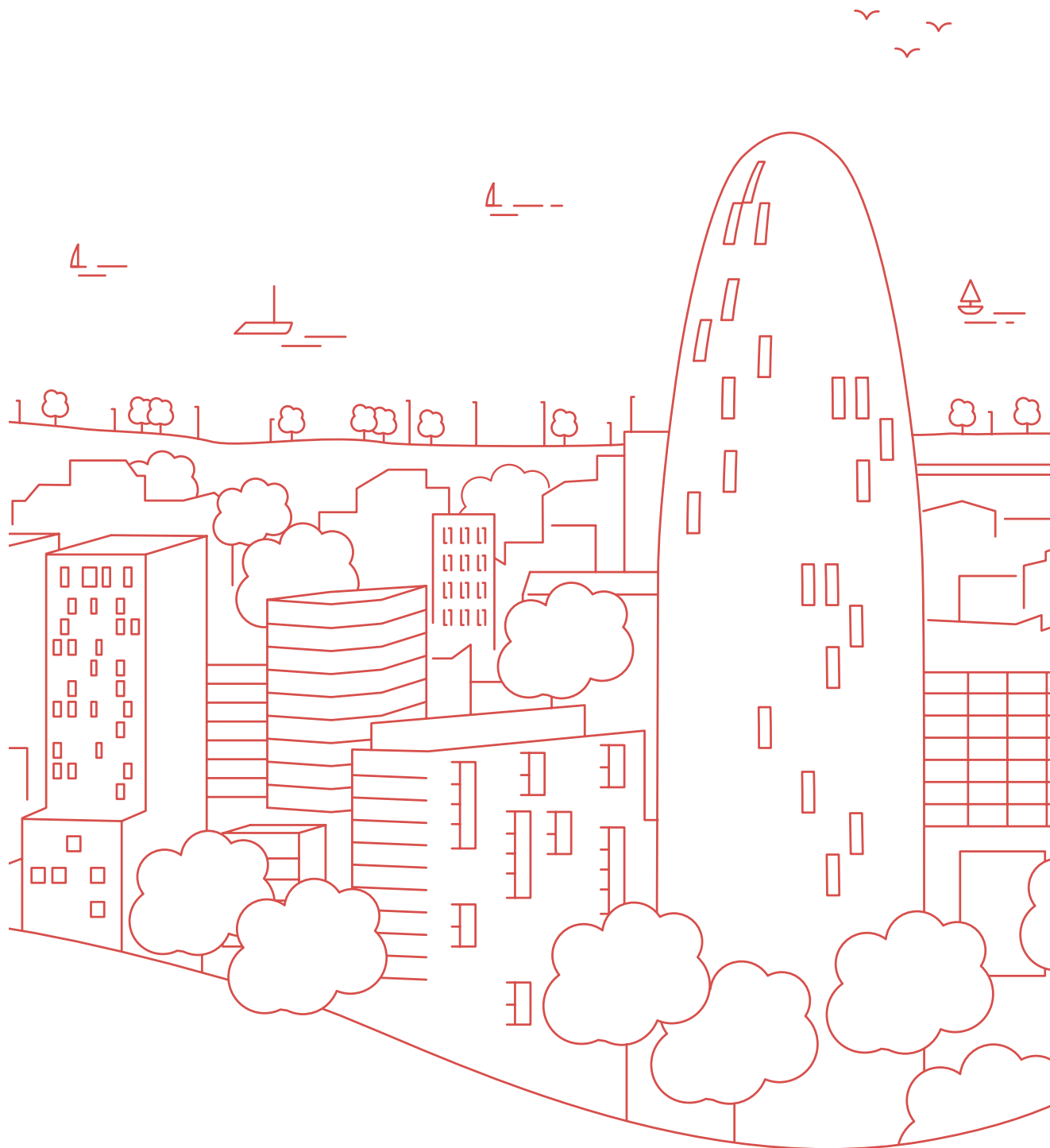

GOVERNMENT MEASURE

A BOOST TO 22@

Towards a Poblenou with a more productive,
more inclusive and more sustainable 22@



Ajuntament de
Barcelona

**Government measure.
A boost to 22@**

Towards a Poblenu with a more
productive, more inclusive and
more sustainable 22@

July 2020

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1. Action framework

1.1 20 YEARS LATER, AN ADJUSTMENT AND A NEW BOOST TO 22@

Aside from undergoing a major physical and socio-economic transformation, Poblenuou has also been one of the parts of the city most affected by the more general phenomena that have taken place and continue to take place in Barcelona.

Poblenuou is without doubt the part of Barcelona that has undergone the most profound transformation over the past 35 years. The construction of the Olympic Village and the seafront together with the opening up of Av Diagonal, the remodelling of Plaça de les Glòries and the transformation of the industrial fabric, largely through the 22@ project, have changed and continue to change both the physiognomy of Poblenuou and its socio-economic characteristics.

The 22@ Plan, approved in 2000, set out the guidelines for transforming 200 hectares of industrial land into a hub of economic activity integrated into neighbourhoods with a more balanced mix of uses. This emblematic project has had some very positive impacts, such as Barcelona's top ranking in terms of innovation and attracting businesses, gaining new land for facilities and green areas, developing new public housing, and redeveloping various streets and spaces. At the same time, 22@ has been an economic driver which, in a time of economic crisis, has allowed Barcelona to continue creating employment in sectors linked to technology and the digital transformation, as well as the creative industries. This is a positive assessment of the transformation 20 years ago and a key element at a time when the city has to face more economic instability as a result of the Covid-19 crisis, when a firm commitment will be required to create jobs and attract productive investment that will help to boost the economy of the whole of Barcelona's metropolitan area.

Aside from undergoing a major physical and socio-economic transformation, Poblenuou has also been one of the parts of the city most affected by the more general phenomena that have taken place and continue to take place in Barcelona, such as the increase in visitor numbers and the problems related to accessing housing. As a result of these dynamics, Poblenuou has identified the need to address the problems related to the urban model and the daily life of its residents, such as the closing down of small retail businesses and workshops, abandoned warehouses and the proliferation of large plots of land unused for long periods of time, generating isolation and exclusion. At the same time, hotel use has been excessive, creating an imbalance compared to other uses.

The tensions between the different stakeholders in this area and the developing diversity of 22@ prompted Barcelona City Council to initiate a participatory reflection in 2017 including all the stakeholders involved. Various working spaces and participatory processes were set up with the goal of drawing up a shared roadmap to guide the future transformation of Poblenuou, seeking a rebalance that accommodated the interests of the different social, local resident and economic stakeholders.

The various processes led to the signing of a pact in November 2018, entitled “Towards a Poblenou with a more inclusive and sustainable 22@”. This pact gathers together, summarises and organises the set of actions identified in the different working, discussion and participation processes agreed with the various stakeholders, in order to draw up a roadmap to enable the 22@ areas to achieve better cohesion between the Poblenou neighbourhoods based on an inclusive, sustainable transformation.

This government measure translates the agreements reached in this pact into a series of municipal initiatives for developing the 22@ Plan and shifting Poblenou’s neighbourhoods towards a more sustainable city model from an economic, social and environmental point of view. It is an action framework that continues to foster the 22@ district’s economic, creative and innovative dynamism while bringing the inclusion, sustainability and habitability criteria up to date, which is what residents are calling for.

The crisis provoked by Covid-19 and the subsequent stage of reviving economic activity is forcing the City Council to adapt its approach, in terms of its economic promotion and urban planning powers, to the extraordinary circumstances the pandemic has given rise to. Consequently, this government measure also includes approaches and actions for improving the city in the aftermath of Covid-19 and to help boost the economy in the post-alert phase, where we have gone from a health emergency to a grave economic emergency that 22@’s economic dynamism can help to overcome.

The crisis provoked by Covid-19 and the subsequent stage of reviving economic activity is forcing the City Council to adapt its approach (...) to the extraordinary circumstances the pandemic has given rise to.

1.2 THE 2000 22@ PLAN AND ITS INSTRUMENTS

Background to Poblenou’s urban redevelopment: From the “Catalan Manchester” to 22@

The industrialisation of Poblenou began in the mid-18th century with the “cotton fields” that belonged to the textile sector manufacturers in Barcelona. The manufacturing process called for lots of space and water, which made Sant Martí the ideal place for Barcelona’s industrialists.

Draining the lagoons and wetlands, along with improvements to the old Mataró road and the layout of the coastal path, increased the land available for industrial development, creating the perfect conditions for the first major industries. The plentiful supply of underground water and the proximity of the port and railway attracted factories from the textile, chemical and, later, food and metallurgical sectors, resulting in Poblenou becoming known as the “Catalan Manchester”.

The economic crisis which started in the 1970s, the textile crisis in the 1980s and the transformation of the industrial sector in Europe (...) led to many of the activities taking place in Poblenou closing down and, in turn, the deterioration of the urban fabric.

However, in the 1960s, industrial decline set in. The supply of new areas in the metropolitan region of the right size and with better access to the regional road network meant some of the most important factories moved out. The economic crisis which started in the 1970s, the textile crisis in the 1980s and the transformation of the industrial sector in Europe, with large parts of industry relocating to other parts of the country or abroad, led to many of the activities taking place in Poblenou closing down and, in turn, the deterioration of the urban fabric. Despite that, the graphic arts, plastics and jewellery sectors stayed, albeit in what was now a dislocated area where transport companies and warehouses gradually occupied the buildings left vacant by the industries that had moved out.

Then, beginning in 1987, after Barcelona was chosen as an Olympic city, a start was made on renovating part of Poblenou's industrial sites. More specifically, renovating the coastal area as the site of the 1992 Olympic Village, opening up the last stretch of Avinguda Diagonal to the sea, which was completed in 2004, and Avinguda Meridiana, all of which meant transforming some of the industrial sites in this part of Barcelona.

By the mid-1990s, it was clear that the urban planning framework for industrial land sites in Poblenou needed amending. Symptoms such as the stagnation and deterioration of the urban fabric, the tendency for urban industry to move to other locations and be replaced by other uses that sometimes caused a nuisance for local residents, along with the lack of planning recognition for the considerable housing stock, made a rethink of the regulations governing this area essential.

Goals of the 22@ Plan

The history of 22@ began at the end of the last century when two factors, one local and one global, came together that would determine and guide Poblenou's transformation: the former was the obvious need to intervene in a neighbourhood with a long productive and industrial tradition but clearly in decline; the latter was the explosion in information and communication technologies (ICTs), a global phenomenon with local consequences. Finally, and linked to that phenomenon, the liberalisation of telecommunications in Europe, also needs to be highlighted.

The 22@Barcelona project forms part of the transformation of the east side of the city, together with La Sagrera station, Vila Olímpica and the Fòrum. It began at a time of economic growth and as a result of local authority leadership. The central premise of the plan was to preserve the neighbourhood's productive character but switching from industrial uses and activities (urban planning key 22a) to new uses linked to information and communication technologies (key 22@).

The 22@Barcelona project forms part of the transformation of the east side of the city, together with La Sagrera station, Vila Olímpica and the Fòrum.

The 22@ Plan responds to a triple objective: Poblenou's urban, economic and social renewal. And the project has to be seen in the Barcelona tradition of long-term strategic planning and design of the city model. International recognition of Barcelona's transformation in this period has been viewed as the contemporary manifestation of the long tradition of innovative and progressive city planning started by Ildefons Cerdà in the 19th century.

The three objectives of this transformation are very closely interrelated, in such a way that the urban development proposed cannot be separated from a powerful idea of shifting the neighbourhood's (and city's) productive base towards the knowledge economy and a social approach that respects the pre-existing heritage, material and immaterial, in Poblenou. Thus, 2001 saw the start of the urban planning process as such: establishing the physical foundations and urban setting that would favour economic renewal. This new economic commitment strengthened the ties between the local authority, academia and business so the synergies generated between these three stakeholders would increase the productive system's competitiveness and they would collaborate in creating knowledge and consolidating quality employment.

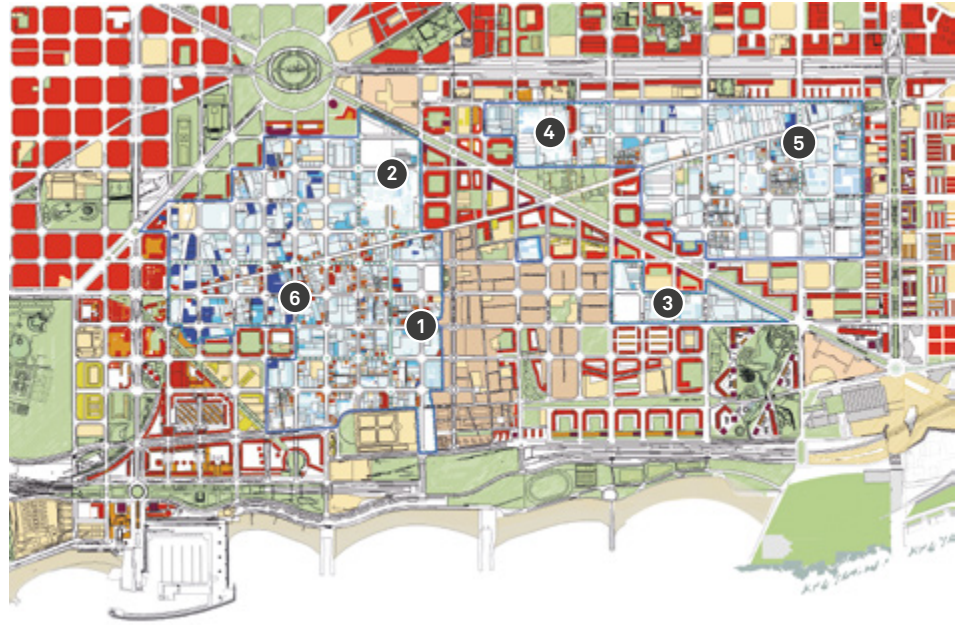
The idea was that the urban development plans would have to determine the basic elements of the transformation and ensure a sustainable renovation of the area, based on a compact and diverse city model. This planning theory made it possible to tackle the project by implicitly incorporating the desire to make the most of the powerful elements in this starting position. In that way, the transformation did not mean starting from scratch but with future plans for the basic assets of the historical development process. These assets started with the urban fabric itself, designed by Cerdà over 150 years ago, which was preserved and made more flexible so it could be adapted to new building needs, and they continued with the built industrial heritage, which was listed and protected with the aim of highlighting it and giving it a new life. Poblenou's historical memory was also regarded as a valuable asset and various initiatives planned to recover and document it.

The idea was that the urban development plans would have to determine the basic elements of the transformation and ensure a sustainable renovation of the area, based on a compact and diverse city model.

Image 1. Map of the area at the time the MPGM 22@ was approved in 2000

Source: Book 22@
Barcelona, 10 anys
de renovació urbana.
Ajuntament de
Barcelona, 2010.

- Public space
- Residential fabric
- Facilities
- Industrial fabric
- Old quarter of Poblenou



- ① Llacuna axis
- ② Audiovisual Campus
- ③ Llull–Pujades–Llevant
- ④ Parc del Centre
- ⑤ Perú–Pere IV
- ⑥ Llull–Pujades–Ponent

As regards the economic aspect, the plan opted to maintain the area's productive vocation while orienting it towards new activities typical of the knowledge economy, seeking to bring together service, decision-making, design, content management and information centres. Activities with a high added value but which consume comparatively little land. Creating clusters of economic activity is seen as a strategy for generating synergies and externalities between companies in sectors regarded as key for the city's economic development and growth. Initially these activities consisted of four specialisations: information and communication technologies (ICTs), biomedical research and technologies (BioMed), energy and Media. Design was added later.

The three pillars of 22@

In the mid-1990s, following the Olympic transformation, there were still 200 hectares of industrial land in Poblenou pending development. That was the starting point for the 22@ Plan proposals. Virtually all the urban development plans drawn up for the Olympics envisaged housing construction for the free market, as in the case of Av Diagonal, Vila Olímpica, Diagonal Mar and the Front Marítim (seafront). But the 22@ Plan was viewed differently from the outset and based on two broad premises: first, preserving the neighbourhood's productive character while adapting it to new uses and, second, that practically all new housing would be social or protected housing (HPO).

Broadly speaking, we could say the development of 22@ has been channelled to a large extent through three specific instruments: the Metropolitan General Plan Amendment (MPGM) approved in 2000 (and still in force today), the Special Infrastructures Plan (PEI) and the municipal company 22 Arroba BCN, S.A. (22@ BCN), which operated between 2000 and 2011.

The Amendment to the General Metropolitan Plan for the Renovation of the Industrial Areas of Poblenou (activities district 22@bcn), herein after MPGM 22@ was approved in July 2000, mainly to carry out the urban, economic and social renewal of 198 hectares in Poblenou earmarked for industrial uses (22a), maintaining their productive character while allocating them to the development of knowledge-intensive activities. MPGM 22@ also meant recognising the 3,300 dwellings in the area which since 1953 had been in a situation of non-compliance.

Table 1. 22@ plan magnitudes according to the 2000 MPGM economic and financial study for the renovation of Poblenou's industrial areas

Area	198.26 Ha (115 Eixample blocks), 1,159,626 m ² of 22@ land
Total potential floor space for transformation	3,088,879 m ²
Potential floor space for new economic activity	2,659,859 m ²
Potential floor space for new social (HPO) housing	Between 343,777 and 429,025 m ² (*)
Increase in zones	80 and 77,244 m ² of land (*)
New facilities	Between 140,240 and 151,322 m ² of land (*)
Estimated increase in jobs	Approximately 60,000, in addition to the existing 31,000 according to the 1996 residents' register

Virtually all the urban development plans drawn up for the Olympics envisaged housing construction for the free market, as in the case of Av Diagonal, Vila Olímpica, Diagonal Mar and the Front Marítim (seafront).

(*) These amounts vary depending on the 0.2 m² GFS/m² land of the net supplementary additional coefficient allocated to housing in the predetermined redevelopment areas.

Source: Urban Planning Manager's Office, Barcelona City Council.

The transformation incentive was the increase in building or development potential, from 2 m² of gross floor space per m² of land (2 m²GFS/m²land with the key 22a) to 2.2 (an increase of 0.2 to pay for development costs), and this could be gradually increased to 3 depending on the uses and type of action envisaged. The following supplements were envisaged from 2.2:

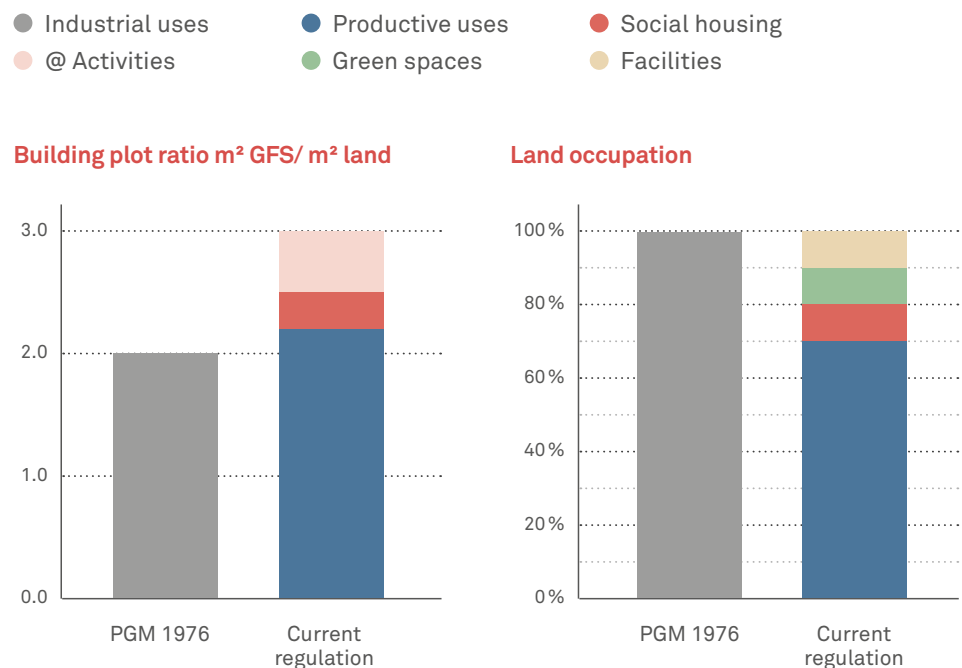
- 0,5 m²st/m²s land on the condition it was exclusively for @ activities, to encourage the introduction of these types of uses.
- 0,3 m²st/m²s land, publicly owned, which had to be for protected (HPO) housing (in the predetermined transformation areas, this supplement could rise to 0,5 m²GFS/m² land to allow for parking or technical service needs as well).

In return, land owners had to meet certain development charges, which were basically as follows:

- Assignment of 10 % of the land for facilities.
- Assignment of 31 m² of land for each 100 m² of housing development space, of which 18 m² were for green space.
- Assumption of green space development costs.
- Assumption of the costs derived from the new infrastructures in the sector, defined in the Special Infrastructures Plan.
- Assignment of 0.3 m²GFS/m² land of the development for protected (HPO) housing.

Graphic 1. Diagram of development potential and land use

Source: Book 22@
Barcelona, 10 anys
de renovació urbana.
Ajuntament de
Barcelona, 2010.



The second key instrument for transforming Poblenou was the Special Infrastructures Plan (PEI) to allow 37 kilometres of 22@ district streets to be redeveloped with highly competitive services. Infrastructures were one of the key aspects for constructing a cutting-edge district, so a plan of maximums was designed which from the design stage not only considered the provision of the various systems but also their sustainability and the quality of the public space. Their funding (through increased development potential) also showed innovative features because it enables private funding for the unitary redevelopment of the district based on high quality criteria regarding the electricity supply, telecommunications and waste collection.

Infrastructures were one of the key aspects for constructing a cutting-edge district, so a plan of maximums was designed which from the design stage not only considered the provision of the various systems but also their sustainability and the quality of the public space.

The third pillar sustaining the Plan was the Municipal Company 22@Barcelona (22@BCN), which was set up in 2000 and brought together all the effort and bodies linked to implementing the project. Supplementing the general economic and urban development strategy for 22@, this company actively participated in economically promoting the district and raising the international profile of its business, scientific and teaching activity, leading various programmes and offering business support services.

22@BCN continued operating until 2011, when it was dissolved. With the outbreak of the economic crisis, 22@ virtually ground to a halt around that time. Real estate activity has revived since 2015 but 22@BCN's closure has left the district without an interlocutor between the City Council and local residents or businesses (from small commercial establishments or micro-businesses to large multinationals) interested in getting established in the district.

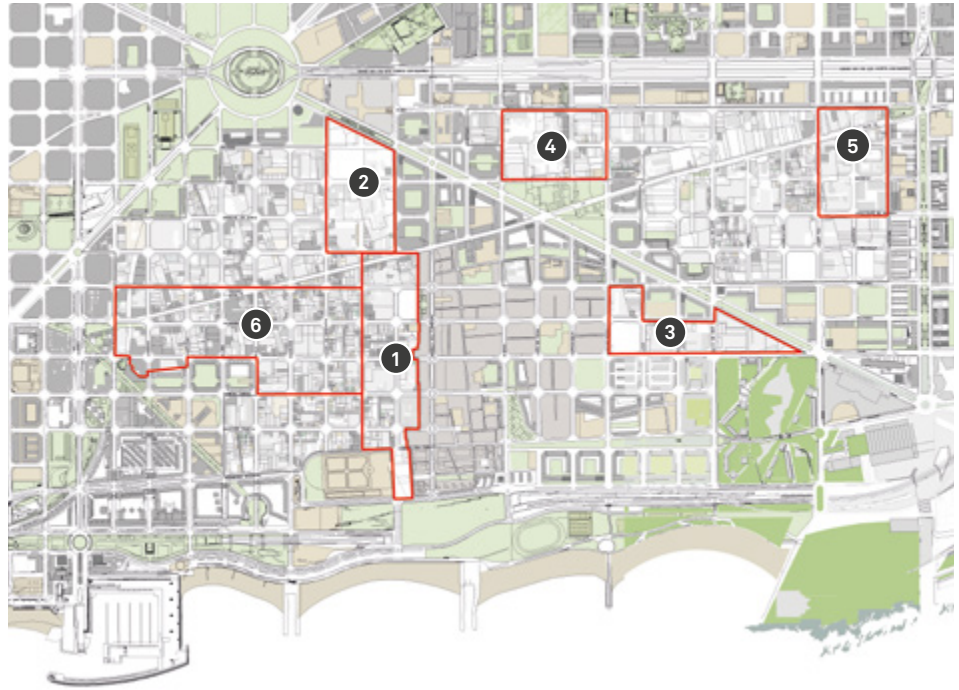
1.3 THE DEVELOPMENT OF 22@ (2000–2019)

The MPGM 22@ approved in 2000 envisaged different types of transformation adapted to the complex realities that comprised the 22@ area at that time: predetermined areas for mandatory redevelopment, publicly led; areas covering a block or half a block that could process private urban improvement projects (PMUs), or individual plots over 2,000 m² that could also carry out private development.

The Plan marked out six predetermined areas for mandatory redevelopment and the City Council drew up and approved the corresponding special interior renovation plans (PERIs) and urban improvement plans (PMUs) for their redevelopment while, at the same time, establishing action units or subsectors for subsequent development. The six predetermined areas accounted for 47 % of the total surface area, excluding existing roads (Classification 5) and railway alterations (Classification 3) and distributed in the following way: 36.76 % below Av Diagonal and 11.10 % above it.

Image 2. Map of predetermined areas

Source: Book 22@
Barcelona, 10 anys
de renovació urbana.
Ajuntament de
Barcelona, 2010.



- ① Llacuna axis ② Audiovisual Campus ③ Llull-Pujades-Llevant
④ Parc del Centre ⑤ Perú-Pere IV ⑥ Llull-Pujades-Ponent

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As the MPMG stipulates, the other plots in areas not included in the aforementioned predetermined plans can be redeveloped or not. In reality, the plans for redevelopment outside the predetermined areas increased the total percentage of plots with approved plans to 73.69% in December 2011, at the height of the economic crisis.

Table 2. State of plans (2019)

Source: Criteria
Document.
Ajuntament de
Barcelona, 2019.

Surface areas in m ²	Totals	%	Above Diagonal	%	Below Diagonal	%
Total area 22@	1,319,379.00	100.00	498,836.24	37.81	820,542.76	62.19
Predetermined plans	631,496.73	47.86	146,428.29	11.10	485,068.44	36.76
Other plans approved	387,185.99	29.35	201,207.93	15.25	185,978.06	14.10
Total plans approved	1,018,682.72	77.21	347,636.22	26.35	671,046.50	50.86

As the real estate sector has recovered investment capacity, this percentage has risen to 77.21 % of plots with redevelopment plans approved at the close of 2018. The surface area corresponding to the predetermined areas in the part above Av Diagonal (we are going to call it north) accounts for 11.10 %, while below Av Diagonal, it accounts for 36,76 %, i.e. practically three times that above Av Diagonal.

The MPGM 22@ also provided for the possibility of redeveloping some plots individually and which will not require subsequent re-parcelling, for example, consolidated industrial buildings, consolidated fronts, listed buildings which are redeveloped independently and Plan advances on plots of more than 2,000 square m². In those cases the planning charges are settled economically if this cannot be done physically.

The other areas, which encompass the subsectors and action units in the predetermined plans, the block plans and the action units that may be decided in them, will require the approval of a re-parcelling project to carry out their transformation.

If we analyse the state of building work as regards the 57.8 % of the land where the planning procedure has been completed, we can see that approximately half has all the building work completed. In other words, approximately 28 % of all the initial land has completed its transformation and also completed the building process. To this figure we need to add that for the building currently pending a licence.

The economic crisis that broke out in 2008 directly affected the transformation process and a considerable number of the approved plans were left pending implementation given the passivity of the market. That is reflected in the figures in the following table from 2010, where you can see the process was practically paralysed until 2014.

The economic crisis that broke out in 2008 directly affected the transformation process and a considerable number of the approved plans were left pending implementation given the passivity of the market.

Source: Municipal Institute of Urban Planning.

Table 3. Evolution of urban planning management (2010–2019)

Date	Partial (m ² of land)	Cumulative (m ² of land)	% achieved
31.12.2019	45,042 m ²	763,855 m ²	57.88 %
31.12.2018	41,892 m ²	718,813 m ²	54.47 %
31.12.2017	10,745 m ²	676,921 m ²	51.31 %
31.12.2016	–	666,176 m ²	50.49 %
31.12.2015	21,283 m ²	666,176 m ²	50.49 %
31.12.2014	–	644,893 m ²	48.87 %
30.06.2013	5,732 m ²	644,893 m ²	48.87 %
30.06.2012	13,458 m ²	639,161 m ²	48.44 %
31.12.2011	2,942 m ²	625,703 m ²	47.42 %
31.12.2010	1,760 m ²	622,758 m ²	47.20 %

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Based on a study carried out by the Cerdà Institute, it is estimated that in the last 20 years 4,342 companies have set up in 22@. Of these, 1,379 are knowledge-intensive services and 132 medium and high-tech companies.

Based on a study carried out by the Cerdà Institute, it is estimated that in the last 20 years 4,342 companies have set up in 22@. Of these, 1,379 are knowledge-intensive services and 132 medium and high-tech companies. These companies provide a total of 47,408 jobs and create gross added value of €2.684 billion. If this analysis is extended to 22@'s sphere of influence (delimited by Gran Via, the Coastal Area, Passeig de Sant Joan and the Besòs River), the number of businesses created rises to 10,308 and the number of jobs to 92,410.

The physical, economic and social transformation of 22@ has not been an even process across the whole district. We can identify two highly differentiated areas: one to the south (120 hectares) that has been transformed and is economically dynamic, and one to the north (79 hectares) which has not made the most of 22@ to transform itself. 22@ south has 84% of the companies, 85% of the workers and has generated 86% of the gross added value of the whole 22@ area.

The same imbalance is maintained in business creation and two trends can be identified. In the case of 22@ north, fewer and fewer companies are being created and those that have moved in are commercial companies, while in 22@ south the number of businesses has not stopped growing since 2009, and it has mainly attracted ICT sector companies.

The imbalance between the two areas is also reflected in the distribution of gross added value. The ICT sector stands out in the south, transformed by 22@, while it has hardly developed at all in the north, where a greater presence of sectors producing less added value can be observed, for example, commerce and manufacturing industry.

We can therefore say that in 22@ north they have not developed initiatives under the 22@ Plan, leaving ample room for improvement which can be encouraged by making adjustments to the Plan. While bearing in mind the difference in size between north and south, 79 hectares and 120 hectares respectively, the following table summarises the main data that define the existing imbalance (data from 2018).

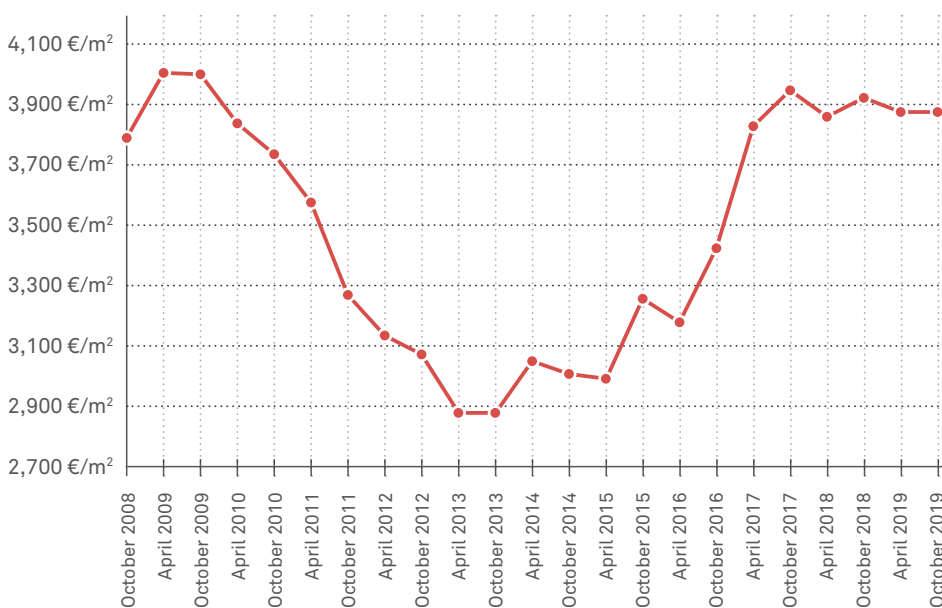
Table 4. Businesses established in 22@

Area	Businesses	Knowledge-intensive services	Medium and high-tech companies	Employees	Gross added value (€ million)
22@ north	706	131	31	7,021	386
22@ south	3,636	1,248	101	40,387	2,298
Total	4,342	1,379	132	47,408	2,684

Source: Cerdà Institute Report, 2018.

Regarding access to housing, Poblenou has been immersed in the same trend of rising prices as the rest of Barcelona. Prices for second-hand homes were at record highs when the property bubble burst (April 2009). After falling during the economic crisis (2009–2015) they were back at pre-2009 levels in 2017 but showed signs of levelling off in October of that year. The rental market has followed a similar trend, though what stands out is the big increase from 2000 on, when monthly rents per m² almost tripled. Moreover, this rising trend does not seem to have reached its peak.

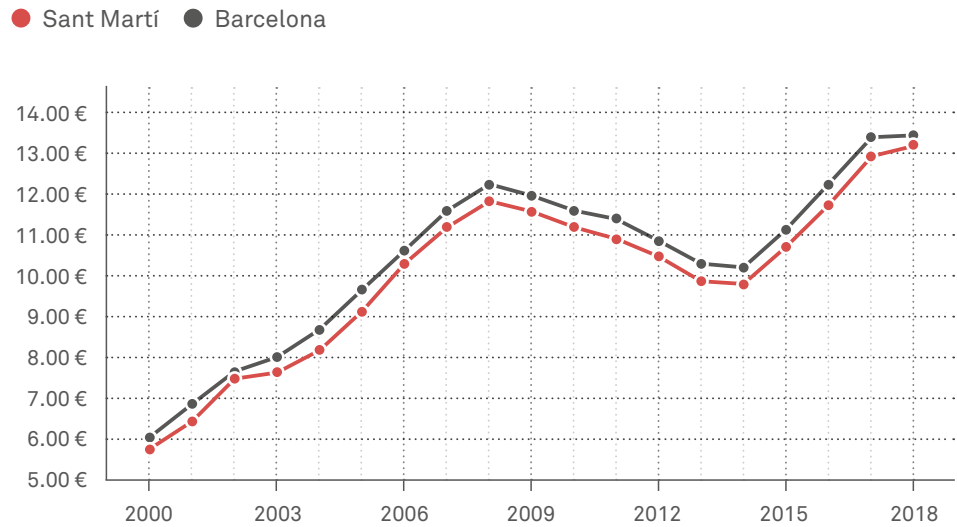
Graphic 2. Trend in second-hand housing prices in the Sant Martí district (€/m²)



Source: Idealista.com.

Graphic 3. Trend in rental prices in the Sant Martí district (€/m²)

Source: Government of Catalonia.



1.4 THE PARTICIPATORY PROCESS “LET’S RETHINK 22@”

The 22@ Coordinating Committee and the Enlarged 22@ Committee

In 2017, Barcelona City Council decided to give a new impulse to municipal leadership of the project and, at the same time, respond to demands in particular from local residents to revise the rules of the game in 22@, based on a consensual analysis of the strengths and weakness of more than 15 years’ work. This marked the start of the project’s second stage, which began with the setting up of the 22@ Coordination Committee. The Committee comprises representatives of every City Council department involved in developing 22@ as well as Barcelona’s civil society, and its aim is to revive and pursue the urban transformation of this area while consolidating Barcelona as an innovation and business capital. Its objectives are to:

- Address the needs of citizens and businesses in a coordinated fashion from a coherent and unitary institutional perspective, while encouraging a debate with residents and the players involved.
- Speed up the area’s redevelopment and transformation, paying special attention to those parts that have so far remained on the sidelines by identifying strategic actions of public interest.
- Ensure coordinated implementation of the project with the capacity to produce internal synergies, identifying and prioritising municipal objectives and coordinating public and private investment.

In order to tackle these objectives, the Coordinating Committee was organised round an executive committee (municipal composition) tasked with convening and delegating to an Enlarged 22@ Coordination Committee and some working groups everything related to the analysis, discussion and follow-up of proposals, projects and actions. This Enlarged Committee is based on the so-called “quadruple helix”, which includes people who run the city (public sector), those who live in it (residents), those who do business in it (businesses and companies) and those who think (universities and research centres).

In practice that means the Enlarged 22@ Coordination Committee and working groups were formed by representatives of the Barcelona Federation of Residents Associations (FAVB), the Taula Eix Pere IV (Pere IV Axis Board), the business association 22@ Network, the association Poblenou Urban District, the University of Barcelona (UB), the Polytechnic University of Catalonia (UPC), Pompeu Fabra University (UPF), the b_TEC Campus Diagonal Besòs Foundation, the Besòs Consortium, the Barcelona Metropolitan Strategic Plan and the Sant Martí District.

At its constitutive session held in the Sant Martí district offices on 1 June 2017, the Enlarged Coordination Committee launched the participatory process “Let’s rethink 22@”, coordinated by the Sant Martí District Council and Active Democracy Department, and in line with the coordinated working groups, in order to develop:

- A citizen diagnosis of the challenges and needs of the Poblenou neighbourhood and the district of Sant Martí in the 22@ area on a social, economic and urban planning level.
- A citizen strategy proposal comprising suggestions for action, measures and actions in the social, cultural, economic, urban planning and mobility spheres, specifically linked to: (1) planning measures amending the General Metropolitan Plan (MPGM), mainly 22@ zones not transformed or not re-parcelled; (2) measures to boost economic activity regarded as strategic, and (3) measures to promote municipal programmes and services for publicly owned spaces.

At its constitutive session held in the Sant Martí district offices on 1 June 2017, the Enlarged Coordination Committee launched the participatory process “Let’s rethink 22@”.

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The civil pact as a consensual roadmap

A process open to the general public has also taken place with a range of innovative activities and initiatives, such as round-tables, exploration routes and the use of digital platforms, designed to reach as many people as possible.

From a methodological perspective, two levels of discussion were set out. One was a work process aimed at experts representing the quadruple helix, organised around three working groups which tackled each of the substantive issues in the innovation district: urban planning and housing; the economy and innovation; cultural and social aspects. These groups have been managed by academic representatives of the three public universities present in 22@ and have involved older and newer voices.

A process open to the general public has also taken place with a range of innovative activities and initiatives, such as round-tables, exploration routes and the use of digital platforms, designed to reach as many people as possible. This part was coordinated by the Barcelona City Council departments responsible for citizen participation, as well as the Sant Martí District.

The process was organised in two phases: one for diagnosis and one for putting forward proposals. In the diagnosis phase, the positive and negative aspects of the 22@ project and its impact on Poblenou were identified, and an overall assessment was made. Differences in opinion were acknowledged and the main issues that needed to be tackled were agreed upon.

During the proposal phase, the various stakeholders set out a minimum common denominator for each substantive issue to be dealt with over the coming years of the project, which eventually materialised in 19 actions, ranging from the definition of a new urban planning model with more housing, to the promotion of a new shared governance and management model, as well as updates to aspects such as mobility, the economy and innovation, heritage and culture, and the environment.

Instead of immortalising these proposals in a traditional master plan or strategy, the stakeholders themselves decided to do so through a civil agreement that reflected the various parties' commitment to implementing a series of initiatives under public leadership. Finally, on 19 November 2018, the civic pact was signed as the ultimate expression of a year and a half of joint work. This is a document formally signed by the highest representatives of 11 organisations and institutions linked to Poblenou and 22@. Its implementation will require regulatory changes, some of which have already been set in motion. The City Council has formally started the urban planning works in line with what was agreed, as well as honouring other pact commitments which are included in this government measure.

1.5 THE CRITERIA DOCUMENT (2019)

In May 2019 it was agreed to put on public display a document with the criteria establishing the guidelines for adjusting the urban development plans in line with the recent diagnosis and the agreements expressed in the agreed document. The fact that nearly 20 years have passed since the MPGM 22@ was approved has enabled the experience and knowledge gained by the various stakeholders involved in this urban transformation process to be pulled together. The aim of the Criteria Document was to assess MPGM 22@ implementation and put forward the future planning criteria for the area's ongoing transformation and redevelopment.

It contains general criteria and lines of work that will have to be specified in various planning instruments in accordance with the following principles:

- Define planning criteria for the areas pending development, addressing the new urban and social requirements with a commitment to increase the presence of protected (social) housing.
- Highlight historical remains, buildings and fabrics.
- Address the specific features in the area which have received less attention: pre-existing residential fabrics, established industrial buildings.
- Link and promote urban structure features on a general level that are already planned and at different stages of development.
- Incorporate “@” activities in line with the new axes of economic promotion and to support inclusive growth policies, which can promote the green and circular economy, and also respond to the needs of industry 4.0 and the maker movement.
- Study areas for transformation that are bigger than a block to plan changes with an overall logic in a general urban structure, with the possibility of being assigned large plots.
- In accordance with the strategic objectives of the Citizen Sustainability Commitment, promote and reinforce the environmental aspects in all their sides and for the various stages of urban renewal, as well as aspects relating to the layout of public spaces and infrastructures.
- Update and review with urban sustainability and traffic-calming criteria the 22@ Special Infrastructures Plan.

The aim of the Criteria Document was to assess MPGM 22@ implementation and put forward the future planning criteria for the area's ongoing transformation and redevelopment.

2. Justification for the measure

2.1 FACING UP TO THE 21ST CENTURY CHALLENGES IN POBLENOU AND 22@

The post-Covid-19 city poses more questions than answers, and leads us to enter a process of reflection on the quality of life in the city that was already necessary due to the change in Barcelona and Poblenou in the last 20 years and which has now become urgent.

Pollution, climate change, ecological transition, inequalities, mobility, gentrification, the right to housing, multicultural coexistence, new ways of working, health in a dense and compact city: these are the main challenges facing Barcelona in general and Poblenou in particular at present. Twenty years ago, most of them did not affect the city as much as they do now, so we need to organise and promote municipal management to work in 22@, now and in the future, with these new perspectives. Some of these challenges require short-term tactical actions and others strategic actions in the medium and long term to bring about the transformations of a more structural nature that will be necessary if we are to offer our citizens solutions that are economically, socially and environmentally sustainable.

The post-Covid-19 city poses more questions than answers, and leads us to enter a process of reflection on the quality of life in the city that was already necessary due to the change in Barcelona and Poblenou in the last 20 years and which has now become urgent. Below we put forward some of the trends that provide the framework for the proposals included in the government measure.

The first condition for a habitable neighbourhood is the health of its inhabitants, as Aristotle used to say over 2000 years ago and which we have seen in the health crisis caused by Covid-19. The climate emergency has also made the renaturalisation of streets and public spaces a priority, to reduce air pollution, favour climate well-being and reduce the heat-island effect. These priorities need to be turned into solutions that incorporate an environmental perspective as well as a health prevention perspective in public spaces. Given that urban public space is a democratising infrastructure and a catalyst for creativity, its reinvention can be channelled through citizen participation to make the neighbourhoods more habitable for everyone.

Current social dynamics such as an ageing and more culturally diverse population (Barcelona's foreign population, which was 2% of the total when 22@ was created in 2000, now accounts for 20%) force us to pay more attention to the local sphere, the neighbourhoods, and create spaces for interaction and community management that generate a protective network. We need to explore initiatives such as "The 15-minute city", which put forward the idea that citizens can satisfy their basic needs of food, work, care, education, knowledge, culture, leisure, etc., from home or without going more than 15 minutes on foot or by bike. That means reconsidering questions such as the priorities in neighbourhood shops, the right to housing and a quality urban landscape, managing gentrification and maintaining a mix of uses in the neighbourhoods with a varied business ecosystem that does not expel small and medium-sized business with less capacity to pay district rents.

We have an opportunity to decentralise economic activity and promote diversified uses (work, housing, leisure) that are more localised and improve quality of life in the neighbourhoods and reduce compulsory travel. Moreover, less moving around not only means less risk of infection but also less pollution and less stress. Making this feasible also requires more mobility innovation in a dense and compact city, where active sustainable public mobility (pedestrians, bicycles) as well as shared and non-polluting mobility (shared electric cars, scooters and motorbikes) is widespread.

These dynamics also include working on relations at a neighbourhood level with a metropolitan-scale vision, i.e. making the 15-minute, 30-minute or 45-minute city compatible with the global city that Barcelona aspires to be. We have to find new balances to make the visitor economy compatible with the local economy, as well as providing spaces in the city for permanent, semi-permanent and temporary residents. We also have to widen the perspective of 22@ beyond Poblenou and the Sant Martí district, fostering relations with new productive city spaces that will develop in the coming years, for example, the area round La Sagrera or the Besòs estates.

As the emblematic architect Manuel de Solà-Morales said over 10 years ago now, “The 22@ district can be seen as a metaphor of a genuinely metropolitan area. It wants to be local and global at the same time. It depends directly on its relationship with the outside world as much as with itself. Perhaps we could understand it and improve it as if it were a scale model of a metropolitan idea. On the sound basis of Ildefons Cerdà.”

2.2 STRENGTHENING THE INNOVATIVE AND CREATIVE ECOSYSTEM

The 22@ project has shown itself to be of vital importance in the innovative economic development not only of the Sant Martí district, but also of all Barcelona and its metropolitan area. In the last 20 years, the knowledge economy sector driven by 22@ has adapted to different economic, political and technological changes, and has given rise to a rich productive ecosystem that accommodates more or less established businesses of all sizes and has proved to be a fertile environment for start-ups of various kinds.

At the same time, Barcelona City Council has made a clear commitment to the creative, non-traditional sector and by creating the 22@ technology district, Barcelona is the city with the highest concentration of ICT companies in Catalonia. More specifically, there were 1,800 ICT companies in 2012, representing 2.6% of all the city's companies and 44% of ICT companies in Catalonia. In fact, almost 50% of European patents requested in Catalonia are from ICT companies based in Barcelona. This support for creative industries is included in the government measure on promoting creative industries approved by the Full City Council meeting on 25 October 2019 with the aim of boosting those industries and turning the Design HUB into an emblematic space that breathes life into it and promotes it from a public policy perspective.

We have an opportunity to decentralise economic activity and promote diversified uses (work, housing, leisure) that are more localised and improve quality of life in the neighbourhoods and reduce compulsory travel.

We have to find new balances to make the visitor economy compatible with the local economy, as well as providing spaces in the city for permanent, semi-permanent and temporary residents.

The city project put forward in 2000 to drive an industrial model adapted to the technological revolution based on the knowledge economy, enabled a new production and employment base to be developed.

The city project put forward in 2000 to drive an industrial model adapted to the technological revolution based on the knowledge economy, enabled a new production and employment base to be developed. The context being sketched out following the Covid-19 crisis is still diffuse in many economic aspects but it will undoubtedly speed up the digitalisation of many economic sectors that had reacted timidly to this transition. The use of digital platforms has increased exponentially during the lockdown and businesses have realised they need to develop the online world as a complement to F2F activity in order to survive this crisis and those that could follow. An inclusive progress strategy for the city has to mobilise innovative and creative capacities to new social challenges which might include the following:

- Biomedical research and technologies were one of the original strategic sectors in 22@ but the current context of this sector is changing considerably. Health and telemedicine are undergoing a revolution in their efforts to provide a response to public health demands, faced with new spikes in the virus and other challenges that could arise in the future.
- New work, education and entertainment models.
- New housing models, where the separation between workplace and home is diluted, creating flexible and hybrid spaces.
- New care models: we need to question the homes model and explore alternatives that ensure quality of life at all stages of life.
- Cybersecurity, an industry that was already expanding but which with the acceleration in digitalisation, will continue its roll-out as a strategic sector of the economy.

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measure

Today 22@ is a place where companies from innovative and creative sectors rub shoulders with training centres and universities. This proximity generates synergies which we must continue to foster and strengthen with public authority collaboration.

Agile and creative public policies and infrastructures will have to be designed that will enable society to adapt to the new reality and identify market opportunities, such as platforms for managing transport, logistics and mobility, home dining, e-commerce, and so on. The roll-out of all these spheres which are strategic for the city's economy also comes under the framework of the Barcelona Green Deal, the new agenda with the aim of raising Barcelona's economic profile so it looks to the future with ambition by means of shared, socially fair, environmentally responsible progress and with the capacity for generating alliances and partnerships between citizens, institutions and civil society.

An innovative and creative ecosystem needs to be nourished by talent. So it will also be necessary to make progress on training and attracting talent, both national and international, strengthening educational models that equip people with the skills most in demand today (programming, data, design, health, etc.) and which can improve employability. Today 22@ is a place where companies from innovative and creative sectors rub shoulders with training centres and universities. This proximity generates synergies which we must continue to foster and strengthen with public authority collaboration.

In order to retain the loyalty of international talent it will also be necessary to pay attention to facilities and services that facilitate their landing, and that of their families in the district. That means equipping the neighbourhoods with education, health, care and leisure facilities for the entire life cycle, facilities such as nursery schools, international schools, student residences, homes for the elderly, leisure centres, sports centres and so on where language is not a barrier and where the needs of local people as well as international citizens can be met.

2.3 ENERGISING LIVABLE AND INCLUSIVE NEIGHBOURHOODS

Today 22@ is the city's big economic driver, as well as a pioneering initiative admired and copied by other cities around the world. It is an example of how an economic idea turned into an urban planning regulation is transforming obsolete urban environments into a vibrant and dynamic district. And, like all good ideas, it has to be capable of evolving if its context evolves.

Twenty years after a start was made on implementing it and following a participatory process that lasted nearly three years, we are proposing an evolution in the urban planning regulations in order to maintain this dynamism, adapting it to the new challenges of the 21st century and incorporating the demands of all Poblenou's stakeholders. The post Covid-19 health emergency scenario adds to the complexity of updating the municipal regulations without stopping economic activity, and forces us to redouble our efforts to make municipal management as agile as possible in order to facilitate the installation of any economic activity in line with 22@'s founding principles capable of generating employment.

Therefore, this new MPGM will have to respect the philosophy of a change of economic model that has been so successful, incorporating the adjustments required by the contextualisation of the city 20 years after its proposal for creating a more livable, more economically dynamic and more sustainable city was introduced, and to tackle phenomena such as gentrification (still in its early days in Poblenou in 2000) and the other issues identified during the participatory process.

As regards the social balance sheet, back in 2010 the book *22@ Barcelona. 10 anys de renovació urbana (22@Barcelona, 10 years of urban renovation*, published by Barcelona City Council) put forward proposals for improvement in line with the ones included in the MPGM Criteria Document, such as those listed below.

As regards the preservation of traditional structures, “[...] the fact of not having a specific regulation for plots in traditional structures leaves them in the framework of a supposedly temporary regulation which makes the installation of new activities and the renovation and refurbishment of buildings difficult. Moreover, it leaves them exposed to a permanent possibility of classification, with few possibilities of it being done”.

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The territorial criterion is seen as a strategy for locating local facilities identified as necessary. Based on an analysis of current and planned facilities, the idea is to locate them in those parts of 22@ currently lacking them.

Thus “as a future strategy for these fabrics, a reorientation of the regulation is being considered based [...] on the preservation of their urban qualities and a solution to the current urban planning paralysis; [...] the mix of residential and productive uses; the distribution of housing in continuous fronts with little distance between them; the presence of diverse activities on the ground floors; [...] the declassification of these plots; [...] and the possibility of installing new, productive activities different to the industrial ones” (p. 213).

The process of participation and reflection on 22@ concluded it was also necessary to rethink facilities. Free assignment of 10% of the area allocated to a facility, together with the percentage corresponding to housing generated by the transformation, paves the way for small and medium facilities. The difficulty lies in generating large plots for certain facilities — teaching, cultural and sports, among others — if necessary for the neighbourhoods and, more specifically, in 22@ north, given that the predetermined plans generated large plots.

There is currently one large plot in 22@ north pending allocation, some 4,500 m² of land at 30, Veneçuela Street. It will be necessary to determine the need, or not, for large facilities and how many and, if so, specify their location with prior planning, enabling it to be obtained. Accordingly, it needs to be borne in mind that compulsory assignments of land for municipal facilities will increase with urban transformation.

The territorial criterion is seen as a strategy for locating local facilities identified as necessary. Based on an analysis of current and planned facilities, the idea is to locate them in those parts of 22@ currently lacking them, as well as those where urban development will lead to a population increase with the consequent need for facilities.

2.4 PROMOTING A NEW PUBLIC LEADERSHIP IN 22@ MANAGEMENT AND GOVERNANCE

One of the most frequent demands put forward by residents' associations and businesses during the participation process was for a public “one-stop” service where potential residents, investors or business people planning to move into 22@ can get answers to any questions or doubts they may have. Since the disappearance of 22@BCN, there has been nowhere to centralise information and the citizen service for dealing with matters concerning the 22@ district. That has also slowed down or complicated internal management of aspects relating to planning management such as the Special Infrastructures Plan (PEI) or the 10% corresponding to the City Council.

Having a centralised office dedicated to 22@ makes it possible to offer the public a united image and an integrated service, and respond more quickly to questions that stem from the inherent complexity of urban recycling and the needs of activities which, by definition, are innovative and demand flexibility and an open mind for interpreting existing regulations in line with the 22@ philosophy. These situations imply working with unique examples of existing buildings or complex urban planning situations, with their own particular features and needs which, if they are not addressed in a specific manner, are often abandoned, meaning opportunities for improving the urban environment and generating economic activity are lost. In the worst case scenario, in the case of existing buildings to which someone wants to give a new use, the risk of not facilitating these operations could mean abandoning a building to vandalism or criminal activities which could damage the environment and community harmony in a neighbourhood.

Efficient planning of a “one-stop” service for business and urban planning matters will facilitate the consolidation of innovative proposals, where the specific needs may not have been envisaged in urban planning but could well be compatible with the philosophy of the 22@ Plan. Collaboration between staff from different City Council departments (economic promotion, urban planning, urban management, and so on) will improve the processing of applications as they make their way through the administration.

In the global city that Barcelona has become in the last three decades, a large part of the appeal it has generated among an international public to invest or come to live and work here is concentrated in Poblenou and 22@. The transparency that a one-stop office can provide will enable the formalities to be speeded up and avoid misunderstanding on the part of an international entrepreneur who is not familiar with Barcelona’s urban context. Another frequent demand related to this question is that the office should have staff who can speak English, given the large number of international people and players interested in doing official business in the district.

In short, the complexity of transforming the various parts of 22@ and its economic, social and urban planning impacts means they need a body of their own to facilitate the procedures, to integrate all the information and to keep it up to date and available for a local as well as an international public, in order to give them an efficient, transparent service. Therefore, one of the priorities of this government measure is to establish the roadmap so this 22@ office becomes a reality as soon as possible.

Furthermore, since the municipal company 22@BCN folded, various private associations such as the Poblenou Urban District or the 22@Network have been responsible for representing 22@ to the outside world. Now we need to recover municipal representation and leadership as this facet of public initiative is intrinsic to the 22@ philosophy, while promoting close collaboration with the business and association ecosystem that has grown up in the neighbour-

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Public leadership has to be visible and accessible to local residents, associations, business people and other world cities interested in learning from this innovative experience of the urban recycling of an industrial environment to generate an innovative and creative ecosystem in a habitable and sustainable urban environment.

hoods. Public leadership has to be visible and accessible to local residents, associations, business people and other world cities interested in learning from this innovative experience of the urban recycling of an industrial environment to generate an innovative and creative ecosystem in a habitable and sustainable urban environment.

In response to the need for shared, transparent governance, this government measure suggests consolidating the participatory process based on the Enlarged Committee which culminated in the 22@ pact. Accordingly, it provides for the setting up of a 22@ office whose functions, as explained below, will include ensuring ongoing interaction with representatives of the so-called “quadruple helix” (residents associations and organisations, business associations and organisations; universities and research centres, as well as various public sector bodies and administrations).

The 22@ Office also needs to be able to coordinate the special projects led by the City Council in Poblenou and 22@, especially in the north part. Based on the six areas of the 2000 Plan led by the City Council and now implemented, this government measure identifies new areas that need defining in urban planning terms and managing to give a definitive impulse to those areas that have still not been developed. Public-led management is a key factor in taking full advantage of the urban planning potential and synergies in the district. These also offer a unique opportunity for experimenting with planning models that provide answers to the challenges facing Barcelona today, such as climate change and the Post-Covid-19 scenario.

Finally, the 22@ office will also be able to manage the district’s external image. There is a growing demand for information on and visits to 22@ from international settings. A website therefore needs to be made available to local people and visitors with information on 22@ in at least three languages (Catalan, Spanish and English) to satisfy that demand. This demand for communication also generates a channel for exchanging experiences with other world cities that could be taken up by the future 22@ office.

3. Goals

After 20 years of development, Barcelona City Council wants this government measure to give a definitive boost to 22@, maintaining the sector's economic potential and dynamism while updating it to make Poblenou a more human and sustainable environment: neighbourhoods for working in but also living in and enjoying, where interesting things happen from an individual, entrepreneurial and innovative point of view. The measure seeks to achieve the following five goals:

1. Improve 22@ management and governance

We will implement a publicly managed technical office that centralises all urban planning, economic and socio-cultural information with the aim of becoming a specialised information and reference point for the 22@ areas. We will consolidate a new governance structure for 22@ in Poblenou and the Maresme region led by Barcelona City Council but with members of the “quadruple helix” (the public sector, residents, business community, and universities and research centres).

2. Adjust the urban planning instruments in order to respond to the demands of the 22@ pact

We will launch new management tools and a new approach that continues to facilitate development of neighbourhood economic potential while at the same time increasing the stock of housing, facilities and green spaces, and improving sustainability by modernising mobility and services in the district.

3. Develop the district's economic, innovative and creative potential

We will carry out actions in support of entrepreneurial and innovative initiatives in line with Barcelona's strategic sectors. We will make 22@ a epicentre for the city's economic recovery linked to sectors with high added value and the creation of quality employment.

4. Highlight Poblenou's culture and heritage

We will promote appreciation of the built and landscape heritage in the neighbourhoods to ensure urban development is compatible with preserving the area's cultural and identity values.

5. Promote unique projects that consolidate innovative and creative initiatives from the public administration

We will develop the urban planning and management tools for promoting unique projects through public leadership that foster synergies with private development and residents' needs in 22@.

Barcelona City Council wants this government measure to give a definitive boost to 22@, maintaining the sector's economic potential and dynamism while updating it to make Poblenou a more human and sustainable environment.

4. Action lines and measures

LINE 1. GOVERNANCE AND MANAGEMENT

Action 1.1. Set up the 22@ Office

This office will be responsible for coordinating the different urban planning projects for economic and socio-cultural development, and for general information about these projects (...) such as international communication and dissemination of the project.

Create a publicly managed technical office that centralises all urban planning, economic and socio-cultural information with the aim of becoming a specialised information point for the 22@ areas. This office will be responsible for coordinating the different urban planning projects for economic and socio-cultural development, and for general information about these projects. It will also be responsible for developing other tasks left pending when the municipal company 22@BCN closed, such as international communication and dissemination of the project.

Setting up the 22@ Office is linked to rolling out a specific portfolio of services covering the following tasks:

- 22@ One-Stop Service
- 22@ Projects Service
- Governance and Coordination Service
- International Promotion and Investment Attraction Service
- 22@ Communication, Knowledge and Dissemination Service

The purpose of the **One-Stop Service** is to establish a single reference point for companies and individuals on business and planning formalities in 22@. Its functions will include providing information (online and F2F) on, **advice on** and **registering** any official procedure to do with starting up a productive activity in the district.

The purpose of the **Projects Service** is to technically coordinate certain strategic projects within the framework of developing the 22@ project. This includes speaking to the various municipal departments involved as well as drawing up technical support material.

The purpose of the **Governance and Coordination Service** is to plan and establish the necessary links on an inter-municipal level in implementing the different policies and actions that the City Council carries out in 22@, as well as boost the project governance body, which will be able to include members of the quadruple helix. This service will have staff from the City Council urban planning and economic promotion departments, as well as the Sant Martí District Council.

The **International Promotion and Investment Attraction Service** will channel 22@ promotion initiatives in various national and international settings with the aim of attracting quality public and private investment that can contribute to developing the district, with initiatives in line with the city project driven by Barcelona City Council. This service will follow the progress of investments through the various City Council departments in order to speed up paperwork. It will work closely with the City Promotion Directorate.

The purpose of the 22@ **Communication, Knowledge and Dissemination Service** is to establish a reference point that centralises knowledge of the 22@ project, as well as its dissemination, internally and externally. It will centralise the service offered to the different profiles — associations, administrations, business groups, academic and research collectives, or others — from here and abroad who request information, visits or anything else to do with disseminating the 22@ project.

Given the basic nature of the tasks intended to be carried out, the 22@ Office must be geared towards providing a service adapted to users interested in developing 22@, i.e. those people who want to develop a project or learn more about the past, present and future of 22@ and its surroundings. The 22@ Office will be accountable to both the Urban Planning and Economic Promotion managers' office, and will generate synergies and coordinate with the Municipal Institute of Urban Planning and the Business Support Office, located in the Media TIC building.

Action 1.2. Consolidate a new type of governance for Poblenou and 22@ through public leadership

In this new stage of giving a definitive boost to 22@ we want to keep alive the spirit that led to the creation of the Enlarged 22@ Committee, by maintaining a space for exchange and coordination with the representatives of the various stakeholders in the district. This participation space will be led by Barcelona City Council, managed by the 22@ Office and comprised of representatives of local resident associations and entities, business associations and entities, universities and research centres, and different public sector organisations and administrations.

In the internal municipal sphere, the 22@ Coordinating Committee will drive the policies and actions that the City Council carries out in the 22@ sphere, such as those related with urban development (planning, urban management and the development itself), managing municipal heritage in the area (derived from the 10% municipal use and other resources), dealing with businesses and investments, boosting strategic economic sectors, rolling out innovation programmes or leading and managing special municipal projects.

In this new stage of giving a definitive boost to 22@ we want to keep alive the spirit that led to the creation of the Enlarged 22@ Committee, by maintaining a space for exchange and coordination with the representatives of the various stakeholders in the district.

LINE 2. URBAN PLANNING

Action 2.1. Draft the Amendment to the General Metropolitan Plan for the 22@ area

The future blueprint for 22@ will specify the new layout of the whole area as well as the new balance of uses, and it will be governed by the following principles:

- **Concluding the 22@ process initiated in 2000**

This means facilitating urban management in those areas that have ground to a halt, boosting and revitalising urban and economic development.

- **Responding to the needs of the current situation**

Access to housing, a boost to economic activity post-Covid-19, the inclusion of new “@” activities and improving environmental quality.

- **Amending the current development plan**

Preserving the urban fabrics and landscape, increasing the presence of housing and the mix of uses, and increasing the environmental quality of the urban structure.

The plan will take a qualitative leap with regard to the space reserved for economic activities. In the current post-Covid-19 context, the innovative, entrepreneurial philosophy of 22@ is more necessary than ever and the City Council is working to ensure it continues to be one of the city’s economic drivers. The MPGM gives a definitive boost to the knowledge-based economic activity hub that is 22@.

The urban planning regulations approved in 2000 foresaw a development potential of 3 million m² for businesses and economic activity. The objective now is to speed up the paperwork for activating the 980,000 m² still to be developed. This will be done in the next 3-4 years.

So, decisive aspects for revitalising the 22@ neighbourhoods will be maintaining the existing residential fabric and incorporating more housing in the areas undergoing urban transformation, which will be linked to the derived planning. The balance of uses provided for in the MPGM 22@ 2000 saw housing as a secondary use, given that Sant Martí was predominantly a residential district. The MPGM proposal, based on the demand in the pact, will have to include a balance between building for economic activity and residential purposes which breathes life into the neighbourhoods in line with the urban model of a mixed and compact city.

Another of the MPGM’s main lines of action will be to increase the housing stock in areas pending development by increasing residential new builds. The original plan in 2000 provided for a potential 5,200 new dwellings, of which 3,200 have been built. It is now planned to double the figure of 20 years ago, adding another 4,400 dwellings to give a total of 9,600.

Another of the MPGM's main lines of action will be to increase the housing stock in areas pending development by increasing residential new builds.

Scientific evidence on climate change, environmental deterioration and associated phenomena — global warming, the loss of biodiversity, exhaustion of resources, and so on — plus the impact they have already begun to have on cities — episodes of heat waves and storms that are becoming increasingly frequent and intense, the increase in the heat island effect, water scarcity, etc. — is forcing cities to take urgent measures to adapt to them. One of the most effective instruments cities have at their disposal for this is urban development, from regulations to execution, and including planning, design and codification.

But the mix and multiplicity of requirements and uses currently being demanded in urban space requires a new codification which, without losing the necessary flexibility, defines and regulates them. New urban planning keys will be established along these lines and in this MPGM that will promote and standardise this necessary updating process.

At the same time, to protect Poblenou's urban fabrics, the number of existing dwellings in the area that will be maintained will be increased. The current plan preserves 3,300 and it is proposed to increase this figure with a further 1,200 dwellings, bringing the total up to 4,500. That way 22@'s historical buildings will be highlighted.

This Amendment to the General Metropolitan Plan (MPGM) will also include the following criteria:

- **Preserving the traditional fabrics**

This means recognising the quality of Poblenou's traditional fabrics and their value as a whole, introducing new uses that respect and are consistent with the morphotypological characteristics. The plan consolidates and preserves the structures of passages and old low houses (such as those in the Plata i Trullàs neighbourhood) and promotes the possibilities of using them as factory buildings, premises or workshop houses. It establishes urban planning and use criteria that facilitate conserving a city model with affordable housing, retail establishments and productive economic activity at neighbourhood level while also planning the provision of local amenities that will be required by future residents.

- **Increasing social housing**

With the aim of establishing a mixed urban model with a greater balance between productive uses and housing, the new build reserved for housing (currently 10%) will be increased to a figure that will ensure sufficient suitable housing for an ongoing social fabric. This figure will be around 30%.

To protect Poblenou's urban fabrics, the number of existing dwellings in the area that will be maintained will be increased. The current plan preserves 3,300 and it is proposed to increase this figure with a further 1,200 dwellings, bringing the total up to 4,500.

Defining planning areas bigger than a block will also enable larger facilities and green spaces to be developed, as it will be possible to group together in a specific zone plots with a larger surface area.

- **Defining planning areas for municipal cooperation**

The Pere IV and Cristóbal de Moura axes are two areas that need defining so their development can be promoted under municipal leadership. Defining planning areas bigger than a block will also enable larger facilities and green spaces to be developed, as it will be possible to group together in a specific zone plots with a larger surface area that are better suited to certain facilities or important public spaces.

- **Updating the list of @ activities**

The MPGM establishes specific considerations regarding uses, and updates the list of @ activities for incorporating needs and opportunities that did not exist in 2000 or did not have the current connotations.

- **Amending the regulation for industrial spaces not yet transformed (22a)**

The regulation will be amended so that non-transformed industrial spaces can accommodate non-manufacturing economic activities under certain conditions, taking the updated criteria of the regulation in force, the review of the uses plan and the promotion of the industrial heritage rehabilitation programme into account. The regulation will also be amended to enable the structuring of flexible spaces capable of being compartmentalised for the installation of tech start-ups.

- **Revising the definition of 7@ facilities**

A precise study of the existing facilities will be carried out and mechanisms will be defined that promote their role in the 22@ district with four priority objectives, namely to: generate inclusive spaces that will allow for contact between neighbourhood residents and business people; help to integrate local, social and solidarity economic sectors into the district's innovative economy; boost the attraction of talent to Poblenou's new economy, and foster public-private partnership projects.

Action 2.2. Draw up and implement a new Special Infrastructure Plan in line with the new MPM 22@

Drawing up a new Special Infrastructures Plan (PEI) provides an opportunity for resolving the current problems that have been spotted and incorporating technological advances that will improve environmental sustainability, such as the following:

- Improving road and street design to ensure universal accessibility.
- Increasing the presence of urban greenery.
- Extending the use of draining land to improve the water cycle and increase the presence of urban greenery.
- Boosting and extending the centralised heating and cooling grid.
- Solving the affect on groundwater and service galleries.
- Incorporating criteria for sustainable energy production and facilitating energy self-consumption.
- Installing more efficient lighting systems.

Action 2.3. Promote an innovation programme for sustainable mobility

Cerdà's systematic street grid, together with the fact that many of 22@'s new streets are yet to be built, mean that this area can develop an innovative sustainable mobility model. This programme must include aspects such as the following::

- Updating general mobility and road hierarchisation schemes in accordance with the latest needs and criteria. Encouraging the use of alternative modes of transport (bicycles, electric and shared vehicles, pedestrian walkways, etc.).
- Reducing the number of parking spaces, which will avoid problems resulting from the construction of underground levels, the groundwater problem and the leakage of water pumped into the sewage system.
- Introducing more public transport, especially in areas with fewer transport facilities, such as the north zone. Introducing new public transport lines is a key factor in boosting the development of the surrounding areas.
- In addition to introducing new public transport features, the road network must be reinforced to connect significant pieces in the area, such as heritage buildings, with the already existing train stations and bus stops.
- Developing the potential of the north zone which, due to the lack of development, is now ideal for promoting innovation programmes in various strategic aspects of mobility.

Cerdà's systematic street grid, together with the fact that many of 22@'s new streets are yet to be built, mean that this area can develop an innovative sustainable mobility model.

LINE 3. ECONOMY

Action 3.1. Review the productive activities at 22@

The productive activities in 22@ will be reviewed and updated by drawing up a new uses plan for the Sant Martí district, which will include an open participation process for local residents, to promote the right balance between the various economic activities and, in particular, to encourage social and cultural activities, both in terms of events and their productive side.

Besides boosting the original 22@ clusters (Bio-Tech, Media, ICTs, energy and design) in their new dimensions resulting from the evolution of each sector, other sectors have been identified for the future such as industry 4.0 or the creative industries, as well as cross-cutting sectors such as the green economy or the social and solidarity economy, which can drive activities that cross the tertiary-industrial divide. It will be necessary to update the urban planning regulations to create spaces that encompass these activities and incorporate the requirements for new hybrid uses.

Action 3.2. Facilitate the creation of spaces that incorporate a balanced business and commercial ecosystem

The 22@ approach has proved to be an attractive setting for attracting established companies in the ICT, communication, media technologies, energy and design sectors but we also want to balance the productive ecosystem with start-ups, SMEs and MSMEs capable of creating synergies with more established companies and local commerce that will ensure the life of the neighbourhood. With the new 22@ management instruments, the City Council will be able to allocate part of the urban use assignment to offer SMEs or commercial enterprises building space for productive use of a size adapted to their demands and at affordable rental prices.

The 22@ district's idiosyncratic regulations and the symbolic values it has managed to convey, have made it a particularly dense area in terms of the industrial creativity. A space where Barcelona City Council and the Government of Catalonia have located national cultural facilities. It is therefore an ideal setting for boosting the Barcelona Creative Cluster, which comprises the main associations, businesses and personalities in the world of design and Barcelona's creative industry and will have the DHUB (Design Hub) as its reference point. To further consolidate this cluster, the municipal authorities will work with the creative sector companies to find synergies and opportunities so they can match the availability of spaces with the needs of the sector.

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Furthermore, strategies will be applied to foster street life and bring activity to the ground floors of building, especially large buildings mainly used for offices which can clearly improve the potential for interaction at street level. Providing spaces to house small shops and businesses geared towards everyday life will be a priority and will be beneficial for both the economic ecosystem and street safety, as these activities have opening times similar to office hours and will provide “eyes on the street”.

The 7@ facilities are other spaces that can be put at the disposal of creation in an attractive setting for entrepreneurship and innovation. The City Council has a land bank available for public, private or public-private initiatives that are geared towards attracting talent, training, research or innovation, provided they meet the planning requirements.

Action 3.3. Promote the recycling of undeveloped land sites and industrial spaces

The 22@ Office will promote and coordinate the various programmes linked to activating spaces in disuse which are an incentive for economic, cultural and social activities, both temporary and permanent, that are being promoted by different Barcelona City Council departments. The definition and management of the various projects in the 22@ areas of Poblenou must contemplate the promotion of the municipal programmes for activating unused plots and assigning municipal spaces as well as the different programmes for boosting the cooperative, social and solidarity economy, among others. Those industrial spaces not yet transformed could become the central axis of an area dedicated to creative production, exhibition and marketing.

In order to extend the useful life of certain buildings, it will be necessary to amend the regulation or make it more flexible so industrial spaces that have not been transformed will be able to accommodate non-manufacturing activities in certain conditions, bearing in mind the new regulation and municipal programmes being promoted in that regard.

The City Council has a land bank available for public, private or public-private initiatives that are geared towards attracting talent, training, research or innovation, provided they meet the planning requirements.

The City Council will take up the initiative of promoting activities and events with a local, metropolitan and international impact in 22@ in collaboration with the district's entrepreneurial and creative ecosystem.

Action 3.4. Transform and manage established industrial buildings

Vertical industrial buildings present a very complex case, especially in the case of horizontal property, where a mix of activities and uses coincide with sometimes very different needs. It is therefore planned to create a specific line through the 22@ Office that will speed up the transformation of these types of buildings, so typical of Poblenou.

A census of established industrial buildings will be drawn up and their ownership structure will be studied along with the activities carried out there. Their degree of compatibility with urban planning regulations will be analysed and consolidation or transformation strategies will be defined, depending on the work done. In line with the government measure on boosting creative industries, the creative sector will be encouraged to take part in the roll-out of activities in many of the old factories (Can Illa, La Escocesa, Cal l'Alíer, etc.), which can become the central axis of an area dedicated to creation, production, exhibition and marketing.

Action 3.5. Promote activities and events of special interest

The City Council will take up the initiative of promoting activities and events with a local, metropolitan and international impact in 22@ in collaboration with the district's entrepreneurial and creative ecosystem. These activities may be cultural, for economic promotion or for attracting international talent, among other things.

In combination with the urban planning amendments and the industrial heritage rehabilitation programme, we will need to promote activities of special interest (cultural, maker, cooperative and/or solidarity activities) in factories, warehouses and public space. Cultural activities and certain types of events that require specific conditions must be promoted and carried out in collaboration with the initiatives of groups and associations with a presence in the district.

In particular, and with the aim of reinforcing the creative industries cluster in the district, the 22@ Office will promote the creation of a specific cultural programme for the Poblenou/22@ district which will enable a closer affective link between Barcelona's citizens and the district's residents and businesses.

Finally, the 22@ Office, in collaboration with the City Promotion Directorate, will be behind actions in the district that are geared towards promoting Poblenou and 22@ internationally and attracting international talent.

LINE 4. CULTURE AND HERITAGE

Action 4.1. Review the listing of Poblenu's industrial heritage

In order to highlight the district's industrial heritage, the Special Plan for Poblenu's Industrial Heritage needs to be revised through an open participatory process involving local residents that incorporates the latest studies. This review must contemplate the preservation of historical industrial heritage as a criterion when considering the history and landscape of Poblenu as a whole, and not as a catalogue of isolated elements that can be taken out of context. Likewise, it will have to take into account the feasibility of the rehabilitation work and potential uses of the buildings, to avoid them being abandoned.

Action 4.2. Promote the rehabilitation of industrial heritage

We will promote a programme of rehabilitation subsidies to encourage private investment in industrial heritage in Poblenu. When this programme is drawn up, it must provide for a preliminary study of the possible existence of fibre cement (asbestos) in the industrial buildings as a preventive public health measure.

Different funding lines will be analysed, both public (European, as well as central government, regional and local programmes) and private, and strategies will be defined that will involve effective intervention in listed heritage to avoid it being damaged.

Action 4.3. Continue the recovery of Poblenu's historical memory

In order to continue with the 22@ Plan's initial philosophy of reclaiming the district's social and cultural heritage, we will promote a new Poblenu historical memory programme that will help to disseminate its identity and heritage values. The programme will have to highlight and socially recognise the residents' memory by means of explanatory pillars and street names and incorporating a gender perspective and the role of Poblenu's women. A balance must therefore be found between allowing the original place names to be recognised without sacrificing the new ones, respecting the name of Poblenu for the neighbourhood as a whole and identifying the 22@ Project as the urban planning category of Poblenu's former industrial area.

In order to continue with the 22@ Plan's initial philosophy of reclaiming the district's social and cultural heritage, we will promote a new Poblenu historical memory programme that will help to disseminate its identity and heritage values.

Action 4.4. Preserve Poblenu's landscape values

We will draw up a guide on urban planning and architectural criteria for Poblenu in order to establish a set of benchmark criteria for new urban and architectural developments that preserve the good relationship between the area's new and pre-existing buildings. These criteria will ensure that new buildings do not undermine the neighbourhood's identity or its landscape values and that the location of tall buildings is adapted to the surroundings and does not create negative impacts.

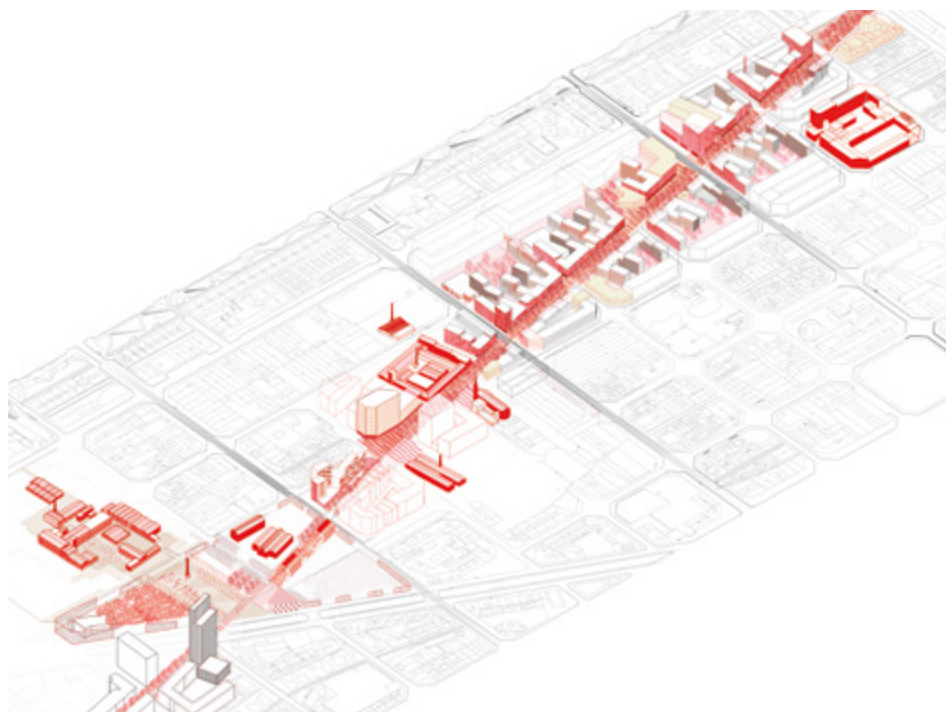
LINE 5. SPECIAL PROJECTS

Action 5.1. Pere IV Axis and the “creative mile”

As the Pact for 22@ noted, this old road, which existed before the Cerdà grid, has the potential to become an authentic civic axis of Poblenou, from Marina Street to Av Prim and beyond. This axis also has a high concentration of heritage elements, especially in its northern section (from Can Ricart to Ca l'Illa). To all these characteristics we could add others such as more housing to consolidate Pere IV as a structural axis of Poblenou, with great potential for developing uses and activities related to heritage, culture and the creative industries.

Image 3. “Pere IV. Axis of heritage, culture and creativity” project

Source: Book *Pacte. Cap a un Poblenou amb un 22@ més inclusiu i sostenible*. Barcelona Institute of Technology for the Habitat Foundation, 2019.



Work will focus on ensuring its continuity either side of Av Diagonal with interventions that, as far as possible, will help to restore and highlight its former layout. To maximise the potential of this urban axis and to guarantee the continuity of its south side, consideration needs to be given to the square in front of the Sagrat Cor (Sacred Heart) church, a place with its own identity that forms part of the physical and social memory of this street and is currently classified as a roadway system.

The redevelopment work will be boosted by recovering and reviving heritage features such as the old factories La Escocesa and Can Ricart, which will join the existing ones (Oliva Artés, Ca l'Alíer). The exceptional concentration of industrial heritage in the northern section means there is a special interest in formulating a set of urban intervention and economy-boosting strategies in sectors such as the creative industries.

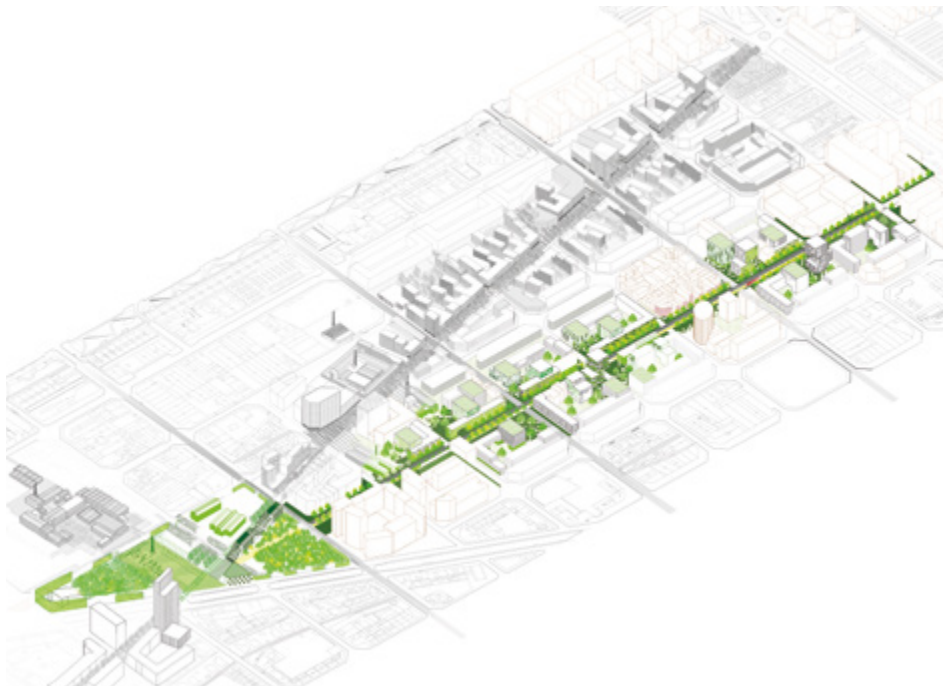
Precisely with the aim of giving a boost to those industries, which are a strategic sector for the city, encouragement will be given to the conversion of spaces in this axis that ensure a significant and stable presence of creative workshops, shops and other commercial establishments with a special emphasis on creative products and those not mass produced. The northern section, which runs from Parc del Centre to Ca l'Illa ("the creative mile"), could become the economic and social driver behind the transformation of 22@north.

The 22@ Office will coordinate the various public and private players and stakeholders involved, as well as the municipal departments, in defining the project and the strategy for implementing it.

Action 5.2. Cristóbal de Moura Axis

Given its exceptional width in the web of streets in the Provençals del Poble nou neighbourhood, and within the new mobility plans for the sector, Cristóbal de Moura Street has become ideal for developing a green axis, already under construction, in 22@ north.

Image 4. "Cristóbal de Moura. The green street" project



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The relatively aggregated structure of ownership, together with the large number of vacant plots, facilitates the design and programming of an episode of urban excellence.

The relatively aggregated structure of ownership, together with the large number of vacant plots, facilitates the design and programming of an episode of urban excellence to move towards and exhibit in a joint and coordinated fashion a set of innovative solutions in the following fields:

- **Architecture:** construct the axis environment with technologically innovative buildings that are architecturally excellent in sustainability terms, that offer solutions to challenges such as the climate crisis or the crisis stemming from the Covid-19 pandemic:
 - › Incorporate outdoor spaces and plant-based solutions.
 - › Work with sustainable materials such as wooden structures.
 - › Typological innovation: put forward room solutions for new household structures with post-Covid-19 design criteria (communal spaces, terraces and open spaces, accesses, individual mobility, etc.).
 - › Experiment with hybrid buildings which propose mixed typological solutions with rooms and productive spaces.
- **Sustainable mobility:** improve connectivity in public transport and non-motorised individual mobility. Efficiency criteria could also be incorporated in micrologistics (e-commerce).
- **Environment and public space:** consider an eco-corridor with diverse public spaces to satisfy the needs of citizens of all ages. The following aspects will be worked on:
 - › An abundant presence of green and shade, to optimise the climatic habitability of open spaces.
 - › Efficiency in the water cycle.
 - › Particulate pollution capture.
 - › Mixed public space with premises for commercial and economic activity.
 - › Work will be done on the concept of “eyes on the street” and ground floor activity.
 - › Implementation of lighting, adapted mobility and safety solutions based on inclusive urban planning.
- **Energy:** foster efficient renewable energy production and energy savings in buildings and public spaces, working with the synergies of smart grids. Develop the centralised heating and cooling system.
- **Information technologies:** develop an innovative urban setting for putting into practice pioneering technologies such as the Internet of Things (IoT) or 5G.

The Cristóbal Moura axis could become the tangible urban example of many aspects of the 2030 Agenda, concentrating integrated solutions for energy transition and resilience against climate change and pandemics. Both the public and private sectors will need to be involved in constructing the axis, the latter in the property sphere and also the business innovation side of the different solutions. This project is also an opportunity to encourage the installation of businesses and services linked to the green and circular economy, seeking to create a cluster in this sector.

Action 5.3. Palo Alto / creative business incubator

In the last 25 years, Palo Alto has been a reference for developing the city's creative economy. Following its award to a group of entrepreneurs in 1993, the spaces of the old Pellaires factory complex have been turned into a site that is home to businesses in the creative sector, with an emblematic gardening space, and where a wide range of cultural projects have been held.

With its eyes set on a new public-private management model, the City Council wants to maintain the essence of the project that has become established at Palo Alto, by creating an incubator for new talent and creative projects that ensures the training of future creators and expanding the site's capacity for culturally energising the neighbourhood. To achieve these aims, the City Council wants to equip the project with a governance structure that adequately combines the public dimension of the spaces with social-private sector management that has a real capacity to expand and consolidate what has been done up to now and, at the same time, look for new goals with more social, cultural and economic ambition.

Image 5. Palo Alto



The spaces of the old Pellaires factory complex have been turned into a site that is home to businesses in the creative sector.

As a municipal service, the projects taking part must promote an activity that has a public dimension through their expertise.

One of the priorities of this governance model will be to align the project's action parameters with the objectives of the neighbourhood and the city. As a municipal service, the projects taking part must promote an activity that has a public dimension through their expertise, their involvement in the incubation and training activities and nationally and internationally promoting the city's creative industries. But equally it will be necessary to ensure a high degree of permeability with the neighbourhood by building relationship models with local residents which facilitate that. All with the aim of making sure the enthusiasm, knowledge and creative contributions of those who are part of the project represent a positive feature for the socio-cultural improvement of the neighbourhood. The programme for this new stage will be built round four axes:

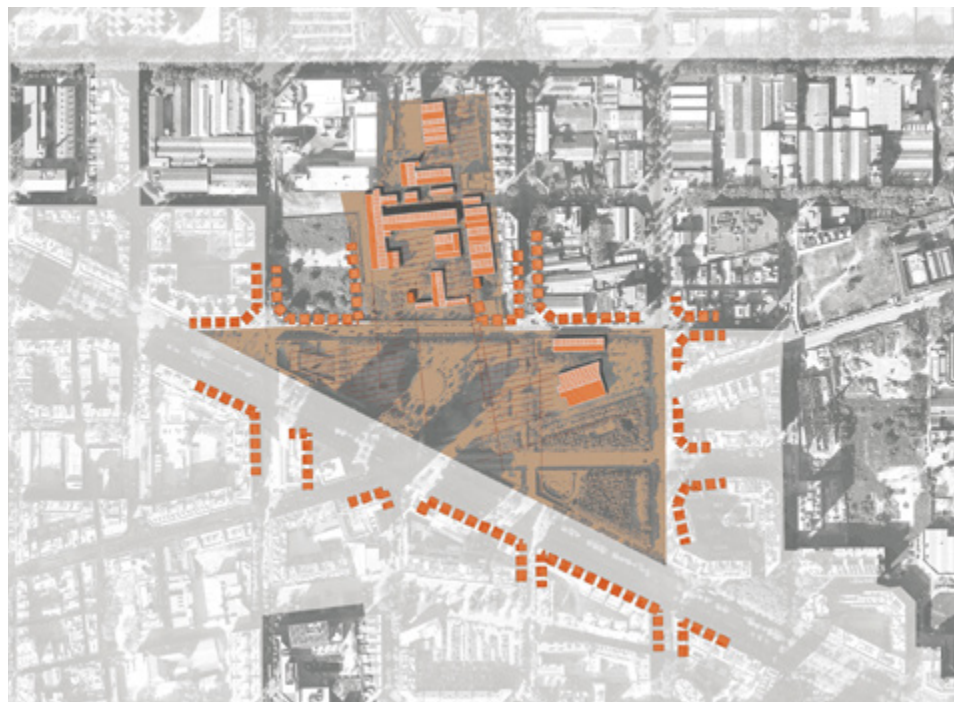
- Temporary residence for “tractor” and incubator projects of businesses in the design and creation sector.
- Space for artistic and cultural creation.
- Activities programme open to the neighbourhood.
- Preservation of industrial heritage and maintenance of its ecosystem.

Action 5.4. Can Ricart and Parc de Centre in Poblenou

It is planned to redefine Parc del Centre in Poblenou so that, together with Can Ricart, it will become a central focus and point of reference for Poblenou in general, and for the 22@ area in particular. The action must incorporate measures to increase the permeability of this public space between Can Ricart, the park and the Pere IV Axis and also revitalise it.

Image 6. “Redefinition of Can Ricart and Parc del Centre in Poblenou” project

Source: Book *Pacte. Cap a un Poblenou amb un 22@ més inclusiu i sostenible*. Barcelona Institute of Technology for the Habitat Foundation, 2019.



Public space is becoming a hugely important element when it comes to making a city function effectively. The public spaces in the 22@ area are often residual spaces or not well connected with the surrounding areas, as is the case with Parc del Centre. It is difficult to find memorable landmarks that structure this area and give it its own powerful identity. So work will be carried out to reinforce the continuity of Pere IV Street as it passes through Parc del Centre.

Action 5.5. La Escocesa

La Escocesa is one of the few factory sites formed by a set of buildings arranged around vacant spaces. The various buildings have different characteristics and planning classifications and could potentially incorporate a mixed programme, with facilities, economic activity and housing. The proposal is to rehabilitate the La Escocesa factory site in order to turn it into the epicentre of the northern part of the new Pere IV axis, together with Palo Alto and Can Ricart.

Today, part of La Escocesa is a “creation factory” in the programme promoted by the Barcelona Institute of Culture (ICUB). These are innovative, multidisciplinary spaces that offer creators and artists the resources, tools and services they need to develop their creations. The factory is currently in the Johnston Building pending a move to the Foseco Building when the alterations there have been completed. Apart from its current use as an art factory other potential uses have been identified such as public rental housing, economic activity (start-up incubator, shared spaces for the solidarity economy or premises for local trade or the local economy).

The 22@ Office staff will work to identify the necessary investments for carrying out the work in relation to the uses implemented there.

Image 7. La Escocesa



Public space is becoming a hugely important element when it comes to making a city function effectively. The public spaces in the 22@ area are often residual spaces or not well connected with the surrounding areas, as is the case with Parc del Centre.

5. Budget allocation and schedule

The main action proposed by this government measure is to set up the 22@ Office, as it is this office that will drive the other actions envisaged. It will start up during 2020 and in the first six months it will draw up a schedule for carrying out the other actions.

With regard to the budget allocation, a government measure of this scope involves coordinating some existing budget programmes within the general context of the measure and also creating some specific new programmes. The municipal expenditure associated with the actions included in this measure are as follows:

Line 1. Governance and management (cost of office)	500,000 €
Line 2. Urban Planning	250,000 €
Line 3. Economy	200,000 €
Line 4. Culture and heritage	Own resources
Line 5. Special projects	Own resources

