to be left on a shelf. It is a city plan that the economic and social agents must make their own, hence the importance of communicating the Plan.

The six stages of the urban strategic planning process are discussed below.

Internal and external diagnoses

This is the phase of study of the city's starting situation on launching the planning process. It is relatively easy to concretise the city's weak points or problems but it is harder – and for this reason necessary – to concretise the city's potentialities, which are a key element when structuring a vision of the future. Once the internal diagnosis of the city has been carried out – by means of surveys or studies – an analysis must be undertaken of the geopolitical, social and economic setting, etc. in order to detect the

possible threats and, above all, opportunities. The result of the diagnosis should be submitted to the consideration of the Plan’s General Council.

Vision of the future. Establishment of the objective

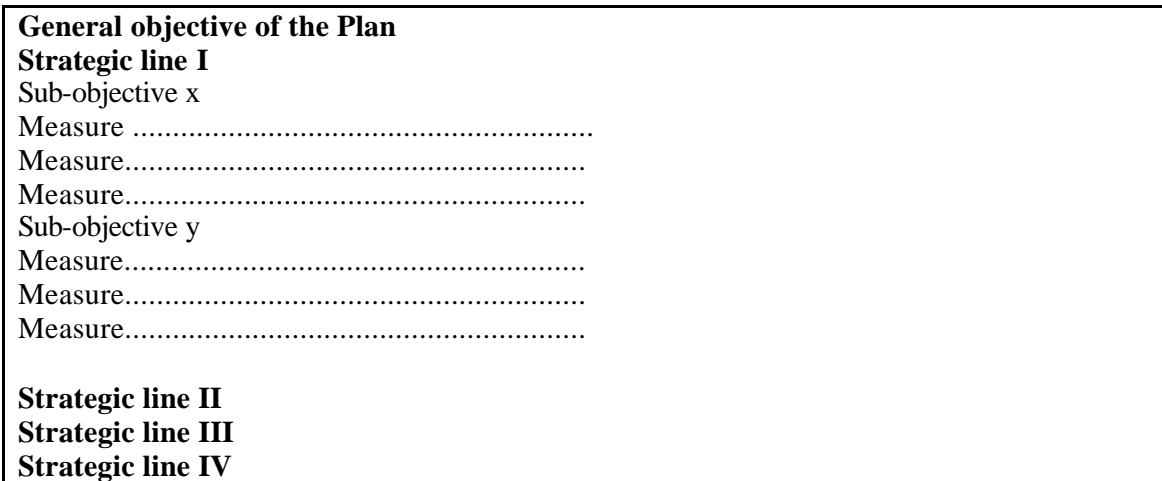
With the chart of weak points, potentialities and threats and opportunities on hand, the Executive Committee must begin the debate on “*how we would like the city to be in the next 5 or 6 years*”. That is to say, on the vision of the future. On the basis of this shared vision – which should likewise be approved by the General Council – it is necessary to define what we call the *general objective of the Plan*, which marks the direction in which the various economic and social agents of the city are willing to move.

Technical proposals

Once the general objective of the Plan has obtained consensus, it is necessary to think about which proposals and actions should be implemented in order to achieve this objective. In order to simplify this process the aforementioned Technical Commissions are formed. These Commissions, which are self-organised, usually carry out their tasks within a maximum time of six months.

Hierarchisation, arrangement and selection of proposals

The Executive Committee receives the result of the Technical Commissions’ work in the form of numerous proposals of all types, which must be arranged and hierarchised, eliminating those that are duplicated or insufficiently concretised, etc. In order to simplify the establishment of priorities it is advisable to consult the General Council to request its opinion on the greater or lesser importance of each of the strategic proposals. With the result of these steps on hand, the Co-ordinating Office can go on to the systematic preparation of the Plan, as shown in the following chart.



Approval

As previously mentioned, the formal approval of the Plan is the responsibility of the General Council. In order to stimulate the Council’s participation this essential phase, a preliminary draft is distributed beforehand in order to invite suggestions and

modifications. Of course, once the final document is presented a period also opens for the reception of proposals on final modifications.

Application, follow-up and control

The approval of the Plan marks the beginning of the applied phase, which is the most complex for various reasons. *a)* Juridically, the Plan does not usually have the necessary prerogatives for the application of measures, Consequently, it is necessary to play the role of a lobby and to work to persuade the institutions that do hold the respective prerogatives. *b)* Not all the measures present the same degree of concretisation: some need to be completed. *c)* Some measures may be applied in a relatively short term while others may require much more time, calling for greater perseverance. *d)* Some measures are easier to apply because they do not require application budgets (but only the political will to implement them); others, however, require more complex budgetary procedures, etc.

This is also the phase that requires the most attention of the Co-ordinating Office since it is the least creative and, consequently, the one has the greatest difficulty in maintaining the institutions' attention. Nevertheless it is doubtless the key stage of the whole process.

In order to guarantee the follow-up of this phase, Follow-up and Control Commissions are formed that have a smaller number of members (between 6 and 10 people). They are chaired by an expert in the field involved. Each of the Follow-up Commissions arranges its work in accordance with the following file.

MEASURE

Problem to be solved.....
 Objectives of the measure.....
 Agents involved.....
 Lead institution.....
 Co-ordinating person

Implementation level indicators.....
 Sectors affected by or involved in the
 implementation.....

Files of the Follow-up Commissions.

Results

We cannot discuss here the specific results of the application of the first two Strategic Plans of Barcelona. We only wish to mention the aspects of the city that have undergone changes as a result of the strategic planning project:

– The city has endowed itself with a participative culture. This was an aspect that was not evident in 1988 on beginning the preparation of the Plan. Even so, reality has shown that the practise of the Technical Commissions, the debates, the symposiums and the meetings of the General Council have become a veritable focus of initiatives and proposals which, as the citizens have seen, have been taken into consideration and have materialised in the measures of the Plans. The Plan has really succeeded in mobilising the city.

– The Plan has conveyed to the individual participants a certain social pressure to take up their responsibilities in the urban scene. It has maintained the pressure and urgency of acting on the most mature matters.

– The Strategic Plan has prevented the participants from avoiding the city's problems. It has acted in the field of shared leadership, in which authoritarian decisions do not work: values and habits, in democracy, are not usually changed by decree. Authoritarianism and the "boss system" are not appropriate when dealing with problems of adaptation and of social change.

– By establishing a share vision of reality and of the future, the Plan has helped to reduce the tensions inherent to the changes that it aims to bring about.

– Even if they have not yet been carried out, the Plan has transformed proposals which at first sight may have seemed utopian or inconceivable into something natural or evident. Beyond the measures that have been envisaged in the two Strategic Plans and that have already become a reality, there are other notable proposals that have been and are now dynamising elements of a new city culture. In this respect we can mention the impact of the proposals of the Quality Programme promoted by the Plan, which are now clearly present in very diverse sectors. Also notable is the impact of the proposals of the Industrial Pact, which have spread to other spheres as well.

– The Plan has created a common language among all the city's economic and social agents. This is doubtless one of the key aspects of its success. Prior to the Plan no common message on the city was given to the competent authorities in many of the proposed actions. With the Plan, however, a city has been achieved in which all the players are turning their gaze in the same direction. This means that the Plan has achieved the design of a *consistent city model* that is highly visible from outside.

Strategic planning and communication

Communication is no doubt one of the most strategic elements of the whole urban strategic planning process. It has been clearly seen that the Barcelona model of strategic planning involves participation, consensus, shared leadership, agreements, etc. All these aspects require a constant exchange of diverse information.

In this respect not very many problems are involved in a communication policy that is based on the media which are usually available, from the selfsame meetings of the Plan and the preparation of bulletins, to the press. Above all on starting the project, the press usually takes an interest in what is considered a new topic.

However, with the passing of time and the establishment of a routine, the communication problems increase. Firstly, because the project as such ceases to be news. Secondly, because there is a change from some initial phases marked by a great deal of imagination and creativity to phases involving practical action in which lobbying and persuasive tasks prevail. Thirdly, because the communication media are not usually interested in analysis and debates on medium-term trends. They are more accustomed to writing about daily events, crises and problems.

That is why it is necessary to build a communication policy that watches out for the establishment of a fluid exchange of information and experiences between the foremost players in the Plan.

The most important communication problem that the Plan faces and one that is crucial for its continuity is the impossibility of making known the successes derived from the implementation of its measures since they do not correspond to the Plan itself but rather to the institutions that are competent in the matters involved in the Plan. If the Plan were to seek to maintain its protagonism, the project as such would not have any continuity.

Consequently, with respect to the communication policy, the Plan must be guided by a logic that is thoroughly different from that of other projects or institutions.

Young people and urban strategic planning

The importance should be underscored of having the support of the city's young people when carrying out the strategic planning process, for two fundamental reasons:

- Young people will be the “users” of the city that is to be designed. It thus appears evident that young people must participate in the preparation of the Plan from the start of the process. What vision do young people have of the city's future?

- Young people's language must be incorporated into the strategic planning culture. The professionals and citizens who take part in the preparation of the Plan base themselves on certain values and concepts acquired within the framework of the selfsame evolution of the city and it may be difficult to introduce new concepts that transform city life. It is not a question of forming a Young People's Commission – nor is it one of forming a Women's or an Older Adults' Commission –, but rather of achieving that young people join the various existing commissions to contribute their ideas.

In the Barcelona model of strategic planning there was indeed an initial group of young people, which allowed the project to be made known to this population segment and which acted as the first agglutinator and promoter of young people's participation in the various Technical Commissions. Of course, this group also held meetings to debate the possible proposals of the Commissions.

The lessons of urban strategic planning

On the basis of the experience of these ten years, eight general reflections may be made on what the process has meant:

- The continuity that has been achieved highlights the fact that the experience has been worth the effort and that it has generated strategic thinking in the city.

- The methodology that has been used has underlined the will and interest of citizens to participate in the debate on the city.

- The will to make the Strategic Plan a comprehensive platform that does not exclude any sector has been a factor of its permanence.

- One conclusion that may be drawn from the reflection involved by the Plan is the need to stimulate to the maximum the democratic mechanisms in all phases of the process.

- Another conclusion is that it is highly positive to lend priority to consensus rather than to imposition or technical analysis.

- The methodology must be adapted to the city's circumstances in order to achieve the greatest exponential effect of the proposals.

- The permanence of the Plan over the course of time strengthens its credibility in the city.

- The difficulty of communication is a constant obstacle, considering the intangibility of many of the aspects proposed by the Plan.

The process: phases of the Strategic Plan of Barcelona

Till 1998 the urban strategic planning experience in Barcelona was concretised in the drafting of two plans and in the preparation of a third. Their main guidelines will be outlined below.

The 1st Strategic Plan Barcelona 2000 (1990)

The 1st Plan was approved on 19 March 1990. Barcelona's vision of its future – the general objective of the Plan – was concretised as that of a dynamic European metropolis solidly seated in the macro-region where it is situated geographically, with a modern socially-balanced quality of life rooted in the Mediterranean culture. In order to make this 'dream' a reality advantage would be taken of the opportunity to insert the dynamics of the post-Olympics Barcelona into the framework of a new European region, which could be shaped on the basis of tradition and industrial reality as significant elements in the area.

1st STRATEGIC PLAN

General objective

To consolidate Barcelona as an enterprising European metropolis with an impact on the macro-region where it is situated geographically, a metropolis with a modern socially-balanced quality of life that is rooted in the Mediterranean culture.

Strategic line I

To configure Barcelona as one of the directional centres of the macro-region.

Objectives

1. To insert Barcelona into the network of Eurocities and of metropolitan agglomerations worldwide.
2. To vertebrate the metropolitan setting.

Strategic line II

To improve the quality of life and the progress of people.

Objectives

1. To improve the environment.
2. To strengthen all levels training and research as means of progress.
3. To expand the social opportunities.
4. To prioritise the cultural infrastructures.

Strategic line III

To strengthen industry and the advanced services to companies.

Objectives

1. To create the basic infrastructures for advanced services aside from roads and telecommunications.
2. To promote technological innovation for the progress of industry.
3. To develop the sectors with potentiality within the metropolitan area.

The three key pieces of the new model of competitiveness for the city were training, a good services base and infrastructures.

In order to simplify the materialisation of this vision of the future, the Plan designed and organised a set of measures around three main strategic lines:

- To configure Barcelona as one of the directional centres of the European macro-region.
- To improve the quality of life and the progress of people.

- To strengthen industry and the advanced services to companies.

Overall, this first Plan included 59 proposals or measures integrated within these three strategic lines.

The 2nd Strategic Plan Barcelona 2000 (1994)

Four years after the start of the drafting process of the 1st Plan (two years after its approval) it was considered appropriate to make an evaluation of its results. The question was: what had happened in Barcelona over the course of these years and what were the new trends of the future that could be glimpsed? Would the 1st Plan's general objective be achieved?

As a result of the reflection that was started on these big questions, an apparently clear conclusion was reached: the general objective of the 1st Plan was on track and over 70% of the measures foreseen were in an advanced or intermediate phase of implementation. It seemed appropriate to begin to take steps towards the drafting of a 2nd Plan that would interiorise the 1st Plan's achievements and would take into consideration the realities of the new socio-economic environment.

While Europe was the objective to be reached on focusing the 1st Plan, the 2nd Plan considered the possible opportunities derived from the new economic order that was being built around the globalisation phenomenon.

It was important to take advantage of the great physical transformation undergone by the city in the previous years in order to aspire to the new opportunities that were being offered to cities such as Barcelona. A prior condition for this vision was to stimulate the production sectors with a view to their acting as a motor of the renovated city. For this reason the 2nd Plan's general objective was *“to accentuate the Barcelona area's integration in the international economy in order to ensure its growth in terms of economic and social progress and of quality of life”*.

The 2nd Plan considered three types of scenarios: economic, social and territorial. It envisaged renovated production sectors with a capacity of constant adaptation through training and innovation; a process of opening up to new possibilities of employment; a city inserted in the new information schemas; a city that would integrate older adults in a positive way and that would begin to provide answers to a phenomenon under expansion: immigration; and a veritable city-region, well vertebrate within its macro-region.

In order to achieve these objectives the 2nd Plan presented sixty-eight measures, which were classified into seventeen sub-objectives and the following five strategic lines:

- To simplify the processes of adaptation of the economic sectors.
- To articulate economically and socially the Barcelona area.
- To respond positively to the new demands of social integration.
- To guarantee the deployment of a modern economic activity of international scope.
- To situate the Barcelona area in the world markets.

In addition to the institutional commitment and the set of the aforementioned objectives and measures, the 2nd Plan included the City Quality and Efficiency Management Programme. This programme was materialised through the organisation, on 19 June 1996, of the so-called Barcelona Quality Network (Xarxa Barcelona Qualitat), which has been formed up to now by thirty-nine companies, institutions and

organisations within the framework of six sectoral networks: Public Administration; Health-Care Centres; Port Community; Training; Hotels, Restaurants and Tourism, and Public Transport.

From the time of its creation the Network has been working basically in the fields of Quality Perception Indicators, Social Promotion of Quality, and Training.

THE SETTING OF THE 2ND PLAN

Geopolitical scenario Uncertainty of the degree of advance of the EU. Democratisation of the Iberoamerican space. Recomposition of the Eastern European countries. New areas of turbulence. Ethnic, racial, religious and fundamentalist conflicts.	CONSTANT CHANGES UNCERTAINTY AND CONTRAINdications	Geo-economic scenario Consolidation of new areas of economic centrality: Pacific area. NAFTA, Mercasur, North Africa. Industrial-economic impact of the Eastern European countries. Crisis of the traditional economies.
Industrial delocation. Recomposition of the labour markets. Environment. Overpopulation-emigration. Ageing. Aggravation of social imbalances.	TOWARDS A NEW WORLD ORDER	Who leads? Where are decisions made? What is produced?
AN UNCERTAIN BUT SECURE FUTURE IS GLIMPSED, WITH SCENARIOS DIFFERENT FROM THOSE OF A FEW YEARS AGO.		

GLOBALISATION CITIES IN THE NEW SCENARIOS

Territorial dispersion of economic activity.		INCREASED NEED FOR FINANCIAL CONTROL AND MANAGEMENT		Telecommunications and information circuits.		
Emergence of new markets.						
Decline of some traditional manufacturing and exporting cities.		Strengthening of some global cities with central functions.		Consolidation of important cities as sub-centres of large urban areas.		Cities with a sharp population increase owing to domestic economic imbalances.
Command points in the organisation of the global economy.	Key sites and markets for the main innovative activities.	Financial and specialised services for leading-edge companies.	Use of innovation industries.	Specialisation in some types of activities on an international scale.	Services to production activities.	Achievement of innovations

THE OPTIONS OF BARCELONA 2000

TO CONTINUE AS UP TO NOW • Loss of competitiveness in the city's world and Spanish markets. • Loss of capacity to generate wealth and jobs.	IMPLEMENT STRATEGIC CHANGES • Improve the capacity of competitiveness. • Increase the value added to the global economy. • Strengthen the international character of some activities.	IMPLEMENT CHANGES TO BECOME A WORLD CITY • Situate the city in the world control circuit of finance and management. • Major loss of industrial weight. • Major increase of employment in advanced services.
DECLINE	PROGRESS AS AN IMPORTANT INTERNATIONAL CITY	LEADING CITY WORLDWIDE
UNDESIRABLE OPTION	BARCELONA 2000 OPTION	IMPROBABLE OPTION

2nd STRATEGIC PLAN

General objective To strengthen the integration of the Barcelona area in the international economy in order to ensure growth in terms of economic and social progress and quality of life.	Strategic line I To simplify the processes of adaptation of the economic sectors of the Barcelona area.	Objectives 1. To strengthen the training and technology structures. 2. To improve the efficiency of the city's public and private services.
	Strategic line II Economic-social articulation of the Barcelona area.	Objectives 1. To consider the actions in the metropolitan dimension.
	Strategic line III To generate a positive response to the new demands of social integration.	Objectives 1. To strengthen the capacity of creation of new employment spaces. 2. To take positive advantage of the ageing trend of the population. 3. To integrate the potentialities of young people. 4. To anticipate a response to immigration as a growing phenomenon.
	Strategic line IV To ensure the deployment of a modern economy of international scope.	Objectives 1. Activities and infrastructures linked to mobility, to logistics and to the distribution of goods and people. 2. Activities and infrastructures related to information. 3. University centre. 4. To improve the city's attractiveness. 5. To promote the sectors related to health. 6. To maintain the weight of industrial production activity.
	Strategic line V Positioning of the Barcelona area in the international economy.	Objectives 1. Macro-region. 2. Europe. 3. Latin America. 4. North Africa.

The 3rd Strategic Plan (1999)

In 1998 the 3rd Strategic Plan took shape. Following the experience of the first two plans, Barcelona is making ready to approve the Plan that will set the guidelines for the opening years of the 21st century, establishing 2005 as its horizon. This new vision of the future is based on four major scenarios:

– Firstly, Barcelona as a city interconnected with the world. This deepens the general objectives of the first two plans. While the 1st Plan aimed to consolidate a European metropolis and the 2nd Plan sought to strengthen companies in the international markets, the next logical step is to connect the city with the globalised world.

– The second vision is that of Barcelona/Europe. Barcelona is already Europe. We have transformed ourselves into a key point in the European network of cities, into a reference for the whole Latin arc that runs from Venice to Lisbon, passing through Milan, Barcelona and Madrid. What's more, owing to its special geopolitical situation, Barcelona must become the point of connection between Europe and the Latin American countries.

– The third vision refers to the economic motor. In this respect Barcelona's consolidation as a knowledge city is the challenge that we are facing.

3rd STRATEGIC PLAN

	<p>Strategic line I Barcelona, a cohered, active sustainable metropolitan region.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. A comprehensive vision for the Metropolitan Region of Barcelona (MRB). 2. A sustainable MRB. 3. To prioritise public transport and ensure an efficient, sustainable and flexible metropolitan mobility of people and goods. 4. To generate the necessary financial capacity to ensure the performance of the MRB's projects.
	<p>Strategic line II To expand the overall employment network and the employment network of the various collectivities, and to create the conditions to achieve the employment rates that mark the leading regions of the European Union.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. To consolidate a labour market of metropolitan scope. 2. To strengthen the spirit of enterprise and the creation of new economic activities. 3. To simplify the labour insertion of unemployed persons and especially of the most underprivileged groups. 4. To strengthen the quality of employment.
<p>Mission In order to ensure its economic and social progress, Barcelona, as a metropolitan region and the capital of Catalonia, must promote the processes of its economic, social and urban transformation and consolidate its position as one of the leading regions in the 21st century while linking itself to the broadest network of cities worldwide through its specificity and its own identity.</p>	<p>Strategic line III A knowledge city, within citizens' reach, and a capital of new activities and services within a framework of efficiency and quality.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. To establish the bases for the follow-up of the knowledge city. 2. An urban design for the 21st century. 3. Improvement of the city's human resources. 4. 21st century-universities and a research plan that strengthens the knowledge society. 5. A solid infrastructure of technology transfer with a clearly enterprising outlook. 6. Strengthening of new economic activities. 7. A key project: the Universal Forum of Cultures Barcelona 2004. 8. A city of quality.
	<p>Strategic line IV The [metropolitan] region that ensures social cohesion and that stimulates a participatory culture of its citizens.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. The city for older adults. 2. Promotion of social housing. 3. Basic training for social non-exclusion. 4. Barcelona, a pedestrian city. 5. The city that participates.
	<p>Strategic line V A [metropolitan] region that promotes positioning in Spain and in the exterior as an exponential factor of its internal attractiveness, and that seeks to play an active role in the consolidation process of the European Union.</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Strategies of positioning with Spain and with the exterior. <ul style="list-style-type: none"> • With Spain and Europe. • With Latin America. • With the southern Mediterranean. 2. The basic infrastructures of international connection. <ul style="list-style-type: none"> • To create an international airport that will act as the hub of the north-western Mediterranean. <ul style="list-style-type: none"> • To create the port of the 21st century that will act as the great port of Mediterranean Europe. • Barcelona, logistical centre. • An appropriate railway network. 3. Support activities. <ul style="list-style-type: none"> • Trade fairs and congresses. • Internationalisation of the SMEs. • Touristic attractiveness of Barcelona. 4. An open solidary city.

– The last scenario envisages Barcelona as part of a metropolitan system of cities.

In order to begin to concretise the vision of these scenarios, seven Technical Commissions have been formed that are working on the respective strategic proposals. As previously mentioned, the 3rd Plan is expected to be approved in the first quarter of 1999.

The seven Technical Commissions are unfolding their tasks within the following spheres: *a)* new economic activities within a framework of global economy; *b)* innovation and knowledge; *c)* financing of the city: new formulas for the financing of services and infrastructures; *d)* citizenship and participation; *e)* social sustainability and social non-exclusion; *f)* improvement of Barcelona's rank and position in the post-Maastricht Europe; and *g)* enhancement of the metropolitan region of Barcelona.

The transmission of the model

The Strategic Plan of Barcelona – and, therefore, its method – has had a significant and widely acclaimed impact. To speak of it in Europe and in America is to speak of a successful experience with specific features. We wish to highlight the impact this model has had on three levels:

- national, supranational and inter-border organisations,
- Catalan and Spanish cities, and
- universities, research centres and cities abroad.

Impact on national and supranational organisations

If we begin with the European Union, it should be mentioned that the Barcelona model of Strategic Planning received the Special Prize for the Best Urban Strategic Planning of the European Union in 1990.

The earliest references to the Plan are found in the documents that served as a basis for the drafting of the paper *Europe 2000*, which was the first common position of the Commission in relation to territorial matters. This document makes reference to the Barcelona experience as a *best practice* in a period in which the European Union did not have any direct relations with cities.

Neither is Barcelona's strategic planning unrelated to Directorate General XVI's extension of the Interreg Project – originally intended for interregional co-operation – to the cities, or to the pilot tests of urban development within the framework of the Community initiatives.

In 1993 the European Union subsidised a co-operation project for the drafting of strategic plans for medium-sized cities, within the framework of the RECITE programme, and in 1997 the Mediterranean Strategic Planning project for co-operation on the urban strategic planning of Mediterranean cities, within the Ecos Ouverture-med programme. The latter was led by Barcelona.

The combination of these experiences has allowed the current RECITE programme to select a set of projects involving strategic co-operation between diverse territories and networks of cities, such as the Atlantic Eixo.

With respect to the exterior projection of Europe, mention should be made of the creation of the URB-AL programme on networks of co-operation among cities of Europe and Latin America, which has taken into close consideration the transmission of the Barcelona Strategic Planning experience in the Latin American cities through the Iberoamerican Centre for Urban Strategic Development (CIDEU).

The World Bank and especially its Urban Division has followed closely Barcelona's strategies. A book has been published, entitled *Barcelona: An Urban Transformation Model 1980-1995*, which forms a reference work for international and local experts.

IBEROAMERICAN CENTRE FOR URBAN STRATEGIC DEVELOPMENT (CIDEU) FOUNDING CEREMONY OF CIDEU PEDRALBES PALACE IN BARCELONA 3 DECEMBER 1993

The PNUD has promoted and financed part of the strategic plans and projects developed according to the Barcelona model in many Colombian cities. The BID, for its part, has adopted a clearly engaged position with respect to the Barcelona model of strategic planning. At its annual meeting in Barcelona (March 1997), one of its central seminars was devoted to the strategies of cities and to their strategic plans. The collaboration of

the BID with the CIDEU has been of special interest in this respect. Lastly, mention should be made of the presentation of the Plan at an OECD seminar on urban planning.

Impact on Catalan and Spanish cities

With respect to the Catalan and Spanish cities, the Plan has also had a very notable impact. A large number of cities have followed the methodology of the Barcelona model or have taken their inspiration from it. Plans have been oriented in this way in Valencia, Valladolid, Cadiz, Malaga, Gijón and Avilés as well as in Terrassa, Mollet, Rubí, Sitges, Girona and Granollers, just to mention the cities that have had the help of advisers connected with the Barcelona model.

Impact on universities and foreign cities

In the academic and university field there has been widespread interest in the Plan. Members of European and American universities frequently visit the Plan's headquarters. The London School of Economics co-operated with the Strategic Plan on the Rome project and later on the European Urban Observatory. At the CLES of Manchester and in the Department of Urban Studies of the University of Liverpool studies have been carried out on the Strategic Plan of Barcelona. In Italy the Plan is present in the urban planning programmes of the universities of Venice, Bologna and Rome III, and it has been an object of analysis at the Bocconi University of Milan. It has also been the subject of diverse doctoral theses and case studies. In Paris, the University of Paris VIII has held seminars on the Barcelona model and this model is followed by the city of Lyon. In Lisbon a book has been published on the basis of a doctoral thesis that compares the Lisbon Plan with that of Barcelona.

As previously mentioned, many cities round the world have applied Barcelona's methodology to carry out their own strategic plans. However, it is in the Latin American cities that the model has really taken root, with the support of the CIDEU.

This is an association of Iberoamerican cities that was created precisely to develop strategic planning in the cities of this area of the world in accordance with the Barcelona model. At present it is formed by 55 cities, many of which have begun their planning process. The member cities include Buenos Aires, Rio de Janeiro, Córdoba, Rosario, Cartagena de Indias, Bogotá, Medellín, Salvador de Bahia, Fortaleza, Belo Horizonte, Caracas, Mérida, Monterrey, Guadalajara, Havana and Santo Domingo.

Outlook for the future

The Plan has recently celebrated its tenth anniversary (this paper was written at the beginning of 1999). As previously mentioned, during this period two strategic plans have been drafted, a city model has been defined and has obtained consensus, a metropolis model has been stimulated, globalisation / internationalisation has been accepted as a challenge to be met, the scale of the city has been changed, a metropolitan strategy has been derived from a city strategy, a climate of consensus has become something normal, the Plan has been transformed into a reference for all, and the urban debate between companies and institutions is now customary.

All this has been possible thanks to a methodology based on the capacity to anticipate changes and, on the basis of this anticipation, strategies have been designed that have allowed the best possible adaptation to the new scenarios in accordance with the requirements of the city model that has obtained consensus.

The result has been a model that is acknowledged and replicated today. In any case it must be kept in mind that we are speaking of a methodology that must be adapted constantly to each city's specific circumstances. It cannot be considered a mere template.

The Barcelona model has shown itself to be especially appropriate to promote the culture of participation and anticipation among the social and economic agents of the city.

This model must evolve in the sense of achieving a greater flexibility in respect of change. Today change is not an external phenomenon but rather it has become the veritable axis of the new society that is being built, a fact that has important implications for the model.

We are living in a period in which it is difficult to foresee the future. The intensity and speed of change makes prediction difficult. Moreover, past success does not necessarily mean success in the future. For this reason, from now on the achievement of consensus on a vision of the city's future is more important than the model itself. This means that we must increase the capacity of response more than the efforts that are made to foresee a possible future. Now the question is, in the first place, to devise systems of relation between the institutions that enhance agreements with respect to the new challenges rather than to develop comprehensive models with comprehensive agreements. In a word, it is a question of providing a system for the management of change, rather than a model for the anticipation of change.

It is within this context that, once the initial stage of the strategic planning process has been completed, the method of the model must evolve in the future towards concepts closer to those of 'learning organisations'.

The predictions on which the present planning structures objectives and measures will transform themselves into a shared vision of the major trends that shape our world. On the basis of these trends it will be important for the organisations – the economic and social agents of the city – to learn to react harmoniously to the elements of change that have obtained consensus. We may speak, in this respect, of reaching strategic positionings of the city. In this new context effectiveness would be ensured by the respective temporary operating plans.

In summary: the future challenge is to move from strategic planning to the city as an organisation that promotes strategic thought and that faces harmoniously unforeseen situations. In order to make this evolution possible, the city must achieve a high degree of participatory culture.

Annex

Institutional and Individual Members of the General Council of the Strategic Plan of Barcelona.

**1st STRATEGIC PLAN
2nd STRATEGIC PLAN
3rd STRATEGIC PLAN**

Chair

City Council of Barcelona
Pasqual Maragall
Pasqual Maragall
Joan Clos

Vice Chairs

City Council of Barcelona
Francesc Raventós
Joan Clos
Maravillas Rojo

Chamber of Commerce, Industry and Shipping of Barcelona
Josep M. Figueras
Antoni Negre
Antoni Negre

Cercle d'Economia (Economics debate group)
Carles Tusquets
Joan Molins
Salvador Gabarró

Zona Franca Consortium
Carles Ponsa
Carles Ponsa
Enric Lacalle

Fira de Barcelona (Trade Fair Institution)
Enric Reyna
Josep Lluís
Jové Antoni Negre

Foment del Treball Nacional (Management Association)
Alfred Molinas
Joan Rosell
Joan Rosell

Commonwealth of Municipalities of Catalonia
——
Joan Blanch
Dídac Pestanya

Port of Barcelona
Josep Munné
Josep Munné

Joaquim Tosas

Unió General de Treballadors (Trade union)

Josep M. Álvarez

Josep M. Álvarez

Josep M. Álvarez

Unió Sindical de Comissions Obreres del Barcelonès (Trade union)

Alfred Clemente

Alfred Clemente

Joan Coscubiela

University of Barcelona

Josep M. Bricall

Antoni Caparrós

Antoni Caparrós

Institutions

Barcelona Airport

EFE News Agency

Cement Manufacturers Group of Catalonia

Builders Group of Barcelona Province

Shopkeepers and Merchants Group of Catalonia

City Council of Barcelona

Archbishopric of Barcelona

Association of Campsites and Holiday Towns of Barcelona Province

Plastics Industrialists Association of Catalonia

Air Lines Association

Association of International Forwarding Agents and Similar of Barcelona

Cotton Processing Textile Industrial Association

Multisectoral Association of Exporters of Catalonia (AMEC)

National Association of Electronics Industries (ANIEL)

Catalan Association of Travel Agencies

Catalan Association of Electronic Commerce. CommerceNet Catalunya

Catalan Association of Gardening Companies

Catalan Association of Goods Transport Companies

Catalan Association of Bottled LPG Distributor Companies

Catalan Association of Industrial Accident Mutuals

Association of Building Constructor-Promoters of Barcelona

Catalan Advertising Business Association

Spanish Robotics Association (AER)

Independent Association of Young Businessmen of Catalonia (AIJEC)

Association for the United Nations in Spain

Musicians Workshop Association

Ateneu Barcelonès (Athenaeum)

Metropolitan Transport Authority

AVIACO (Airline)

Avui (Newspaper)

Banc Català de Crèdit (Bank)

Banc d'Europa (Bank)

Banc de la Petita i Mitjana Empresa (SME Bank)

Banc Sabadell (Bank)

Banca Catalana (Bank)

Banca Nazionale del Lavoro (Bank)

Banco Atlántico (Bank)

Banco Bilbao Vizcaya (BBV) (Bank)
 Banco del Fomento (Bank)
 Banco Exterior de España – Argenteria (Bank)
 Banco Hispano Americano / Banco Central Hispano (Bank)
 Banesto (Banco Español de Crédito SA) (Bank)
 Barcelona Activa, SA
 Barcelona Centro Médico (Medical Centre)
 Barcelona Enllà
 Barcelona Impuls, SA
 Caixa d'Estalvis i Pensions de Barcelona “La Caixa” (Savings Bank)
 Caixa de Catalunya (Savings Bank)
 Official Chamber of Public Works Contractors of Catalonia
 Official Chamber of Commerce, Industry and Shipping of Barcelona
 Diocesan Càritas of Barcelona (Charitable organisation)
 Catalana d'Iniciatives, SA: *see Iniciatives SA*
 Catalana de Gas / Gas Natural SDG, SA (Gas company)
 Catalunya Ràdio (Radio network)
 Catalan Prospectives Centre
 Planning Studies Centre (CEP)
 Studies, Debates and Conversations Centre
 Centre of International Information and Documentation of Barcelona
 Sabadell Calculation Centre
 Hiking Club of Catalonia
 Urban, Municipal and Territorial Studies Centre (CEUMT)
 Metallurgical Studies and Advice Centre (CEAM)
 Spanish Plastics Centre
 Iberoamerican Centre for Urban Strategic Development (CIDEU)
 Círculo de Economía
 Friends of UNESCO Club of Catalonia
 Building Experts Association of Barcelona
 Economists Association of Catalonia
 Trade Brokers Association of Barcelona
 Journalists Association of Catalonia
 Official Securities Brokers Association
 Official Real Estate Agents Association of Barcelona and its Province
 Official Customs Agents and Commissioners Association of Barcelona
 Official Architects Association of Catalonia
 Official Association of Doctors and Graduates in Humanities and Sciences of Catalonia
 Official Association of Road, Canal and Port Engineers
 Official Industrial Engineers Association of Catalonia
 Official Pharmacists Association of Barcelona
 Official Medical Association of Barcelona and its Province
 Official Psychologists Association of Catalonia
 Official Chemists Association of Catalonia
 National Workers Commission of Catalonia
 Olympics Organising Committee Barcelona
 Baix Llobregat County Council
 Council of Food Distributor Companies of Catalonia
 Council of Retailer Associations of Barcelona
 Youth Council of Barcelona
 Social Council of the Autonomous University of Barcelona
 Social Council of the University of Barcelona
 Higher Council of Scientific Research (CSIC)
 Information and Documentation Consortium of Catalonia
 Zona Franca Consortium

Gran Teatre del Liceu Consortium (Opera House)
 Diari de Barcelona (Newspaper)
 Provincial Council of Barcelona
 Directorate General of the Post and Telegraphs: *see Autonomous Body...*
 El Bulevard Rosa (Shopping Malls)
 Empresa Nacional Hidroeléctrica del Ribagorzana (ENHER) (Power Company)
 School of Top Management and Administration (EADA)
 Higher School of Corporate Management and Administration (ESADE)
 University School of Corporate Studies of the University of Barcelona
 Corporate Administration School of Barcelona
 Europa Press de Catalunya, SA (News Agency)
 Artistes Acea Artists Federation
 Federation of Neighbourhood Associations of Barcelona
 Federation of Associated Work Co-operatives of Catalonia
 Federation of Food Product Retailers Associations (FEGRAM)
 Federation of Labour Public Limited Companies of Catalonia (FESALC)
 Catalan Business Federation of Passenger Automotive Transport
 Spanish Federation of International Forwarding Agents and Similar
 Provincial and Regional Federation of Transports of Barcelona (TRANSCALIT)
 Federation of Construction Business Organisations
 ECOM Federation
 Business Federation of the Chemical Sector of Barcelona / Catalan Business Federation of the Chemical Sector
 National Federation of Silk Textiles Businessmen
 Ferrocarrils de la Generalitat (Railways of Autonomous Government of Catalonia)
 Fira de Barcelona (Trade Fair Institution)
 Fomento del Trabajo Nacional (Management Association)
 Fuerzas Eléctricas de Catalunya, SA (Power Company)
 Barcelona Promotion Foundation
 BCD Foundation (Design)
 Carles Pi i Sunyer Foundation
 Cercle d'Economia Foundation
 Social and Economic Studies Foundation of Barcelona
 Emi Foundation
 Forum for Social Innovation Foundation
 Joan Miró Foundation
 Olympism and Science Foundation
 RACC (Royal Automotive Club of Catalonia) Foundation
 Sardà Farriol Foundation
 Futbol Club Barcelona
 Gas Natural SDG, SA (Natural Gas): *see Catalana de Gas*
 Publishers Association of Catalonia
 Hotel Association of Barcelona
 Graphics Industries Association of Barcelona
 Association of Carpenters, Cabinet-makers and Similar of Barcelona
 Gardening Association of Barcelona and its Province
 Garment-Making Industries Association of Barcelona
 Provincial Association of Food Distributors of Barcelona
 Builders Association of Barcelona
 Association of Manufacturers of Automotive Equipment, Accessories and Replacement Parts (FARA)
 Garage Association of Barcelona
 Provincial Association of Nightclub Businessmen of Barcelona in General
 Provincial Business Group of Supermarkets and Self-Service Shops of Barcelona
 Grup Set

Grupo Zeta, SA (Publishing Group)
Hidroelèctrica de Catalunya, SA (Power Company)
Iberia, Líneas Aéreas de España, SA (Airlines)
Iniciatives, SA / Catalana d'Iniciatives CR, SA
Catalan Institute of Iberoamerican Co-operation
Catalan Institute of Logistics of the Polytechnic University of Catalonia
Catalan Institute of Technology
Catalan Institute of Consumer Affairs (Autonomous Government of Catalonia)
Cerdà Institute
Statistics Institute of Catalonia
Metropolitan Studies Institute of Barcelona
Institute of Higher Corporate Studies (IESE)
Humanities Institute
Building Technology Institute of Catalonia (ITEC)
Spanish Institute of Investment Analysts
Company Institute
Family Company Institute
National Institute of Employment
Young Chamber of Barcelona
Justice and Peace
Commonwealth of Municipalities of the Metropolitan Area of Barcelona
Manufactures Balmes Vives, SL
Max-Planck Institut
Mercados de Abastecimientos de Barcelona, SA (Mercabarna) (Central Food Market)
Ministry of Economy and Finance - Secretary of State's Office for Trade
Ministry of Industry, Trade and Tourism - Territorial Office
Ministry of Promotion. Provincial Directorate in Barcelona
Cultural Olympiad
Orfeo Català (Choral Group)
Autonomous Body of the Post and Telegraphs
National Organisation of the Spanish Blind (ONCE)
Vallès Technology Park
Municipal Institution of Tourism of Barcelona / Turisme de Barcelona
Small and Medium Companies of Catalonia (PIMEC)
Autonomous Port of Barcelona
Promocions Econòmiques Locals, SA
Ràdio Barcelona / Cadena Ser (Radio Network)
Ràdio Miramar / Cadena Cope (Radio Network)
Ràdio Nacional d'Espanya a Catalunya (Radio Network)
Royal Polo Club of Barcelona
Royal Academy of Sciences and Arts of Barcelona
Royal Academy of Medicine
Royal Automobile Club of Catalonia
Retail & Trade Marketing
Societat General d'Aigües de Barcelona SA (Water Company)
Societat Municipal d'Aparcaments i Serveis, SA (Parking Company)
Societat Rectora Borsa de Valors de Barcelona, SA (Securities Exchange Company)
Telefónica de España, SA (Telephone Company)
The University of Chicago
Metropolitan Transports of Barcelona
Televisió Espanyola, SA (Television Network)
Catalan Union of Hospitals
Tanners' Union of Catalonia
General Workers Union of Catalonia
Metallurgy Management Union

Catalan Union of Insurance and Capitalisation Organisations /
Catalan Union of Insurance and Reinsurance Organisations
Autonomous University of Barcelona
University of Barcelona
Polytechnic University of Catalonia
Vivir en Barcelona (Magazine)
World Trade Center Barcelona, SA

Individual Members

Mr. Armet i Coma, Lluís
Mr. Blanch, Joan
Mr. Borja i Sebastià, Jordi
Mr. Bricall, Josep M.
Mr. Carrasco i Belmonte, Jaume
Mr. Crous i Millet, Enric
Mr. Cullell i Nadal, Josep M.
Mr. De Nadal i Caparrà, Joaquim
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Mr. Truñó i Lagares, Enric
Mr. Vallès, Josep M.
Ms. Vintró, Eulàlia

Source: AJUNTAMENT DE BARCELONA: *Pla estratègic econòmic i social Barcelona 2000*,
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