

# Economic Development Plan Ciutat Vella 2016-2021



Ajuntament de  
Barcelona

Districte de  
Ciutat Vella



Barcelona  
Activa



Dear all,

We hereby present the Economic Development Plan 2016-2021 for Ciutat Vella (Old Town), a roadmap for the socio-economic transformation and revitalisation of this District of Barcelona over the next five years. The plan was developed from proposals made as part of the District Action Plan, as part of a dialogue between commerce and the social and community fabric. This plan is designed to align City Council resources, the Economic Development Agency of Barcelona (Barcelona Activa) and organisations and regional economic stakeholders in order to design the economic horizon for the District, as well as how to reach this point.

The vision for this horizon represents a new economic model for our neighbourhoods: a plural, diverse and solid economic model in terms of business sectors and distribution of wealth, designed to satisfy the needs of residents in our neighbourhoods and our city. This new economic model will help us avoid making the same mistakes of doing business in the sort of ruthless way that led to recession and the social exclusion suffered in recent years.

The current situation makes building this new economic ecosystem a challenging job. However, a public administration needs to try to facilitate this transition with all the tools and resources at its disposal. In collaboration with other stakeholders and based on the logic of coproduction and shared territorial governance, we can create neighbourhoods that generate more and better jobs. Neighbourhoods that can grow and sustain traditional businesses and innovative projects: ranging from local shops to initiatives developed by the social and solidarity economy. Neighbourhoods where tourism is an economic activity that guarantees the rights of those who live and work from it and a source of wealth that is compatible with everyday life in conjunction with the rest of our business sectors.

Therefore, we encourage you to make this Economic Development Plan your own by participating in its management and contributing through your everyday work, consumption, entrepreneurship and community involvement, in order to build a fairer economic model that is more sustainable and solid for the benefit of our neighbourhoods.

Sincerely,



**Gerardo Pisarello Prados**  
First Deputy Mayor for Work,  
Business and Strategic Planning.  
President of Barcelona Activa



**Gala Pin Ferrando**  
Councillor for the  
District of Ciutat Vella

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# 01. Presentation

## 01.1. HOW WE UNDERSTAND LOCAL DEVELOPMENT<sup>1</sup>

This plan understands local economic development as a **set of actions, policies and strategies that promote economic activity** aimed at addressing the needs of those people that live in a particular area, with a perspective on **wealth distribution, gender, inter-cultural and environmental sustainability**. It is a development that brings together the resources of an area to make a plural economic ecosystem that welcomes different economic sectors and stimulates different economic activities through the coordination of policies and projects by the Public Administration, the fabric of our community, and the social and private sectors.

In more detailed terms, it is a type of development that:

- **Places the needs of the population** and improving their quality of life centre stage. It does not just contemplate the growth of wealth, but rather **how wealth is distributed** and how it benefits the whole of society. It is part of a plural economy at the service of citizens, promoting **fair working conditions** in a **healthy environment** and taking into account environmental protection and **social cohesion**.
- **Considers the region in an integral way**, with particular emphasis on how to generate virtuous dynamics between different areas of economic development: training, employment, business and conventional entrepreneurship, with an eye on the social and solidarity economy and the care economy.
- Contemplates everything that is local as an opportunity to promote **concerted strategies for economic revitalisation with different regional stakeholders -public, private and from the community-**, with clear public leadership that facilitates, accompanies, promotes or links into desirable **community leadership**. It also actively promotes cooperative and transversal work between the different authorities involved and between the different areas of the City Council, looking for maximum alignment and coherence of actions carried out in order to be more efficient.
- **Stimulates the private sector to achieve greater social and environmental returns for everyone, while promoting the cooperative, social and solidarity economy** because it is based on fairer and more democratic relations and because of its high sustainability and resilience value, and because it resists the ravages of recession better, amongst other characteristics.

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<sup>1</sup> Throughout the document we will use the term 'economic development of Ciutat Vella', although we also understand this as other possibilities such as 'local development' or, as used in the local district action plans (PAD) as 'development and the local economy'. All these forms refer to the same idea in this section.

- Has a **gender perspective**, as it attends to the needs of women, putting emphasis on improving their living conditions, and bearing in mind that they suffer higher rates of unemployment, higher levels of insecurity at work and poverty and receive lower wages and pensions—, while aiming to dignify those jobs that have been traditionally feminised, de-valued and with low qualifications, but that are nevertheless essential for our welfare and life, such as cleaning or caring for people.
- Has an **intercultural perspective** in its diagnosis and interventions, and believes, therefore, in effective policies to promote the equality of rights, obligations and opportunities to combat situations of exclusion and discrimination by origin or based on cultural differences.
- Addresses the challenges of environmental sustainability in terms of economic activity, and therefore, this aspect is included in the designed set of policies and actions. These take into account the environment as something that must be protected and taken care of through the use of resources that approaches zero waste and minimal environmental impact.

This type of local development is the basis of **Barcelona Activa's new strategy lines**, which place **localness and proximity** as the general benchmark criteria. This is a new model of economic revitalisation that translates into locally-oriented services and actions that are closer to our neighbours, which reach more sectors of our society and which are designed in cooperation with the district councils and local stakeholders. District Economic Development Plans, like that of Ciutat Vella, are examples of this type of local development.

#### CIUTAT VELLA



## 01.2. CONTEXT OF 2015 FOR LOCAL DEVELOPMENT

### Background

Ciutat Vella has undergone an intense process of transformation and urban revitalisation since the early eighties. This process began with the Special Internal Reform Plans of Ciutat Vella and Barceloneta (1979-1986), and a subsequent declaration of the entire district as an Integral Rehabilitation Area (1986), which has continued until today, with reform plans in each of its neighbourhoods.

Beyond the purely urban dimension, a variety of programmes have been put in place aimed at the area's social and economic development, as well as comprehensive public policy intervention focused on enhancing the quality of life of the inhabitants in the area. In this regard, there are two types of programmes: Usage Plans and the Neighbourhoods Act (*Pla d'Usos* and *Llei de Barris*).

### Ciutat Vella Usage Plan

Known as the Ciutat Vella Usage Plan (formally: Special plan for public establishments and other activities in Ciutat Vella), this is a planning tool used to regulate the implementation of certain activities in this area and to regulate premises under public way bylaws (bars, restaurants, theatres, music venues, cinemas, etc.) to ensure a mix of uses and defend neighbourhood life in the district. The first Usage Plan was passed in 1991, but despite subsequent modifications (1995, 2000 and 2005) it was not until 2010 that a proposal was made to divide the District into several zones: some with denser areas (where the new implementation of activities is more restrictive) and others being intermediate and more permissive zones (where it is easier to locate an activity).

In 2013 there was a modification of the Plan, which lowered restrictions for the tourism sector by allowing the location of more hotels in the district. Although the objective was still to obtain a balance between increasing economic activity in the District and the quality of life of its neighbours, wider zoning was defined with new targets prioritising the arrival of investments and the renovation of premises, allowing an increase in the number of tourist hotels. The lack of comprehensive control over the registration and de-registration of businesses meant new efforts were made in order to ensure some sort of balance in terms of commerce and retail.

This is the legislation currently in force (June 2016) and it has a major impact on the economic development of the District. To this we have to add a Usage Plan for the Rambla, developed at the end of 2014, which takes into account its uniqueness (Special Regulation Plan for the Rambla).



## Neighbourhoods Act

Ciutat Vella has received comprehensive intervention projects from all three Neighbourhoods Acts (an Act designed to improve urban areas and towns that require special attention), in the areas of Santa Caterina and Sant Pere (2004-2008), Barceloneta (2008-2012), South Raval (2010-2018). This Act gave the Catalan government intervention tools to improve areas that, because of their conditions, require special attention from the authorities. The current Neighbourhoods Act is located in South Raval until 2018, which is an urban renewal policy focused on vulnerable areas with the aim of making significant public investment to leverage transformation. The sources of funding are provided by the Regional Government and local governments, on average around 10 million Euros per call.

Given the precedents of these specific and sector policies, the Neighbourhoods Act is aimed at fully intervening in different areas (social, physical/urban, economic, environment) with a multi-dimensional treatment of issues affecting neighbourhoods. It is worth highlighting that a wide variety of stakeholders have a will to work together with a common goal: improving the neighbourhood, producing a certain amount of horizontal transversality (working together across areas such as social services, urban planning and economic promotion) and vertical transversality (participation of local associations, neighbours or at an individual level). In the case of the Neighbourhoods Act of South Raval, the global economic recession delayed the arrival of investments to carry out 36 projects agreed on to improve social and urban development. As such this policy has been developed over eight years as opposed to four years as established at the outset and this is still in progress. In the present context, the Neighbourhoods Act of South Raval will be integrated into the Neighbourhood Plan started this mandate.

## Current framework

### PAM / PAD

The current framework came about firstly from the Municipal Action Programme (PAM) and the District Action Plan (PAD) for Ciutat Vella, planning tools that are still pending approval, which set out the priorities, objectives and the actions that the municipal government is committed to developing during the mandate. These essential documents have been prepared in a participatory manner based on a process aimed at discussing and collectively building the actions and priorities of government with citizens and giving special prominence to neighbourhoods and participation, and the digital participation of neighbours.

The priority action lines of these roadmaps in terms of socio-economics in the city and in Ciutat Vella include promoting the cooperative, social and solidarity economy, commitments to diversify the production model, promoting quality jobs and developing the local economy in a more grounded sense so that it is capable of developing the potential of the area.



### **Neighbourhood Plan against inequalities**

The 'Neighbourhood Plan against inequalities' is one of the main measures of the municipal government regarding social issues. The planned investment runs to 150 million Euros for 10 neighbourhood plans for areas that have been particularly hit by the recession, in order to reduce inequalities. Challenges have been set like recovering economic activity, dealing with urban deficits and 'empowering neighbours' based on 'co-produced' actions between the community fabric in the area and the council as a whole.

Although this time resources come largely from the municipal budget, the 'Neighbourhoods Plan against inequalities' roughly follows the main lines of the former Neighbourhoods Act (Law 2/2004), placing special emphasis in this case on the stimulation of economic and social programmes (education, health and conviviality issues).

The neighbourhoods included in this programme were determined by analyzing variables such as the levels of average income, socio-economic, educational and social indicators, and also points such as urban deficits or the state of the housing stock. They are divided between the districts of Nou Barris, Sant Andreu, Sant Martí, Horta-Guinardó, Sants-Montjuïc and Ciutat Vella. In the last case, the strategy and intervention characteristics are to be determined throughout 2016.

### **Tourism Strategic Plan 2016-2020**

Moreover, the Tourism Strategic Plan 2016-2020 opens a new planning, reflexion and shared knowledge process about the city's tourism activity and its effects via an analysis of the current situation and future scenarios.

The result of this process will allow us to define a series of municipal initiatives and actions that should allow us to upgrade commitments and responsibilities regarding the sustainability of the destination, as well as managing tourism and its effects on the city, satisfying –at the same time– visitors and citizens.

Approval of the Tourism Strategic Plan for 2016-2020 is due at the beginning of 2017.

### **Responsible Consumption Promotion Plan**

Increasingly businesses and citizens are showing an interest in responsible consumption as a commitment to another type of economy and sustainability. Responsible consumption brings us local and/or organic products, fair trade, short sales circuits, repaired and re-usable products, collaborative networks, reductions in packaging ... and especially a consciousness about consumption as a means to resolve real needs and, at the same time, being able to help reduce inequalities and increase sustainability. The Responsible Consumption Promotion Plan of Barcelona City Council aims to promote changes in consumption at the institutional level and also for the people that inhabit the city.

The Responsible Consumption Promotion Plan is expected to be passed in the autumn of 2016.

### **01.3. HOW THIS PLAN WAS DEVELOPED**

The Economic Development Plan of Ciutat Vella includes socioeconomic proposals from residents, and those from the community fabric, and social and business sectors represented in our neighbourhoods. It draws on diagnosis and previous experiences seen in the area (public policy and previous programmes that we need to commit to, which in certain cases need some rethinking, updating or special development) and it proposes new solutions in line with the programme presented for the new government mandate.

The strategies and measures contained in this plan are the result of several documents and deliberative scenarios.

#### **Steering Group behind the Economic Development Plan of Ciutat Vella**

A Steering Group was set up in order to develop the Economic Development Plan of Ciutat Vella made up by technical staff of the District Council and the team at Barcelona Activa in Ciutat Vella and advisers at the District Council. This group has been meeting fortnightly since early April 2016.

#### **District Action Plan (PAD) and the Municipal Action Plan (PAM)**

The starting point of these strategy lines and measures were proposals made during the PAD / PAM consultation process, a document that sets out the strategy lines for this municipal and District mandate. Ciutat Vella held 31 events during this process with the participation of 1,200 people. Moreover, 110 people from the District contributed via the web. As part of the consultation process, special meetings were carried out with retail and commerce stakeholders, and the tourism sector and the community. The contributions that achieved most consensus in Ciutat Vella were processed and the minutes of the meetings held in the District were revised.

#### **Barcelona Activa's local development plan**

Contents from the PAD/PAM proposals were crossed with a new strategy of local development by Barcelona Activa, as well as the expertise of 30 years designing and implementing programmes to promote employment, entrepreneurship, business and economic activity in general in the city and its neighbourhoods.

A first draft for discussion was developed from these two first sources.

### **Working sessions for the Economic Development Plan of Ciutat Vella**

In addition to discussion forums on the PAD / PAM, which were part of the preparation framework for the Economic Development Plan of Ciutat Vella, there were also working sessions with various stakeholders implicated in local development. These meetings were developed as part of the aforementioned draft, which had previously been submitted to participants, and these strategy lines and measures were discussed.

In particular the following sessions were held:

- 1 Municipal District committee of technicians: with the participation of staff from the Directorate of Public Services and a representative of Foment de Ciutat Vella and the Director of Social Services of Ciutat Vella and the Director of the Catalan Government's Office for Work and Employment, as well as the Barcelona Activa team located in Ciutat Vella.
- 4 district sessions (one for each neighbourhood of Ciutat Vella: the Raval, the Gòtic area, Sant Pere, Santa Caterina i la Ribera and Barceloneta) with stakeholders related to economic development: shop owner associations, secondary organizations dedicated to economic and community revitalization, and employment networks.
- 1 meeting on tourism and economic revitalization at a District level, where all stakeholders were invited to participate that had been at the neighbourhood sessions along with entities and representatives of tourism, leisure and restaurant businesses, and also the guilds.
- 2 sessions with directors, managers and technical specialists working in different departments at Barcelona Activa: Employment, Enterprise, Entrepreneurship, Tourism and Other Economies. The Technical Commissioner for the Cooperative, Social and Solidarity Economy also attended, along with the Directorate General for Trade and Commerce.

In addition to these areas designed for participation, there were 10 interviews with specific key professionals from Barcelona Activa, the District and the Directorate General for Trade and Commerce.

In total, around 85 people participated in these events designed to draft the Economic Development Plan of Ciutat Vella.

Contributions were collected at each interview and session, as were other reflections, and these were assessed so that they could be introduced into the Plan. When setting numerical results, we considered the results and indicators used by programmes involved with training, employment and support for businesses and entrepreneurship at Barcelona Activa, inferring information at the Ciutat Vella level, and contrasting this with the directors of the various services and programmes regarding the viability of new indicators, according to resources planned for the next five years.

## 02. Diagnosis and vision

### 02.1. DIAGNOSIS

The District of Ciutat Vella includes the neighbourhoods of the Raval, Gòtic, Barceloneta, and Sant Pere, Santa Caterina i la Ribera. It is the historic centre of Barcelona, a cultural and economic melting pot and a welcoming space for new neighbours and the visiting population. The area can be summarised with the following socio-economic data:

#### Socio-economic indicators of Ciutat Vella 2015

	Ciutat Vella	Barcelona
<b>Demographic indicators</b>		
Population	100,227	1,609,550
% Increase in annual population	-2.0 %	-0.2 %
Net population density (inhab/ha) (2015)	775	619
Men (%)	52.6 %	47.4 %
Women (%) (June 2015)	47.4 %	52.6 %
Life expectancy (Men / Women, 2013)	77,2 / 84.9 years	80 / 86.4 years
% Youth population (16-24 years)	8.7 %	8.0 %
% Population 16-64 years	74.2 %	65.0 %
% Population with no education or primary education	32.3 %	24.7 %
% Population with university education	28.3 %	29.4 %
% total population	42.6 %	16.3 %
% Main countries of origin of foreigners in the district	15.6 % (Pakistan)	7.6 % (Italy)
<b>Socio-economic indicators</b>		
Index of disposable household income (2014)	79.7	100.0
Change in IDHI 2014/13	+2.5	0.0
Total unemployed (May 2016)	7,155	82,569
Weight of registered unemployment (population 16-64 years) as a % (May 2016)	9.6 %	7.9 %
% Inter-annual variation in registered unemployment (May 2016)	-10.9 %	-11.8 %
% Long-term unemployed / total registered unemployment (May 2016)	40.0 %	42.2 %
% of people attended by municipal social services compared to total population	8.5 %	4.6 %

Source: Department of Employment, Business and Tourism Studies based on data from the Statistics Department at Barcelona City Hall.

## Demographics

According to data for 2015, Ciutat Vella is home to a population of 100,227 inhabitants, a decrease of 2 % between June 2014 and 2015, in contrast to stable population trends seen at the city level (-0.2 %) . Cumulative figures since 2006 show the district has lost 11.4 % of its neighbours. Despite this, Ciutat Vella has 6.2 % of the population of Barcelona.

With a surface area of 436.8 hectares, the population density of Ciutat Vella (775 inhabitants per hectare) is 25 % higher than the average for Barcelona as a whole (619 inhabitants / ha). This population density, calculated according to official residency figures, is much higher in reality when we add the very high number of visitors to this District every day.

Following on with data for 2015, 42.6% of the district's population is of foreign origin –a rate that is 2.6 times or 25% more than the city average (16.3 %). This district has the highest weighting of foreign residents of any district in the city.

Life expectancy in Ciutat Vella is 80.9 years, 2.5 years less than the average for the whole of Barcelona, according to data for 2013. All areas of Ciutat Vella fall below the average on this indicator compared to the rest of Barcelona, with the neighbourhoods of Sant Pere, Santa Caterina i la Ribera closest to the average with 82.4 years, while the lowest figure was for the Raval neighbourhood (80.3 years), which is six years less in terms of life expectancy than Pedralbes, the neighbourhood with the highest rate in the city. The life expectancy of men is significantly lower, with the gap between the Raval and Barceloneta areas and those neighbourhoods with the highest life expectancy being more than eight years.

### Life expectancy in the neighbourhoods of Ciutat Vella (years) 2013

	Total	Men	Women
El Raval	80.3	76.2	84.9
El Gòtic	81.3	80.9	83.4
La Barceloneta	80.4	76.0	84.8
Sant Pere, Santa Caterina i la Ribera	82.4	78.8	85.5
Ciutat Vella	80.9	77.2	84.9
Barcelona	83.4	80.0	86.4

Source: Public Health Agency of Barcelona.

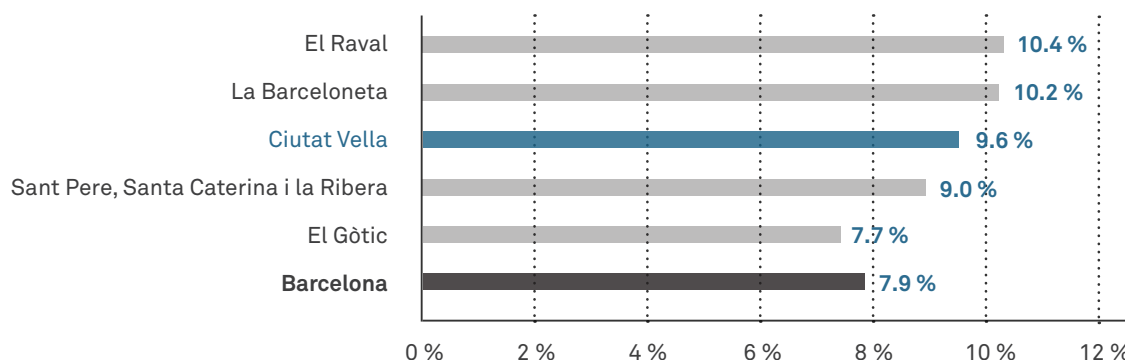
## Employment Market

The overall weighting of the working age population (74.2% of the total) is 9.2 points higher than the city's average, while that of young people (8.7%) is 0.7 points higher.

32.3% of the district's population has no formal education or primary education –a figure that is 7.6 points higher than the average for Barcelona–, while in contrast, the population with a university education stands at more than a quarter (28.3%) of the District, close to the city average (29.4%), but with significant differences within the District, for example, the figure for the Raval quarter stands at 18.9%, while in the Gòtic neighbourhood it is 34.4%.

The 7,155 people registered as unemployed in Ciutat Vella in May 2016 represent 8.7% of the total for this group in Barcelona. Compared to May 2015, the number of unemployed decreased by 10.9%, a more moderate fall compared to the other districts of Barcelona. 9.6% of the working age population of Ciutat Vella was unemployed at March 2016, a figure that is 1.7 percentage points above the city average (7.9%).

### Weight of registered unemployment / population 16-64 years (%). Ciutat Vella, May 2016



Source: Department of Employment, Business and Tourism Studies, Barcelona City Council, based on data from the Department of Statistics, Barcelona City Council

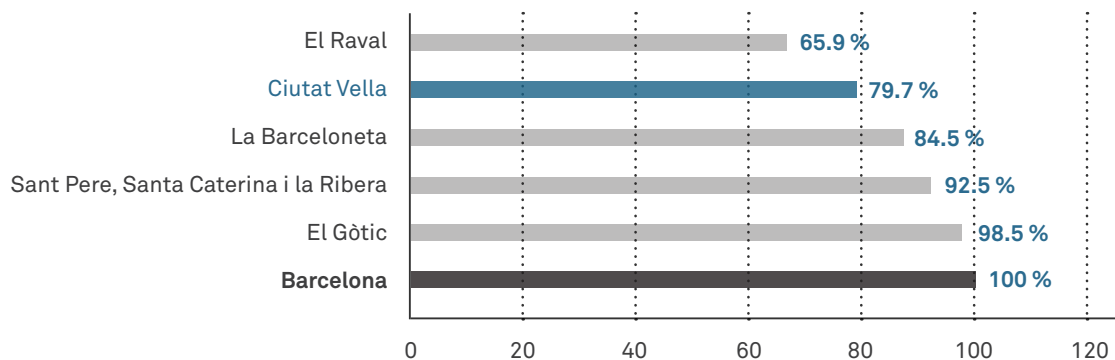
The registered unemployment rate in every one of the district's neighbourhoods is higher than the average for Barcelona, with the highest rates in the Raval and Barceloneta quarters.

## Household income

Historically, Ciutat Vella has been one of the districts with the lowest incomes in the city. In 2000, it had the lowest household income, although it has also progressed most in terms of income: it is the only district where household incomes have risen year after year since 2008, with an accumulated increase of 8.6 points<sup>2</sup>. However, one of the main factors explaining this improvement has been the arrival of inhabitants with higher purchasing power in recent years, rather than a homogeneous rise in the incomes of neighbours.

Despite this trend, disposable household income for Ciutat Vella in 2014 was still only 79.7 % of the average income of the city, placing it in the mid-to-lower part of the ranking for all districts. All quarters in Ciutat Vella recorded a disposable household income per capita below the average, although the Gòtic, Sant Pere, Santa Caterina i la Ribera come close to the average, with the Raval neighbourhood still a long way behind.

### Disposable household income per inhabitant in Ciutat Vella (IndexBcn = 100) 2014



Source: Department of Employment, Business and Tourism Studies, Barcelona City Council, based on data from the Department of Statistics, Barcelona City Council

In 2015, the City Council's Social Services attended 8,503 people in Ciutat Vella. This take-up figure represents 8.5 % of the total population of the district, while in Barcelona the overall figure for the same concept stood at 4.6 % of the population.

<sup>2</sup> Note: in comparison to other years we should take into account changes in the statistical data used as a source for this index.

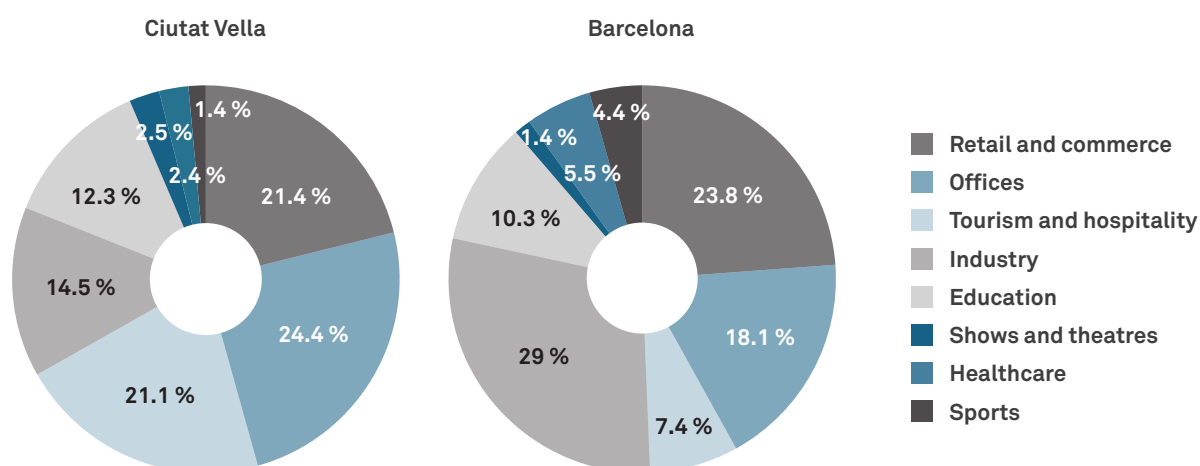


## Economic activity Indicators for Ciutat Vella 2015

The special characteristics of Ciutat Vella make it a singular and unique place within the economic structure of the city, with a clear specialization in culture, leisure, retail and hotels and restaurants.

38.8% of the registered cadastral surface area of the District is dedicated to economic activity, which is 8.2 percentage points higher than the average for the whole of Barcelona. In terms of activities, offices account for almost a quarter (24.4%) of the productive area of the District, followed by commerce and retail, tourism and hospitality, each representing one-fifth of the area (21.4% and 21.1% of the total, respectively). Comparatively, the weight of office space is higher than the city's average (by 6.3 points), while the area dedicated to commerce and retail is 2.4 points lower than at the city level due to the fact that retail and commerce in this area is generally in smaller premises—, and space dedicated to industry is 14.5 percentage points lower.

### Cadastral surface area of economic activities' premises

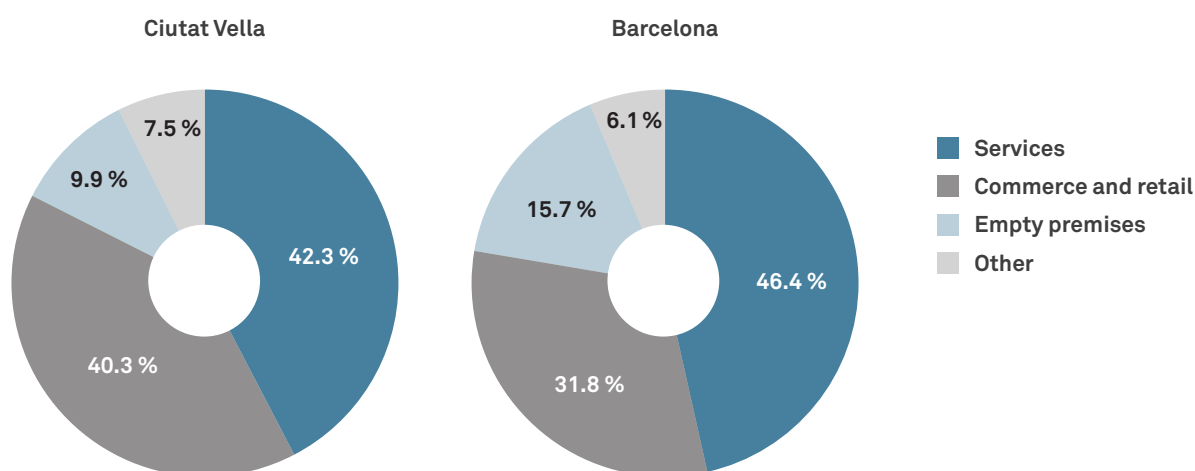


Source: Department of Employment, Business and Tourism Studies, Barcelona City Council, based on data from the Department of Statistics, Barcelona City Council.

## Indicators of economic activity in Ciutat Vella 2015

In 2014, the most representative sector in Ciutat Vella in ground floor premises was services<sup>3</sup> (42.3 % of total), while retail and commerce accounted for 40.3 % of the total and empty premises represented almost 10 %.

### Establishments on the ground floor. 2014



Source: Department of Employment, Business and Tourism Studies, Barcelona City Council, based on data from the Department of Statistics, Barcelona City Council

Compared to Barcelona, it is worth noting that there is a large proportion of retail and commerce in the district –8.5 percentage points above the average for the city– and a lower rate of empty premises –5.8 points below the average for the city– due to the district’s strong appeal as a central location in the city.

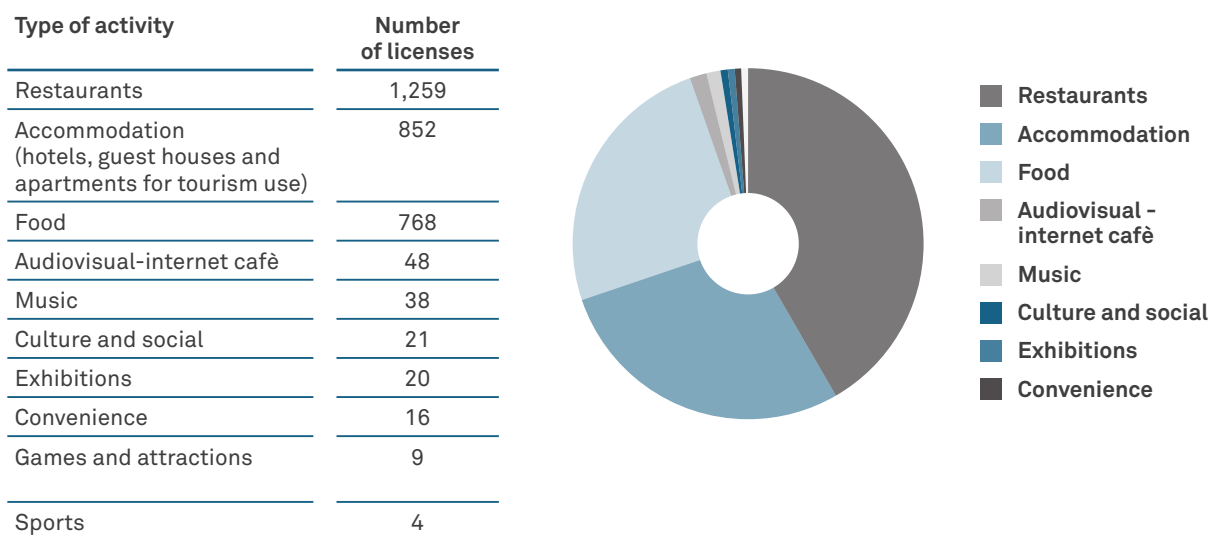
As for ground floor premises across quarters, commerce and retail was dominant in terms of activity in the Gòtic and Sant Pere, Santa Caterina i la Ribera, while the Raval and Barceloneta saw a higher percentage of services, which is the same as we find across Ciutat Vella as a whole, and even more clearly in terms of the whole of Barcelona.

<sup>3</sup> Including hotels and restaurants.

## Public access business licensing

In Ciutat Vella there are currently 3,035 licenses for public access economic activities. The majority of them (1,259) are related to eateries, followed by accommodation (852, of which 604 are licenses for housing for tourism purposes) and activities relating to the sale of products and foodstuffs (768). We can therefore see a strong specialization in eateries, tourism and leisure.

### Number of licenses. 2016



## Tourism and Hospitality

Ciutat Vella brings together most of the tourist activity in the city because of the fact it is centrally located and because of its range of activities, urban attractions and heritage sites. The District has a high number of hotels: 125 offering 17,678 hotel rooms, which represents a third (31.7 %) of all city hotels and more than a quarter (26.9 %) of the hotel beds available in the city.

The total supply of tourist places in the district is 24,563 - including hotels, hostels, tourist apartments, housing for tourism usage and youth hostels-, representing 20 % of the total supply in Barcelona.

Tourism	Total supply of tourist places*	% of the District
El Raval	9,895	40.3 %
El Barri Gòtic	8,691	35.4 %
La Barceloneta	2,951	12.0 %
Sant Pere, Santa Caterina i la Ribera	3,026	12.3 %

\* Includes hotels, hostels, housing for tourism use and youth hostels.

Source: Department of Employment, Business and Tourism Studies of the City Council of Barcelona.

Regarding the distribution of tourism supply by neighbourhood, the Raval heads all the quarters with 9,895 beds available, representing two-fifths of the whole district's supply (40.3%), followed by the Gòtic quarter, with about 8,700 beds, representing more than a third of the total (35.4%), while Sant Pere, Santa Caterina i la Ribera have more than 3,000 beds and Barceloneta has 2,950, which accounts for 12.3% and 12 % of the total, respectively.

### **Social and solidarity economy**

Ciutat Vella accounts for 11% of Barcelona's social and solidarity economy initiatives, including a wide variety of organizations and activities, with a significant presence of housing cooperatives and social placement companies, which represent 42% and 30% of those found in the city, respectively. It has 76 cooperatives and 61 worker-owned companies, 6 consumer group initiatives, three exchange markets and three community allotments, as well as two time banks and two community management spaces, four mutual companies and an ethical finance entity. This diversity of projects shows the huge potential for developing the market for alternative social and economic initiatives.

<b>Initiatives of the Social and Solidarity Economy</b>	<b>Ciutat Vella</b>	<b>% Barcelona</b>
CETS	3	6.3 %
Job placement companies	6	30.0 %
Housing cooperatives	13	41.9 %
Education cooperatives	1	5.3 %
Ethical finance	1	14.0 %
Community allotments	3	15.0 %
Consumer groups	6	10.2 %
Exchange markets	3	23.1 %
Time Banks	2	10.0 %
Community management	2	9.5 %
Mutual	4	23.5 %
Consumer cooperatives	1	3.2 %
Cooperative societies	76	8.8 %
Worker owned companies	61	5.1 %

Source: The Social and Solidarity Economy in Barcelona. Barcelona City Council 2015.

It also highlights the concentration of the Third Social Sector in this district with entities with different legal structures that aim to deal with social problems related to vulnerable groups, amounting to 336 organizations in 2013 (14 % of the city's total). This makes Ciutat Vella the district with the largest number of such entities, along with the Eixample.

Regarding the total number of associations, the city's register has 973 entries for Ciutat Vella, with 322 cultural institutions –one third (33.1 %) of the city's total–, followed by those working in the area of education and training –74 entities or 7.6% of the total. Moreover, cultural associations and guilds and other professional organizations represent over one fifth (21 %) of these entities in Barcelona.

#### Distribution of associations across the neighborhoods of Ciutat Vella in 2015

Association type	El Raval	El Gòtic	La Barceloneta	Sant Pere, Santa Caterina i la Ribera	Ciutat Vella
Total associations	343	297	84	249	<b>973</b>
% over / total District	35.3 %	30.5 %	8.6 %	25.6 %	
Education and Training	28	20	8	18	<b>74</b>
Social Economy	7	2	0	4	<b>13</b>
Guilds and professionals	22	17	2	13	<b>54</b>
Cultural	112	87	33	90	<b>322</b>
Neighbourhood	10	12	9	6	<b>37</b>

Source: Governobert. City Council entities report file.

In terms of their distribution across neighbourhoods, the Raval accounts for more than a third of all associations in the district with a total of 343 associations, followed by the Gòtic quarter (with 30.5%), Sant Pere and Santa Caterina i la Ribera (25.6%) and Barceloneta (8,6%).

## Socio-economic indicators, Ciutat Vella 2015

Demographics <sup>(1)</sup>	El Raval	El Gòtic	La Barceloneta	Sant Pere, Santa Caterina i la Ribera	Ciutat Vella	Barcelona
Population <sup>(1)</sup>	47,617	15,269	15,036	22,305	100,227	1,609,550
% Of the total population of the District	47.5 %	15.2 %	15.0 %	22.3 %	-	-
% Annual population increase	-1.76 %	-4.03 %	-0.96 %	-1.63 %	-2.01 %	-0.2 %
Net population density (inhab / ha) (2015)	949	454	1,149	695	775	619
Men (%)	54.9 %	52.1 %	49.8 %	50.0 %	52.6 %	47.4 %
Women (%)	45.1 %	47.9 %	50.2 %	50.0 %	47.4 %	52.6 %
Life expectancy (M / W), (2013)	76.2/84.9 years	80.9/83.4 years	76.0/84.8 years	78.8/85.5 years	77.2/84.9 years	80/86.4 years
% Youth population (16-24 years)	9.5 %	8.4 %	7.9 %	7.9 %	8.7 %	8.0 %
% Population 16-64 years	74.3 %	76.4 %	71.1 %	74.5 %	74.2 %	65.0 %
% Population without education + primary education	34.2 %	20.5 %	29.0 %	22.0 %	32.3 %	24.7 %
% Population with university education	18.9 %	34.4 %	22.6 %	33.5 %	28.3 %	29.4 %
% of foreign population over the total	48.1 %	41.7 %	31.3 %	38.9 %	42.6 %	16.3 %
% of the largest foreign population group over the total of foreign population	22.6% (Pakistan)	14.5% (Italy)	16.4% (Italy)	15.1% (Italy)	15.6% (Pakistan)	9.6% (Italy)
<b>Socio-economics</b>						
Index of disposable household income (2014)	65.9	98.5	84.5	92.5	79.7	100
Change IDHI 2014/13	+5.6	-5.1	+2.4	+1.3	+2.5 %	-
Total unemployed (May 2016)	3,630	919	1,092	1,514	7,155	82,569
% Of unemployed over District total (May 2016)	50.7 %	12.8 %	15.3 %	21.2 %	-	-
Weight of registered unemployment (population 16-64 years) in % (May 2016)	10.4 %	7.7 %	10.2 %	9.1 %	9.6 %	7.9 %
Weight of registered unemployment (population 16-64 years) in % (May 2015)	11.7 %	9.0 %	11.2 %	9.9 %	10.8 %	9.0 %
Change in the weight of unemployment (p.p.)	-1.3 %	-1.3 %	-1.0 %	-0.8 %	-1.2 %	-1.1 %
Total unemployed May 2015	4,110	1,067	1,194	1,655	8026	93,617
Annual % change in unemployment (May 2016)	-11.7 %	-13.9 %	-8.5 %	-8.5 %	-10.9 %	-11.8 %
% Of long-term unemployed over total unemployed (May 2016)	38.5 %	39.5 %	45.4 %	42.2 %	40.0 %	42.2 %
% People attended by municipal social services with respect to total population	9.3 %	7.8 %	9.0 %	7.6 %	8.5 %	4.6 %

<sup>(1)</sup> Official Residency Registration 06/30/2015

Source: Department of Employment, Business and Tourism based on data from the Statistics Department at Barcelona City Hall.

## Economic Activity Indicators, Ciutat Vella 2015

	El Raval	El Gòtic	La Barceloneta	Sant Pere, Santa Caterina i la Ribera	Ciutat Vella	Barcelona
<b>Economic activity</b>						
% Surface area given over to economic activity	35.9 %	46.7 %	44.9 %	31.2 %	38.8 %	30.6 %
% Cadastral surface area occupied by Industry (m <sup>2</sup> )	12.9 %	16.3 %	5.0 %	21.4 %	14.5 %	29 %
% Offices	14.6 %	28.8 %	31.7 %	27.2 %	24.4 %	18.1 %
% Retail and commerce	21.9 %	23.8 %	12.9 %	23.5 %	21.4 %	23.8 %
<b>Retail and services (2014)</b>						
Total establishments on the ground floor	2,544	2,140	753	1,837	7,274	67,433
% establishments over total for the District	35.0 %	29.4 %	10.4 %	25.3 %	-	-
Total retail on the ground floor	900	1,011	177	841	2,929	21,414
% retail over total establishments on ground floor	35.4 %	47.2 %	23.5 %	45.8 %	40.3 %	31.8 %
% retail over total for the District	30.7 %	34.5 %	6.0 %	28.7 %	-	-
Total Services on ground floor	1,209	797	370	698	3,074	31,290
% services over total establishments on ground floor	47.5 %	37.2 %	49.1 %	38.0 %	42.3 %	46.4 %
% Services over total for the District	39.3 %	25.9 %	12.0 %	22.7 %	-	-
% premises empty over total for the District	34.2 %	28.3 %	15.8 %	21.7 %	-	-
<b>Tourism</b>						
Total supply of tourist places*	9,895	8,691	2,951	3,026	24,563	122,223
% of the total for the District	40.3 %	35.4 %	12.0 %	12.3 %	-	-
<b>Housing</b>						
Housing prices, 2nd hand (€ / m <sup>2</sup> )	2,775	4,236	4,043	3,827	3,765	3,478
Rental prices (average monthly rent, € / month)	625.8	786	602.6	723.4	675.7	734.94
Average size of rented surface area	61.1	79.5	38.2	64.5	61.1	70.7
Number of leases signed	1,484	684	703	1,014	4,182	40,623

\* Including hotels, hostels, apartments, housing for tourism use and youth hostels.

Source: Department of Employment, Business and Tourism based on data from the Statistics Department of Barcelona City Hall



## 02.2. VISION OF THE FUTURE

This Plan is setting forth a vision for the economic development of the district aimed at reaching the objectives described in section 1.1. To achieve this we need to reverse some of the negative dynamics experienced in the socio-economic area, as well as committing to economic sectors that facilitate the transition to a new type of production model.

### 02.2.1. Dynamics to reverse

#### Monoculture economy centred on tourism, eateries and nightlife

Tourism is an important economic sector for Ciutat Vella: here we find most of the hotels in Barcelona, 26.9% of the city hotel count and a large number of associated services. This centrality generates, as we know, a huge economic dynamism and opportunities for employment. 22.8% of the population residing in the District, in fact, say they work or have worked over the last two years in activities related to tourism, 9.7% above the average for the city, according to the Survey on the Perception of Tourism in 2015 carried out by Barcelona City council.

However, economic specialisation has also led to a loss of diversity in both commerce-related and business activities and this can lead to an increased vulnerability of the economic model. The Local Development Plan for Ciutat Vella should allow us therefore to strengthen our productive basis to boost the area's resources in order to consolidate a plural economic ecosystem that is diversified, sustainable and which offers social returns that encourage different sectors of economic activity and make us more resilient over the long-term to cyclical variations and different economic contexts.

As well, there is a massification of visitors and a difficult balance in terms of the use of public space because of this economic activity and the multiple leisure options available. In fact, the neighbours in the Gòtic quarter, Barceloneta or Sant Pere, Santa Caterina i la Ribera say tourism is the main problem facing the city, according to the latest Survey of Municipal Services. Another key objective of the Plan must therefore be to ensure that tourism generates a greater social return while reducing its negative impacts on the residents of the District and the rest of Barcelona too, by making a strategic commitment to economic diversification and a locally-oriented commerce sector serving the needs of the residents of Ciutat Vella and Barcelona.

## Gentrification

The Ciutat Vella District has seen the original low-income population replaced in recent years –and to a large extent this is still occurring– with other social strata that have a higher purchasing power.

Without public leadership, housing and living costs are rising, due to the characteristics of this District and its centrality and its enormous capacity to attract people, along with the fact that the area is going through a process of urban renewal, as well as the weight of tourism in the district. While disposable household income in Ciutat Vella is around 80% of the average of Barcelona, according to the latest data, which we might say is in the mid-to-low range, housing rental prices have not stopped rising, especially in areas suffering most of the pressure of tourism, such as Barceloneta, which are now the most expensive areas in Barcelona per square metre. Also the sales price of second-hand housing is 8% higher than in the rest of the city (data from the first quarter of 2016).

Thus, especially in some areas, we are witnessing processes of local population displacement that are leaving the district against their will. As mentioned above, in the last ten years Ciutat Vella has lost 11.4% of its residents.

## Job insecurity and violation of labour rights

Precarious labour conditions are not new, but this certainly has intensified in recent years. 87.3% of the job contracts signed in Barcelona last June were temporary ones, according to the Department of Business and Employment. If we look more closely at the intensifying nature of temporary work, we see that in Catalonia 88.1% of contracts are temporary, according to the previously mentioned source, and 40.5% of these did not last more than one month in 2015, and almost two out of three (64.7%) did not last a year.

Moreover, the persistence of significant levels of unemployment and the cumulative effect of many years of economic recession has also led, according to statistics and other newspaper, union and qualitative studies, to other forms of deterioration in working conditions. Low wages, excessive workloads often unpaid, and the growth of part-time contracts have resulted in fraud and abuse of various kinds and situations of discrimination and exploitation against women and immigrants which are situations that unfortunately are too common.

Economic development initiatives and the promotion of employment cannot look the other way. In this sense, the Ciutat Vella Development Plan aims to address the processes of precarious employment by promoting more and better quality jobs. It will put special emphasis on the tourism sector as a leading economic sector in the district, which has a high degree of outsourcing, and precarious and temporary jobs. The deterioration of working conditions also affects the excellence of services provided and also the quality offered, so improving working conditions should have a payback on the living conditions of workers and the quality of the sector.

### Unemployment, especially for youngsters, and growing inequalities

Although Ciutat Vella is a very dynamic district economically, its population is younger than in other areas, with a higher percentage of working age population, and with an unemployment rate that stands two points above the average for the city.

Given a general context of very high rates of youth unemployment (27.8% of people under 30 years old in Catalonia in the first quarter of 2016), this District's youngsters show high levels of dropout at school in a schooling context that is moreover highly complex. Therefore, local employment policies must remember that this is one of the social sectors that has most difficulties to find employment and this must be given priority attention. It is also important to take into account the situation of women, who are particularly affected by poverty, precarious working conditions and accountability in terms of caring tasks, and other groups such as immigrants, the long-term unemployed, those over 55 years old and generally those with special difficulties in accessing the labour market.

As we have seen, the number of people being attended by the municipal social services compared to the total population –standing at 8.5%– is almost four points above the average for the city as a whole. Other socio-economic indicators show that across large swathes of the District, social needs are high, while the differences between quarters in the same district are also significant, which makes social cohesion difficult. It is essential, therefore, that action aimed at economic development generates better income distribution and equality of opportunities for the inhabitants of the District.

#### **02.2.2. Sectors and economic areas**

The economic diversification being projected means we need to identify a number of economic sectors or areas as part of the framework of the Plan that can be prioritised and therefore get special support in order to make them into spaces that are dynamic and solid in their provision of goods and services, whilst generating quality employment:

#### Care work and services for people

As mentioned in point 1.1., the local development contemplated in this Plan has the needs of people who inhabit this area at the centre of its activity. The main needs of people to lead a dignified, full and sustainable life are related to caring (food, facilities, wellbeing, health, accommodation, caring for one's self and those we are responsible for), and so it is important to explore this area in terms of employment and service provision.

#### Community interventions

The social and community needs of the area can be dealt with by Public Authorities and also to a large extent by social or individual initiatives and these can generate quality jobs. These intermediation projects can be community, social and culturally based, or related to the development of the area and social research, among others, and at the same time they are economically sustainable and generate a significant social return.

### Local commerce and retail

This Plan understands local commerce as individual shops (not chains or franchises) dedicated to catering to various needs of the population. These are traditional shops, and also new shops by individual entrepreneurs or SMEs that offer goods and services necessary for local area residents and those in the city, as well as for workers in Ciutat Vella. In a district with many retail chains and franchises aimed at supplying goods and services for tourism, promoting such institutions helps preserve the traditional business model, which is valuable because it promotes uniqueness rather than homogenization, personal services and the involvement of retailers in the community life of our neighbourhoods. Thus, this Plan is aimed at preserving and promoting this type of trade and also highlighting the valuable role of shopkeepers. In this sector, it is important to protect traditional and unique retail because of its high cultural value.

### Responsible consumption

Alongside support for local commerce to protect and promote key economic, social, cultural and community issues, there is also a need to develop responsible consumption, as described in point 2.1. This type of consumption is aimed at resolving the real needs of people efficiently, and also to help empower them (as consumers and producers), and to reduce inequalities and to generate environmental sustainability.

### Cultural projects

An area with quality cultural projects available to everyone is an area that looks after its welfare and the empowerment of citizens. At the same time, the cultural sector can become a strong economic sector, generating employment, goods and services that improve the lives of people who enjoy culture or take part in it. Today there are more than 300 cultural facilities in the city and Ciutat Vella plays host to 33.6% of the total surface area for this activity, according to the Cultural Observatory of Barcelona. This sector can generate positive synergies with other areas of development and should be understood as an economic stakeholder acting in favour of the rights of everyone. Therefore, it should stimulate development in this area, understanding culture is a common good, and this should help move towards a city model that is fairer, more plural and democratic, towards a “new institutionality” that includes the major cultural facilities and the basis of our cultural and citizen frame.

### Small-scale urban production

In the current economic context where the most important sector of the economy is the service sector, there should be a commitment to small-scale urban production in order to move towards a plural and diversified economy that also produces goods. Whether this is based on crafts, which are deeply rooted in the District, or small-scale manufacturing industry, an optimal economic ecosystem is one that apart from solving needs via services, also offers local production.

## Circular economy

The circular economy is based on the concept of sustainability, where the value of products, materials and resources –water, energy, raw materials– remains in the economy for as long as possible to minimize the generation of waste. The circular economy is creating jobs in sectors such as waste management and this contributes greatly to reducing the negative externalities of the current production model. At the same time, it is a good starting point for reindustrialization, as it generates jobs in the area that cannot be relocated. In 2014, the green economy had between 25,000 and 36,000 workers in Barcelona and this represented between 2.6 and 3.7 % of employment in the city, generating stable and quality employment –79.8% workers in green sectors are salaried<sup>4</sup>–. It is undoubtedly an emerging economic sector and it produces a significant social return.

## Knowledge and innovation

A dynamic area, economically and culturally speaking, is one that researches, studies and promotes innovation, whether technological or social. The knowledge economy is a major asset for this district. In the field of advanced services and value added industry, Ciutat Vella has considerable dynamism. During the period 2001-2010, the District experienced growth of 28.8 % in these sectors, above the 5.3 % average increase of Barcelona (*Bcn Metròpoli Creativa, Informe i mapes urbans de coneixement i innovació de Barcelona 2011*).

Moreover, Ciutat Vella is recognised because of the fact there are a lot of universities and innovative companies in sectors such as business services, ICTs and biohealth (Barcelona Innovation Map 2014).

Ciutat Vella has to make the most of these assets and facilitate the creation of new projects and innovation hubs and as such promote connections between these and the rest of the area.

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<sup>4</sup> Data from Estudi sobre l'economia Verda a Barcelona (2015), by the Department of Employment, Business and Tourism Studies at Barcelona city Hall.

## 03. Strategy lines and measures

### 03.1. LOCAL ECONOMIC DEVELOPMENT<sup>5</sup>

As mentioned in the introduction, this Plan understands local economic development as a set of actions, policies and strategies that promote economic activity that are rooted in the potential of an area and aimed at solving the needs of people who live there. The idea is to strengthen the local economy in order to cover the needs of the city, and deal with the crisis situations which we find ourselves immersed in, with the aim of distributing wealth and opportunities, with a gender, intercultural and environmental sustainability perspective.

This type of local development aims to take advantage of resources in the area and at the same time organise a plural economic ecosystem that stimulates different practices and economic activity sectors through concerted policies and projects between the Public Administration, the community fabric, the social sector and private stakeholders.

#### Strategy line 1

##### Promoting retail diversity and local commerce

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Given the centrality and intensity of visits that Ciutat Vella receives, retail and commerce has experienced a specialization in tourism segments which has led to a loss of diversity in business activity. Commerce in the District should be able to find a balance between tourism's demand and the needs of those men and women who live and work there, as well as finding solutions for Barcelona's residents that still see the centre of the city as a reference shopping point. Commercial development that is designed to serve people is one that can meet these needs as far as possible.

In this regard, support for local retail is essential. This plan understands local commerce as a type of premises or shop (not a chain or franchise) dedicated to catering to the various needs of the population. These are traditional shops, and also entrepreneurs' new premises or SMEs that offer goods and services required by the neighbourhood and/or other people of Barcelona. In a district with many retail chains and franchises supplying goods and services for tourism, promoting such shops helps to preserve the traditional business model. It is a valuable model because it promotes uniqueness, rather than homogenisation, and personalised service, and because it brings huge social value contributing to social structure and the cohesion of neighbourhoods. Thus, this Plan also aims to support, preserve and promote this type of commerce, valuing the shopkeeper's profession.

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<sup>5</sup> The strategy lines included under Local Economic Development are specially apt to deal with this area, but all of the strategy lines set out in this plan, in this and other sections (New Public Leadership, Employment quality, Sustainable Tourism and Social and Solidarity Economy) are strategy lines for Local Development Economy, although in order to respect the perspective of the PAD/PAM, the contents have been divided into the PAD/PAM sections.

This plan considers the promotion of diversified retail and support for local commerce, therefore, not only as a main focus of economic development, but also as a key strategy that can help to stop residents leaving Ciutat Vella to live in other areas of the city.

The actions contemplated by the Plan to promote local commerce will be developed in coordination with the Department of Commerce and the Institute of Municipal Markets.

Measures:

**1.1 Carrying out a census of commercial premises in each area, which will be updated every two years**

Ciutat Vella is an area with a large number of commercial premises, either selling products or services. To put into place diversity policies regarding commerce, quantitative and qualitative data is required that is segmented according to neighbourhoods. In turn, this census must be updated every two years and it needs to be open and available to anyone who wants to know about the commercial reality of Ciutat Vella.

**1.2 Conducting a study of supply and demand to identify potential gaps in the supply of products needed for sustainable everyday life**

Beyond the census of commercial establishments, it is necessary to know what supply of goods and services is necessary for everyday life in our neighbourhoods. A study will be carried out to determine the distance neighbours have to go to reach zones to buy goods and services relating to fresh food, household equipment and personal health and hygiene and cultural services, and what the characteristics of this offer are.

**1.3 Promotion and distribution of the range of shops and other suppliers of goods and services by updating and improving the website of retailers and suppliers in Ciutat Vella, as well as through other promotions of advertising materials which highlight added value from a social and cultural perspective**

We know there is a need to promote the range of shops and suppliers in our neighbourhoods, so that the people who live, work, or visit can find out about what they can buy and hire, opening hours and how to contact suppliers. In addition, it is necessary to highlight the added value of local commerce: whether these are emblematic or historic shops, or if they participate in community life (membership of trade associations, participation at events such as festivals or social projects, etc.), if they are projects related to the social and solidarity economy and if they provide goods and services related to responsible consumption, which is a theme that will be worked on in the Promotion Plan for Responsible Consumption of Barcelona City Council.

**1.4 Preparation and promotion of a proposal to improve retail and commerce signage**

In accordance with guidelines marked out by the Municipal Institute of Urban Landscape, we will study the extent to which premises can improve their own signage, as well as how the City can generate new signage for commerce and retail.



### **1.5 Promotion of cost savings and business cooperation for 200 establishments**

Bringing together resources and business cooperation are tools that can contribute to making a business sustainable and viable or increasing its profits. In addition, these practices bring together society too, which optimize resources and reduce the ecological footprint derived from consumption. Actions will be taken in this area, promoting both central purchasing of products and/or services, and collective cost savings on energy via, for example, energy audits or shared energy managers.

### **1.6 Promoting the handover and transfer of 80 retail businesses, especially historic, unique and local establishments**

We will collect and promote information about which shops in the area are about to close in order to facilitate their transfer, offering this as an option for entrepreneurial people in the area that are unemployed so they can develop this business successfully as part of a project including training and specific support that, in addition to training future professionals, helps to strengthen the value of the shop keeping profession.

### **1.7 Support for trade associations**

Optimum development requires local business associations that are strong and powerful; meaning, they represent a large part of the retail in the area, and they have a portfolio of tools and services that allows them to defend and promote their association members and attract new ones, to carry out tasks successfully and transparently, and also to participate in community and association life in an inclusive way in neighbourhoods. The City Council should support trade associations through financial support from the annual grants application programme for projects of interest for the area, as well as through other resources and the identification of actions that may be useful, such as establishing criteria for the use of public space to promote associations, keeping up clear and fluid communication with the administration, carrying out specific training sessions (management of associations or other services that may be incorporated again), support for the introduction of practical incentives to set up associations (e.g. getting discounts on services and fees for associated businesses), carrying out studies on the various reasons why retailers are not associated or other public resources that may be used to service common interests.

### **1.8 Improve knowledge about businesses run by people of foreign origin and promote their involvement in community life**

Many of our neighbourhood businesses are run by people from countries around the world. However, the City Council and the rest of the community do not have enough knowledge about the characteristics of these groups and their business dynamics. This plan aims to diagnose what the characteristics and needs of this very large group of retailers are in order to undertake joint promotion and marketing support as well as actions that look to involve different areas of community involvement. This line of action draws on the experience of previous mandates in the Fort Pienc and San Antoni neighbourhoods, and it aims to learn from their successes and limitations.



**1.9 Promoting universal access to 2,000 establishments**

In coordination with the different areas involved in this issue, information on grants and other help, specific actions, and universal access to premises in Ciutat Vella will be promoted, and a retailers' website will highlight which premises are accessible to people with reduced mobility or other disabilities.

**1.10 Interventions against sexist advertising in the public way in Ciutat Vella and its shops**

The Council has to ensure the non-sexist use of advertising in the public way and its shops, also in its local development strategies, because the impact of advertising is another result of economic activity. In coordination with the municipal departments involved and the city's strategies, there will be a study of the radius of intervention and the powers that the City Council has on certain advertising media (transport, the public way, etc.) and actions will be promoted to prevent the spread of sexist advertising in Ciutat Vella, as well as awareness-raising measures in shops about this type of advertising and its effects.

**1.11 Census of regular fairs and special promotion for those involving local stakeholders**

Currently, there are some fifty fairs organised in Ciutat Vella. In coordination with the council's Department of Commerce, local authorities will develop a map showing which fairs, shows and street activities related to product sales are taking place in the district and which local stakeholders in the area are involved. The idea is to detect opportunities and work with the actual fairs themselves to promote the participation of traders and others from the District and this in turn will be reviewed. As such the assignation of permits for the public way can also be unified and this should also help get an overall picture of the general situation and boost aspects related to transparency and democracy.

## Strategy line 2

### Encourage and promote sustainable and quality economic activity

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The type of retail that we want to promote via the aforementioned intervention policy lines is one characterised by the sort of plural ecosystem we want for our neighbourhoods. It will be necessary, however, to support other economic activities beyond just retail following the same overall objective of meeting the needs of neighbours and the general public, especially those that offer respectful behaviour and practices designed for the environment and the workers that are actually carrying out these actions.

Therefore, it is about promoting existing quality economic activity in our neighbourhoods and fostering new ones that contribute to the overall welfare of people while looking to reverse the dynamics of economic gentrification and the monoculture described above.

Measures:

#### **2.1 Call for grant applications to finance individual or collective entrepreneurial projects, companies that are already trading and cooperatives, community economies and social innovation and employment in the city**

These grant applications, which have an allocated budget of approximately two million Euros for projects throughout the city, will be one of the main tools to generate new economic activity linked to local development. These are for initiatives that create economic activity (employment) that clearly has a payback in terms of local development in neighbourhoods and that does not generate surplus profit, i.e., the profits are always re-invested in the business. Among Ciutat Vella projects, the ones that deserve special attention are related to the priority economic sectors outlined in this plan: care-related jobs and services for individuals, community interventions, local retail, responsible consumption, cultural projects, small-scale urban production, circular economy and knowledge and innovation.

#### **2.2 The Business Activity Support Service of Ciutat Vella (entrepreneurship, business and social economy initiatives)**

The purpose of this Business Support Service will be to offer those people who have a business in the District or those who want to set one up specific information regarding the socio-economic reality of our neighbourhoods (data on population, retail, unoccupied premises, etc.) and on existing projects in the area that may be of interest (similar initiatives, business associations, labour networks, suppliers of local goods and services and/or social and solidarity economy, etc.). Material will be developed and offered that is specific for each neighbourhood. In addition, this service will also provide an initial overview of the regulations regarding business activity, licensing procedures, and grants from the City (more in-depth advice, customized programmes, training, grants for taking on workers) and it will also address people to other areas (Citizen Advice Bureau (OAC) and Barcelona Activa's services), and if necessary, coordinating with the licenses department at the District Council level.

Moreover, the Business Support Service will also work proactively to provide support to businesses with promotional campaigns to local businesses to raise awareness about city resources available (grants for hiring workers, training and other resources).

### **2.3 The Aixecament de Persianes programme is linked to the need for goods and services identified in neighbourhoods.**

The neighbourhoods of Ciutat Vella have a large number of premises that have their shutters closed up. An analysis will be carried out to determine how many premises are in this situation and which areas are most affected. The programme will focus on identifying the owners of these premises that would be willing to offer their properties for rental at a price lower than the market rate, by way of mediation, incentives and guarantees from City Hall. The premises will be earmarked for entrepreneurs to develop economic activities regarded as necessary for each neighbourhood and linked to priority sectors outlined in this Plan. Moreover, this programme, dubbed 'Lifting Shutters', will study the feasibility of the Council purchasing or renting premises. Given the pressure on real estate seen in this District, once the first 15 mediations have been carried out by the City Council, there will be an assessment of whether to change local bylaws at the supra-municipal level to ensure their effectiveness.

### **2.4 Specific support for integrated community projects to develop local neighbourhoods**

To create sustainable and quality economic activity from the perspective of this plan, it is necessary to relate and connect it with the fabric of the community in the area. Neighbourhoods that have created a benchmark community network and a specific economic strategy, such as the Barceloneta *Proa a la Mar* project, can become better areas for economic development as understood from the perspective of this Plan. Therefore, this type of project will be given support and help to create and consolidate such networks.

### **2.5 Comprehensive support for five new economic initiatives developed from groups at risk of social exclusion**

People at risk of social exclusion face more difficulties to find work. Entrepreneurship and self-employment can be a solution for their employment and to generate an income, but it requires special support for this type of entrepreneurship, as is already being done by social organizations in the area. As such, five new comprehensive support initiatives will be created for groups at risk of social exclusion, including support for counselling and the incubation of projects.

### **2.6 Actions to boost the green and circular economy**

The management of waste generated by economic activities in our neighbourhoods is essential both for health-related issues and in terms of environmental sustainability and also in terms of being a resource that can lead to new economic activity. By-products must become a useful resource in the productive system because this promotes the circular economy. Therefore, a study will be carried out in Ciutat Vella in coordination with municipal departments like Urban Ecology and other areas to find opportunities to re-use resources and measures that will be implemented to create initiatives to boost the green and circular economy.

### 03.2. NEW PUBLIC LEADERSHIP<sup>6</sup>

This plan is committed to public-sector leadership regarding socio-economic issues, meaning the City Council should design and run policies to create, distribute and manage economic activity, with a clear model regarding what sort of economy we want for our neighbourhoods and District. In this sense, the complete Economic Development Plan of Ciutat Vella, and not just this section, is a tool for public service leadership by the District Council because it brings a vision to the neighbourhoods where we live, as well as the policies we need to build them; leadership that should bring about economic activity and quality employment linked to the needs of neighbourhoods and that provides local and sustainable responses aimed at guaranteeing the rights and the promotion of a sustainable and diverse economy.

But neither the vision nor these policies have been designed solely by the City Council nor will they be promoted exclusively by this Administration. Public leadership should facilitate and complement necessary community leadership, as well as being in constant and fruitful dialogue with the economic stakeholders in the area, without losing its proactive management role for a large proportion of policies, helping improve services provided and ensuring their integration in the area and ensuring the centrality of the District Council offers the potential to have real knock-on effects on economic development. That is why this plan wants to gather proposals by these types of stakeholders, either from the specific working sessions of the Plan or those sessions and contributions developed during the action plans for the districts (PAD). The current Plan is placing special emphasis on new governance spaces and the co-production of economic policies.

Moreover, when speaking about leadership we must remember that the public sector, which is made up by different administrations, is the main economic subject of the District, both in terms of aggregate production (GDP) and in terms of generating jobs through investments or spending. This spend can be a source of stimulation for the economic fabric of the area as well as a source of quality jobs for people who live there. The aim of this Plan is to move forward as far as possible with public spending and procurement that has a real effect on the local area with best practices in terms of social return and/or the social economy. Thus, a strategic decision in favour of public leadership, local trade, decent and quality jobs, sustainable tourism and the social and cooperative economy also represents a commitment to deal with the recession we have suffered from in recent years and to search for new economic solutions for neighbourhoods and small and medium-sized enterprises.

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<sup>6</sup> As mentioned in the preceding section, the strategies included in each section are those that specially relate to that particular area, but all of the strategy lines outlined in each of the sections (Local Economic Development, New public leadership, Quality jobs, Sustainable Tourism and the Social and Solidarity Economy) are strategic lines relating to the New Public Leadership, and in all these sections Barcelona City Council takes on roles involving development, conception of ideas, and the construction a new economic model, either from the perspective of leadership or from the facilitation of shared leadership and other processes.

### Strategy Line 3

#### Improve specific knowledge about the socio-economic reality of Ciutat Vella

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The Council must lead the development of a comprehensive diagnosis of the socio-economic reality of Ciutat Vella, which allows us to get to know the current situation and determine appropriate measures once we understand the socio-economic issues. Once completed, this diagnosis will be made available to the public to facilitate data analysis.

Measures:

##### **3.1 Preparation of an annual report on the socio-economic diagnosis of Ciutat Vella**

This report will include data on economic activity, social inequalities, unemployment and other indicators, incorporating a gender and intercultural perspective.

##### **3.2 Preparation of specific studies on certain activities or issues where we lack information**

In addition to areas of study specific to other sections of this Plan, it will be necessary to have reliable knowledge about economic flows in the area, drawing on Big Data analysis and changes to the real estate map.

### Strategy Line 4

#### Promote and support economic activity in priority sectors for the sustainable economic development of the District

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One of the objectives is to work towards an economic diverse District to grow and consolidate economic sectors in our neighbourhoods that contribute to reducing a monoculture based on tourism, in order to generate a model of a plural economy that meets neighbourhood needs. There will be special emphasis on priority activities in the aforementioned presentation of this Plan: care-related services for individuals, community interventions, local retail and commerce, responsible consumption, cultural projects, small-scale urban production, the circular economy and knowledge and innovation.

Measure:

##### **4.1 Support for the creation of 50 entrepreneurship projects related to priority economic sectors**

New proposals for the production and service sectors need developing to meet the needs of the population and help them become economically viable and sustainable. For this reason, Barcelona Activa will devise, promote and manage tailored programmes addressed at entrepreneurs, according to sectors, offering training and advice (in terms of business, skills, legal and socio-labour knowledge) in an intensive way for a given period of time.

### Strategy Line 5

Promote public procurement from the District Council including social clauses to ensure a social return for the area

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Ciutat Vella District Council should actively promote a social return for the area from their own spending, as in their procurement of goods, services and work in order to promote a socially and environmentally fair economic model.

Measures:

#### **5.1 Preparation of a protocol for purchases and procurement in the District Council of Ciutat Vella**

A protocol will be drafted to provide practical guidelines for the expenditure items of the District Council especially in relation to event management services, cleaning (of public spaces and facilities) and communication (design, management, production and distribution). The aim of this protocol will encourage, as far as possible, the purchase of products and the contracting of services from local stakeholders and/or stakeholders in the cooperative, social and solidarity economy.

#### **5.2 Creation of a specific commission for this strategy line, with technical staff from Ciutat Vella District Council, Barcelona Activa, with the support of the Directorate of Public Contracts at Barcelona City Council**

This committee will work on generating technical knowledge and tools required to successfully achieve this strategy line, with the aim of providing solutions for the application of a municipal guide on social clauses for contracts signed by the District Council.

#### **5.3 Analysis of the possibility of hiring residents of Ciutat Vella for public works projects**

Given the current legal framework, we have to determine the possibilities and mechanisms that the District has to promote the employment of people from the area in the refurbishment of buildings and similar programmes, and/or linked to education projects or socio-labour placement projects.



## Strategy Line 6

Promote the purchase and hiring of goods and services in Ciutat Vella by companies, organizations and facilities in the area

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Ciutat Vella is a District that has a rich tapestry of companies and providers of goods and services. We must work on promoting this and fitting supply to demand in the local area, particularly with regard to the demand generated by large facilities in the District (universities, museums, etc.), because of their purchasing volume and contract impact. Ciutat Vella is the tourist centre of the city, and as such there must be support for tourism promoters, but so that its activity has a return for the area, and also promoting actions with the sector itself that are related to corporate social responsibility and which have a positive impact on the territory. Special attention needs giving to the supply of so-called 'other economies' and to develop a social market in terms of the solidarity economy.

Measures:

### 6.1 Study on how to enhance the District's purchasing and contracting of companies and organizations in the area

There will be a study on how to get local area organizations –especially large facilities such as universities and museums, tour operators and entertainment centres– to hire and purchase from the local area, based on incentives related to grants, easing procedures and through information campaigns or other methods.

### 6.2 Preparation of a catalogue of suppliers of Ciutat Vella

A catalogue will be published designed for large facilities, companies and individuals and this will be linked to the Ciutat Vella commerce web, which will become a web for retailers and suppliers in Ciutat Vella.

### 6.3 Work on the implementation of a quality stamp for companies applying social clauses

A plan will be developed to introduce a Ciutat Vella quality stamp that will certify at the city level companies that meet certain social, employment and environmental criteria. This stamp is currently being developed and it will help showcase best business practices and this could become an evaluation criterion in public procurement in municipal tenders.

### 03.3. QUALITY EMPLOYMENT<sup>7</sup>

The difficulty of getting into employment, the persistence of high rates of unemployment –particularly for specific groups like young people, those with lower qualifications or the long-term unemployed– is one of the main problems in Ciutat Vella and Barcelona. The challenge of job creation is always one of the main policy goals in terms of local economic development, and this has become a top priority given the current economic recession of recent years which has had a devastating effect on the labour market.

However, one has to keep in mind that in the current context, having paid work does not always mean workers can live above the poverty line, which in turn also reduces guarantees when it comes to providing quality services. That is why, in addition to promoting the creation of jobs, there is a need to enforce the law and current regulations and encourage pay that exceeds the proposed minimum wage. In conclusion, working towards the creation of ‘decent jobs’ has been acknowledged and defined by the International Labour Organization.

Efficient and sustainable economic development must generate quality employment: a type of employment carried out in dignified work environment conditions and in terms of payment. Moreover, quality employment will also be one that addresses the needs of family reconciliation, especially for those groups with more difficulties getting into the labour market or starting a business, such as women immigrants with children. Employment must be understood not only for itself but also as a solution for a better and more dignified life to achieve a more cohesive society and to provide higher quality goods and services.

This plan promotes the employment of unemployed people through counselling, training and job experience, and detecting what jobs are generated in the area and focusing on improving their conditions. The Plan also aims to reverse labour law violations that occur in Ciutat Vella by co-operating with other administrations and promoting protocols and advice for companies that create jobs in the district, as well as identifying and highlighting best practices already being carried out in this area. Finally, employment resources need to be mapped for the area in order to detect which areas need jobs and how to find a solution, as well as how to move forward with coordination between employment placement entities and the Public Administration in terms of support, training and job searches and prospecting companies in the area.

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<sup>7</sup> As mentioned in the preceding section, the strategies included in each section are specific to one particular area, but many other strategy lines that are outlined in other sections also have a lot to do with the creation of quality employment, particularly those relating to entrepreneurship and business development (in Local Business Development) and the social and solidarity economy.

## Strategy line 7

### Promote the employment of unemployed people

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Actions in this area will address unemployed people in the District and, especially groups that are especially vulnerable. Whether through job experience projects (employment plans or similar), orientation activities and employment advice, training or business prospecting activities, the aim will be to increase the chances of the residents of Ciutat Vella getting stable and quality employment.

Measures:

#### **7.1 Hiring of residents through employment plans or other job experience measures with a comprehensive view of the projects to be carried out**

Barcelona City Council will offer work experience for at least six months to people who are unemployed to develop key projects for the community and which represent new sources of quality employment across any district of Barcelona.

The District of Ciutat Vella will pay special attention to plan the work experience required by the District Council, with a comprehensive vision that addresses the reality of the area and its needs, as well as possible demand from labour markets in relation to these needs.

At the same time, there will be an increase in the promotion of applications so that residents of Ciutat Vella, as well as labour placement entities and associations, get more information about all of the characteristics of these programmes.

The objective is that this measure will benefit 200 residents in Ciutat Vella.

#### **7.2 Individual guidance and counselling on employment**

Individual attention will be offered to residents to guide them on how to find work and remain in employment with minimum conditions of stability, according to each person's professional and academic profile, as well as their motivation and personal situation. The process always starts with the person's potential (and not their weaknesses). The strategy for guidance and advice to Ciutat Vella residents will be based on local area requirements, as well as training and skills development in coordination with neighbourhood organizations.

About 1,500 residents will receive personalised guidance and advice thanks to this measure.

### **7.3 Training/skills development of District residents to increase their chances of placement in the labour market**

Training is a critical element to enhance the employability of people that are excluded from the labour market. With this perspective in mind, the Plan will offer unemployed residents key skills training (teamwork, communication, use of ICTs) or professional skills (technical or knowledge skills) to help them get into the labour market. The content of the training will be linked to occupations in demand in the labour market in sectors that generate added value and/or cover needs in the local area (care work and services for others, community interventions, locally-focused retail, responsible consumption, cultural projects, small-scale urban production, the circular economy and knowledge and innovation), and especially in Barceloneta, the yacht and maritime industry. Moreover, it will develop the practical part of the training in shops, local services and organizations in the District. 800 residents are set to benefit from this training programme.

### **7.4 Specific programmes for especially vulnerable groups**

Programmes will be offered to help those segments of the population that are particularly affected by unemployment: young people, those aged over 45, women and immigrants, among others. In addition, there will be specific actions to correct the situation of disadvantaged groups who suffer discrimination or stigmatization and/or who are at risk of social exclusion. Measures will include guidance and counselling work, customized training and specific job search processes. Linkages and joint work will be developed with schools in the area, in coordination with the Education Plan of Ciutat Vella.

### **7.5 Carrying out coordinated prospecting of companies in Ciutat Vella**

Prospecting will be coordinated to find companies operating in the area by labour network entities in each neighbourhood and by District Council public services to get a global perspective on the existing labour supply situation and establish agile management mechanisms regarding the demand for workers and to help devise strategies to encourage the hiring of residents by local businesses.

### **7.6 Promoting the family reconciliation of people participating in employment and training projects**

Many people –the vast majority being women– do not participate in training that would improve their employability because they have to look after their children. To deal with this issue, actions will be designed to foster reconciliation in relation to child care, to ensure equal access to resources and improve employability. These may be, for example, projects with nannies or kindergartens for the children of people attending training or on work experience programmes.

### **7.7 Programmes to reduce school dropouts from the education system in order to increase employability**

In coordination with measures developed as part of the Education Plan of Ciutat Vella, there will be training and information sessions for schools in the District to raise awareness about the need to have a certificate accrediting schooling and its direct relation on posterior labour market placement. At the same time, young people will get guidance about the possibilities of labour market placement in jobs that they are interested in.

## Strategy line 8

### Promoting decent work

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The violation of labour rights is a reality that cannot be ignored. Therefore, a series of actions aimed at promoting decent working conditions will be developed in the District, and these will work on three lines: analysis of the degree of job insecurity for those working in the District, information and advice on employment rights; and promotion of best practices of companies located in the District. These actions, as already mentioned, are aimed at improving the quality of life of workers in the District and also to improve the services provided, in order to promote the reputation of companies operating in the city and move towards an economic model that is more robust, resilient and socially sustainable.

Measures:

#### **8.1 Diagnosis of the degree of job insecurity in Ciutat Vella**

An analysis of working conditions in the District will be carried out, with special attention on the situation in tourism, hotels and nightlife sectors. The diagnosis will analyze, among other things, the level of temporary contracts, whether pay covers minimum needs, the length of the working day and if the employment relationship is duly formalized.

#### **8.2 Information and personalized advice on workers' rights in the tourism, hospitality and/or nightlife sectors**

A strategy will be established in agreement with unions to inform and advise people working in tourism, restaurants and leisure businesses in the District. Thanks to these actions, support will be offered to people who, for various reasons, are subject to processes that involve insecurity, uncertainty or a lack of guaranteed working conditions. The purpose of this strategy is to promote the effective exercise of labour rights and ensure that people working in Ciutat Vella do not work in precarious working conditions and in accordance with the definition of 'decent work', according to the International Labour Organization, while helping to improve the quality of our economic model.

This measure aims to reach one thousand workers in these sectors.

#### **8.3 Detection, recognition and promotion of tourism, hotels and/or nightlife companies presenting best practices in working conditions**

In a first phase, and in coordination with other initiatives across the city, a methodology will be designed to characterize actions that can be qualified as 'best practices' regarding employment (in terms of wages, timetables, measures to reconcile work, diversity management, health and safety, recruitment of vulnerable groups, among others). Afterwards, companies in the hospitality and tourism sectors that use these practices and meet these characteristics will be identified. Finally, the actions of these stakeholders will be showcased so that they can be replicated.

#### **8.4 Incorporation of information campaigns on labour rights and employment training projects in the District**

Resources to help employment placement in the area include information and training actions regarding labour law. The aim is that people do not only increase their employability but also their knowledge about the framework that regulates the conditions of the jobs they occupy. To carry out this policy, existing experiences in the area will be taken into consideration as a starting point. Also, training will be offered to organizations that want to include the incorporation of labour law issues in their actions or employment projects.

#### **8.5 Preparation of a proposal for commitments towards corporate social responsibility in the hotel industry, catering and leisure sectors and social returns in terms of creating quality employment**

The District of Ciutat Vella will invite companies in these sectors to develop a proposal for commitments to corporate social responsibility, with the involvement of labour networks and other social organizations.

### **Strategy line 9**

#### **Integrate actions to boost employment in the District**

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The aim of this plan is to align all resources in the area towards meeting common goals. In our neighbourhoods we find training and skills development programmes, and others to promote employability and the hiring of local residents developed by different stakeholders: social organizations, second-tier networks and public operators. We must integrate resources and promote transversal work and cooperation to achieve better results and enable a unified mechanism for local development that is also useful for other actions. The Plan envisages three types of measure to promote these crossover functions: a map of employment resources and training located in the District, the implementation of actions to meet needs and provide impetus to existing initiatives, and promoting the coordination of all stakeholders across the area, strengthening existing areas of governance.

Measures:

#### **9.1 Identification and mapping of resources and employment training organizations and public operators in the District**

Services, programmes and other existing customer service points will be identified in the area to guide, train or generally increase the employability of unemployed people. These resources will be mapped to get an overview of what is already being worked on (both by governments and institutions) and what remains to be addressed.

#### **9.2 Deployment and support for projects and initiatives related to the integration of unemployed people**

Once resources are located in the District, different actions will be deployed to respond to any unmet needs identified in the area. Some of these actions will be carried out through the creation of new resources/municipal services and others will be implemented through projects developed by territorial organizations working in the area of job creation.

### 9.3 Coordination of training and employment resources located in the District to promote access to labour markets

Based on the aforementioned work of identifying and mapping resources, and taking into account the areas of governance that exist in neighbourhoods, synergies will be promoted between actors in the area to promote concrete actions based on cooperation and joint efforts: coordination between labour networks in the neighbourhood, between networks and public operators (SOC and Barcelona Activa), and between these organisations and companies that are located in these areas.

## 03.4. SUSTAINABLE TOURISM<sup>8</sup>

The effects of tourism in Barcelona, specifically in the neighbourhoods of Ciutat Vella, have been the subject of debate and concern in recent times, especially given its significant impact in terms of the environment, culture and socioeconomics. This makes it difficult to live a sustainable life for the residents of our neighbourhoods, and also for Barcelonans who work in Ciutat Vella or have to pass through the area. In fact, the Gòtic, Barceloneta or Sant Pere, Santa Caterina i la Ribera cite tourism as the main problem facing the city, according to the latest Survey on Municipal Services.

One of the most worrying impacts is gentrification, meaning the replacement of population through the expulsion of residents in Ciutat Vella, as a result of the increase in the cost of living and higher rentals, massification and a lack of diversity in terms of retail. The real estate market, which is not covered in this Plan, plays a crucial role in these dynamics. Apart from neighbours, the effect of expulsion is somehow felt by many Barcelona residents that no longer feel welcome to walk, or share life in the neighbourhoods of Ciutat Vella, given the massification of people living there.

Tourism in Ciutat Vella, however, is and will be a reality for our neighbourhoods. It is the centre of the city, and has and always will be a place to visit and go out –both for tourists and visitors from other parts of the city or country. Tourism, according to the model we know today, is having the aforementioned effects, so the vision of this Plan is that we need to plan for a natural decrease in this activity over time and to intervene to make the coexistence of tourism possible with sustainable living and improving its social return. There is a need to move from a model based on tourism promotion and the city as a commodity to a model that places tourism governance at the centre.

The fact that tourism is a sector of high economic activity and source of wealth generation makes advocacy and regulation more necessary in order to distribute the wealth that this activity can generate.

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<sup>8</sup> As mentioned in the previous sections, the strategies included in each section are more specific to that particular area, but all the strategy lines in this Plan are interrelated. Some aspects of Sustainable Tourism relate to others in the Employment section referring to the defence of labour rights.



### Strategy line 10

Regulating this economic activity and ensure the legal compliance of operators and tourist establishments

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Barcelona City Council has the disciplinary and regulatory tools to manage the economy and these must be met by all economic stakeholders. These rules need to be explained, as well as the inspection and application of sanctions in accordance with current regulations. Moreover, awareness about the daily needs of the neighbourhood should be raised with operators –with tourism and other businesses–, also showcasing those operators that use best practices and respect for the rules, in order to help share these practices with other operators.

Measure:

#### **10.1 Share information, inspection and/or sanctions to ensure regulations are followed regarding hotel rooms and housing for tourist use**

Measures relating to information, inspection and fines need intensifying to enforce rules regarding the number of hotel rooms and housing for tourism use, in accordance with existing protocols, strengthening them with promotional activities.

### Strategy line 11

Promote a social and regional return from tourism activity

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Measures must be designed that offer a social return from tourism businesses in this area, meaning looking for positive impacts generated by tourism to counter the negative externalities and also to provide new opportunities and to strengthen economic ties with the neighbourhood, entities and public services. These actions should be designed based on a vision that will build, from a practical stance, a new model of tourism business activity that is governed by the local area and that generates wealth that is distributed fairly and sustainably.

Measures:

#### **11.1 Design and promote a procedure for applications for projects that are compensated by the tourism tax**

Protocols will be designed and systemised so that companies and stakeholders in neighbourhoods can propose compensation measures from the tourist tax. These actions are part of a bylaw that prescribes that these must take the form of promotion, including, for example, the arrangement of public spaces by residents through employment programmes or the refurbishment of housing to improve conviviality, accessibility and safety in buildings.

#### **11.2 Support for the creation of five economic initiatives aimed at reducing, transforming or reversing the effects of tourism saturation**

Advisory and training sessions will be organised to accompany the creation of socio-business initiatives that contribute to mitigating, changing, or eliminating the negative impacts of tourism, such as local cooperatives that provide goods and services to tour operators and as such provide employment to residents with dignified working conditions. To carry this out, virtuous economic linkages will be needed in the tourism sector, identifying specific needs in the supply chain and factors that may hinder or enhance these synergies.



### **11.3 Promotion of local retail and services in the form of preferred suppliers to hotels and tour operators**

Links will be established between the needs of tour operators and tourism establishments with the offer of local retailers and service providers in the area. Firstly, this will help Ciutat Vella tourism to get to know the products and services offered by local commercial establishments; secondly, it will support local shops and commerce so that these can present an attractive offer to operators and tourism establishments. The goal is that the latter will prioritize as much as possible purchases in the local area.

### **11.4 Promoting the employment of people from the area**

We need to raise the awareness of tourism operators to maximize their commitment to the hiring of unemployed people from the District to cover vacancies, as part of a process to promote corporate social responsibility. During this process it will be especially important to listen to the personnel needs of operators (profiles, training, experience, skills) to meet their needs and if possible to design training programmes to meet these in the medium term. The existing labour networks will play an important role in coordinating programmes, avoiding duplications and therefore taking advantage of economies of scale. Also, there will be assurances that job offers provide decent working conditions.

### **11.5 Co-responsibility of visitors to promote a social return from tourism**

Promotion will also be carried out to implicate visitors in tourism that has a social return, showcasing the range of local shops and services (either through retail website or other communication material), inviting them to find out about the legality of their tourism apartment if necessary (search browser showing legal homes for tourism use) and the working conditions of staff at hotels and other leisure businesses, as well as raising awareness about how to report irregularities.

## **Strategy line 12**

### **Working towards the implementation of a sustainable tourism quality stamp for the District**

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To encourage a transition to a new model of tourism, we will work towards implementing a hallmark stamp to accredit sustainable tourism and to coordinate this with other initiatives to showcase best business practices.

Measures:

#### **12.1 Implementing a pilot project for a Biosphere-Barcelona quality stamp**

The advanced application of criteria for sustainable tourism will be promoted, and these will be based on an adaptation of the international Biosphere-Barcelona quality stamp for the city of Barcelona. These parameters will be used to showcase those tourism products (hotels, tour operators and tourist housing) that exceed certain socio-economic, cultural or environmental standards.

#### **12.2 Coordination of the Biosphere-Barcelona quality stamp with other initiatives**

Coordination of the implementation of this quality stamp will be undertaken with other initiatives and forms of showcasing best business practices present in the District, as well as other projects that may exist across city. The idea behind this strategy is to showcase, for example, best practice employment policies, local purchasing policies or involvement with the local community, among others.

### 03.5. COOPERATIVE, SOCIAL AND SOLIDARITY ECONOMY<sup>9</sup>

The cooperative, social, and solidarity economy (CSSE) is a reality that is gaining weight in the overall economy in Barcelona. In quantitative terms, the social economy represents 7% of the city's GDP, with 4,600 companies and organizations, and Ciutat Vella has 504 registered CSSE initiatives.

In qualitative terms, CSSE involves the opening of new spaces and new story telling around the area of the production and exchange of goods and services, criteria for the redistribution of wealth, fairness, proximity, transparency and the sustainability of life in all areas. The relationship between the social and solidarity economy and the type of local development contemplated in this Plan is very close and has lots of crossover effects.

Moreover, the promotion of coherent social and solidarity economy actions that are linked to local development must come through joint agreements with community action in our neighbourhoods, and which are aligned in a common strategy that can be built over the next five years. Therefore, the measures described in this section are designed to contribute, through practical application, to a definition of a public-community strategy for the social economy in each district.

#### Strategy line 13

##### Promoting the existing cooperative, social and solidarity economy in Ciutat Vella

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Support is needed for existing CSSE projects in the neighbourhoods of Ciutat Vella, many of which are at an emergent stage and need specific support, according to the rhythm of the community perspective, and in many cases these require other very specific advisory and support solutions.

Measures:

#### 13.1 Showcasing initiatives in the cooperative, social and solidarity economy in Ciutat Vella

Communication materials will be used to promote CSSE initiatives in the neighbourhoods of Ciutat Vella, with special emphasis on Ciutat Vella's website featuring the commerce, retail and suppliers in the District, which is a strategic tool for channelling Ciutat Vella's retail offer. In addition, support will be given to the publication of catalogues and other informative brochures about CSSE projects being promoted at the neighbourhood level, as well as routes highlighting the social and solidarity economy, and these can also contribute to a reflection on economic alternatives to the current model.

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<sup>9</sup> As mentioned in previous sections, the strategies included in each section are specific to that particular area, but all the strategy lines outlined in this Plan are interrelated. Some in the field of CSSE are directly linked to employment and the promotion of entrepreneurship, aspects that have been explained in previous sections.

### **13.2 Support for 30 CSSE socio-business initiatives that are viable and aligned with public interest**

Based on personalized advice and customized training, support will be offered to consolidate at least 30 socio-economic and social solidarity projects that offer goods and services in one of the strategic sectors contemplated in this Plan.

### **13.3 Facilitating synergies between social and solidarity economy projects**

Different actions will be designed to promote common areas between different CSSE initiatives in Ciutat Vella. Specifically, a conference day could be organised to celebrate the Fair of Social and Solidarity Economy of Catalonia, which can benefit from the momentum of this popular event. The aim is to strengthen projects through mutual knowledge and cooperation.

## **Strategy line 14**

### **Promote a new cooperative, social and solidarity economy**

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The social and solidarity economy must be a real and feasible way of generating economic activity in the District. In addition to supporting existing initiatives, the main challenge is to develop new projects that address the needs of the area and which follow the criteria of the social and solidarity economy. As such, there will be a Personalised Support Point for CSSE Entrepreneurship in Ciutat Vella, which will accompany and incubate projects and incorporate CSSE as an alternative employment option as part of services and resources for job placements.

Measures:

#### **14.1 Support for the creation of ten cooperatives led by residents of the District that address unmet basic needs in the area**

Residents wanting to form a cooperative to address an unmet basic need in the area will be offered support in the form of legal advice and guidance on procedures for setting up a business, and specific training about scalability and contracting issues among others, relating to entrepreneurship in the cooperative, social and solidarity economy.

#### **14.2 Advisory services for 300 people from the District on issues related to the social solidarity economy**

Ciutat Vella will have a personalised Information Point for those wishing to set up CSSE projects. It will offer advice on the aforementioned aspects described above when talking about consolidating projects.

#### **14.3 Incorporation of the cooperative, social and solidarity economy as a job option in all employment guidance services and resources**

The social and solidarity economy may represent solvent and stable self-employment for people who are unemployed and as such these should be incorporated into job placement services. CSSE advice will be available for anyone with an interest in creating such self-employment projects in the context of job searches.

#### **14.4 Training activities on the social and solidarity economy in schools in Ciutat Vella**

Activities will be designed and developed for schools that allow students to get to know the values and logic behind the social economy, as well as visits to projects and/or design their own entrepreneurship projects in the neighbourhood.

### **Strategy line 15**

Ensuring the presence of the principles and values of the social economy in all policies to activate the economy by the District Council.

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The social economy represents a view of all economic policies, which can be developed to a greater or lesser extent, with the idea of building a type of local development that is fairer, more sustainable, viable and robust.

Measure:

#### **15.1 Establishment of a specific committee looking at the crossover effects of CSSE on economic promotion activities in the area**

The committee will be made up of technicians and staff at the District Council, Barcelona Activa, the Commissioner for Social and Solidarity Economy and stakeholders from the social and solidarity economy in the area.

## 04. Timeline

	2016			2017				2018				2019				2020				2021	
	3Q	4Q		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Strategy line 1 Promoting retail diversity and local commerce																					
Measure 1.1 Carry out a census of the number of retail premises in each area, to be updated every two years																					
Measure 1.2 A study of supply and demand to identify potential gaps in the supply of products needed for sustainable everyday life																					
Measure 1.3 Showcase and promote Ciutat Vella's whole range of shops and other suppliers of goods and services by updating and improving the web browser of shops and suppliers of Ciutat Vella, as well as through other promotional materials, highlighting its added value in terms of social and cultural aspects																					
Measure 1.4 Preparation and promotion of a proposal to improve retail signage																					
Measure 1.5 Actions designed to generate cost savings and business cooperation between 200 establishments																					
Measure 1.6 Promoting the takeover and transfer of 80 shops, especially for those unique historic local shops																					
Measure 1.7 Support for trade associations																					
Measure 1.8 Improve knowledge about shops and commerce run by people of foreign origin and promote their involvement in community life																					
Measure 1.9 Promoting universal access to 2,000 establishments																					
Measure 1.10 Interventions against sexist advertising in the public way in Ciutat Vella and its shops																					
Measure 1.11 Census of all regular fairs and a special promotional campaign for those run by local stakeholders in the area																					

	2016		2017				2018				2019				2020				2021	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
<b>Strategy line 2</b> <b>Encourage and promote sustainable and quality economic activity</b>																				
<b>Measure 2.1</b> Applications for subsidies aimed at financing individual and collective entrepreneurship projects, trading, cooperative and community economies and social innovation and employment in the area																				
<b>Measure 2.2</b> Information Point for Economic Activity in Ciutat Vella (entrepreneurship, business initiatives and the social economy)																				
<b>Medida 2.3</b> 'Lifting the Shutters' Programme linked to neighbourhood requirements for goods and services as identified by neighbourhoods																				
<b>Measure 2.4</b> Specific support for integrated projects and community development of local neighbourhoods																				
<b>Measure 2.5</b> Support programme for five new business initiatives developed by groups at risk of social exclusion																				
<b>Measure 2.6</b> Actions to boost the green and circular economy																				
<b>Strategy line 3</b> <b>Improve specific knowledge about the socio-economic reality of Ciutat Vella</b>																				
<b>Measure 3.1</b> Preparation of an annual report on the socio-economic diagnosis of Ciutat Vella																				
<b>Measure 3.2</b> Specific studies commissioned on certain activities or issues where we lack information																				
<b>Strategy line 4</b> <b>Promote and support economic activity in priority sectors for the sustainable economic development of the District</b>																				
<b>Measure 4.1</b> Support for the creation of 50 projects related to entrepreneurship in priority economic sectors																				

	2016		2017				2018				2019				2020				2021	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Strategy line 5 Promote public procurement from the District Council including social clauses to ensure a social return for the area																				
Measure 5.1 Development of a protocol on purchasing and procurement in the District of Ciutat Vella																				
Measure 5.2 Creation of a specific committee on this strategy line that includes technicians from the District Council of Ciutat Vella and Barcelona Activa, with the support of the Directorate of Public Contracts at City Hall																				
Measure 5.3 Analysis of the possibilities of recruiting residents of Ciutat Vella on public works projects																				
Strategy line 6 Promote the purchase and hiring of goods and services in Ciutat Vella by companies, organizations and facilities in the area																				
Measure 6.1 Study on how to enhance the District's purchasing and hiring potential from companies and organizations in the area																				
Measure 6.2 Preparation of a catalogue of suppliers for Ciutat Vella																				
Measure 6.3 Working towards the implementation of a quality stamp for companies that apply social clauses																				
Strategy line 7 Promote the employment of unemployed people																				
Measure 7.1 Recruitment of residents by way of employment plans and other job placement measures with a comprehensive project vision regarding projects to carry out																				
Measure 7.2 Guidance and counselling regarding individual employment																				

	2016			2017			2018			2019			2020			2021	
	3Q	4Q		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
<b>Measure 7.3</b> Skills development / training of District residents to increase their chances of getting into the labour market																	
<b>Measure 7.4</b> Specific intervention for collective action for particularly vulnerable groups																	
<b>Measure 7.5</b> Coordinated actions for prospecting companies in Ciutat Vella																	
<b>Measure 7.6</b> Promoting family conciliation projects for people involved in employment or training projects																	
<b>Measure 7.7</b> Actions to reduce dropouts in the education system to increase employability																	
<b>Strategy line 8</b> <b>Promoting decent work</b>																	
<b>Measure 8.1</b> Diagnosis of the degree of job insecurity in Old Town																	
<b>Measure 8.2</b> Information and personalized advice on workers' rights in sectors that are related to tourism, hospitality and /or nightlife																	
<b>Measure 8.3</b> Identification, enhancement and promotion of tourism companies, hotels and /or nightlife companies presenting best practices in working conditions																	
<b>Measure 8.4</b> Incorporation of information campaigns on labour rights and employment training projects in the District																	
<b>Measure 8.5</b> Preparation of a proposal for commitments to corporate social responsibility in the hotel industry, eateries and leisure companies in terms of social return and creating quality																	



	2016		2017			2018			2019			2020			2021	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
<b>LSstrategy line 9</b> <b>Integrate actions to boost employment in the District</b>																
<b>Measure 9.1</b> Identification and mapping of resources and employment training organizations and public operators in the District																
<b>Measure 9.2</b> Deployment and support for projects and initiatives related to the employment of unemployed people																
<b>Measure 9.3</b> Coordination of training and employment resources located in the district to promote access to labour market																
<b>Strategy line 10</b> <b>Regulate this economic activity and ensure the legal compliance of operators and tourist establishments</b>																
<b>Measure 10.1</b> Actions related to information, inspection and / or sanctions to ensure that regulations are met in relation to housing for tourism use																
<b>Strategy line 11</b> <b>Promote a social and regional return from tourism activities</b>																
<b>Measure 11.1</b> Design and promotion of a procedure to apply for compensation projects paid for by the tourism tax																
<b>Measure 11.2</b> Support for the creation of five economic initiatives aimed at stopping, transforming or reversing the effects of tourism satisfaction																
<b>Measure 11.3</b> Promotion of local retail and services such as preferred suppliers at hotels and tourist apartments																
<b>Measure 11.4</b> Promoting jobs for people in the area																
<b>Measure 11.5</b> Co-responsibility of visitors to provide a social return from tourism																

	2016				2017				2018				2019				2020				2021	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q		
<b>Strategy line 12</b> Working towards the implementation of a sustainable tourism quality stamp for the District																						
<b>Measure 12.1</b> Implementing pilot settings for the Biosphere-Barcelona quality stamp																						
<b>Measure 12.2</b> Coordination of the Biosphere-Barcelona quality stamp with other initiatives																						
<b>Strategy line 13</b> Promoting the existing cooperative, social and solidarity economy in Ciutat Vella																						
<b>Measure 13.1</b> Showcasing cooperative, social and solidarity economy initiatives in Ciutat Vella																						
<b>Measure 13.1</b> Support to consolidate 30 CSSE socio-economic initiatives aligned with the public interest																						
<b>Measure 13.1</b> Facilitating synergies between social and solidarity economy projects																						
<b>Strategy line 14</b> Promote a new cooperative, social and solidarity economy																						
<b>Measure 14.1</b> Support for the creation of ten cooperatives led by residents of the District addressing unmet basic needs in the area																						
<b>Measure 14.2</b> Advice in the District for 300 people on issues related to the social and solidarity economy																						
<b>Measure 14.3</b> Incorporation of the cooperative, social and solidarity economies as an employment option in all services and resources in terms of employment guidance																						
<b>Measure 14.4</b> Education activities on the social and solidarity economy in the schools of Ciutat Vella																						

	2016		2017				2018				2019				2020				2021	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
<b>Strategy line 15</b> Ensuring the presence of the principles and values of the social economy in all policies to activate the economy by the District Council																				
<b>Measure 15.1</b> Establishment of a specific committee to investigate CSSE crossover effects on the economic promotion of the area																				

## 05. Resources

The Plan provides for an annual allocation of funds to finance deployment measures outlined in the strategy guideline. The minimum allocation will be 250,000 Euros / year provided by Barcelona Activa and the District of Ciutat Vella. So, at a minimum level, the EDP will have 1.25 million Euros for actions during the five year implementation period. This budget, however, may be higher depending on two variables:

- a) Economic requirements of the proposed actions: when the amount required for proposed interventions exceed the annual budget, work will be carried out to achieve additional funding to carry them out.
- b) The contributions of stakeholders in the area: both economic stakeholders and public operators present in the District will be able to contribute to the full or partial implementation of measures contained in the Plan. These actions will be added to the available annual budget and these will be taken into consideration in terms of reaching benchmarks.

During the first year of implementation (2016), the budget will be used to start the Plan, starting ten-or-so actions that will be the basis and starting point for reaching the strategic guidelines.

In addition to financial resources, the Plan will have a technical team dedicated to implementing measures. This team will consist of at least:

- Two technicians from the Directorate of Local Development at Barcelona Activa that will work in the Ciutat Vella area and for the whole District.
- A technician from the Directorate of Local Development of Barcelona Activa that will work in South Raval, Sant Pere, Santa Caterina i la Ribera.
- A technician from the Directorate for Local Development of Barcelona Activa that will work in this area and two other districts.
- A technician from the Trade and Commerce department of the Directorate of Services to People and the Local Area of Ciutat Vella.

## 06. Governance and evaluation

### 06.1. GOVERNANCE PLAN

The implementation of this strategic Plan requires an application of an appropriate governance model that determines the organizational management strategy, meaning, instruments, people and organizations that should assume specific responsibilities, the bodies regulating the participation of residents throughout the five years of the project, as well as the implementation, management and evaluation of the Plan.

To implement the EDP, the following committees and consultation bodies will be convened:

#### **Steering group of the Plan**

Requirements include a team, follow-up and decision making to manage EDP projects daily. The team consists of representatives and technicians of the District Council and the team at Barcelona Activa. This will be an executive body in charge of leading and assigning tasks arising from the implementation of the Plan's actions (and other socio-economic activities of the District) and the coordination of sector-based commissions. The organization will be fortnightly / monthly. The steering group should be seen as a strategic tool to exercise and promote institutional coordination (inter-departmental and between administrations) and crossovers (internal and sector).

#### **Neighbourhood work commissions: one per neighbourhood**

These are the working committees of the projects that have been developed from the EDP strategy lines, a consultation space between government and local stakeholders with the organization of committees and groups to carry forward commitments made in the Plan. Entities and local stakeholders implicated in the plan have been contacted. To facilitate the deployment of this EDP and promote responsibilities in terms of implementation between the administration and local stakeholders, a file will be developed for each of the projects indicating the stakeholders involved in each committee. Sector working groups: besides the commissions set up for areas, commissions can also be created for sectors (Retail, Employment, Solidarity Economy, etc.) as needed. These workspaces follow the same methodology and philosophy as the area commissions, meaning that their aim is the development and implementation of specific actions with the aim of incorporating local socio-economic stakeholders.

**District plenary meeting**

This represents a space for global accountability, where the steering group will report on the status of EDP implementation. This plenary meeting –open to all stakeholders involved in the neighbourhood commissions– will be convened at three key points: at the beginning of the EDP, its mid-point, and when finished. Its main objective –apart from making the process more accountable–, will be to encourage participating stakeholders to assess the degree to which strategy lines are being accomplished.

A report will be submitted at least once a year to the plenary session of Ciutat Vella Council to explain how the Plan is being implemented and its current situation.

Updated data and information will be available on a website developed for monitoring and following the Plan.

**06.2. MONITORING AND EVALUATION**

The basic objectives of the monitoring process are:

- Check that the activities are developed in accordance with the conditions passed in the Plan
- Evaluate the efficiency of the Measures envisaged in the Plan
- Identify elements to improve
- See if other issues have appeared during the development process of the Plan that were not initially expected

Monitoring implementation will be a key moment when defining the evaluation of the Plan. The responsibility for implementing the monitoring programme is that of the Directorate for Local Development at Barcelona Activa, who is responsible for developing a series of indicators and monitoring the reporting of the Plan. However, in line with the objective of working together at the different stages of the EDP, monitoring will also be developed jointly between Barcelona Activa, the District of Ciutat Vella, the community network, and business associations.

As explained in reference to the methodology behind preparation for the Plan's road map, the idea is to work together to define what we will do and how we will do it together, each from their own position of expertise. To carry out the phase of evaluation together and to facilitate EDP implementation, specific contents have been developed for each strategy through content reporting files.

Each file contains the following sections:

STRATEGY ACTION NUMBER 1	LINE 1 / OBJECTIVE 1
<b>Promote retail diversity across the District's neighbourhoods</b>	<b>Priority level:</b> <b>Maximum</b> / Medium / High
<b>1. Action content</b> Develop the scope of the basis of each strategic action.	
<b>2. Projects (via)</b> Develop measures detailing the content of each action.	
<b>3. Entities involved</b> This includes two types of necessary groups of entities.  <div> <b>In terms of promotion:</b> firstly, those local entities which are promoting actions necessary to make the implementation of each strategic action feasible.           <b>In terms of execution:</b> secondly, entities (local or external) will be identified that have a priori implication in the implementation and execution of each strategy line.         </div>	
<b>4. Deadlines for implementation</b> A provisional framework is proposed for the implementation of each project included in every strategy action.	
<b>5. Evaluation parameters proposed</b> Indicate the key performance indicators to assess the degree of progress on each action.	
<b>6. Financial resources needed</b> Establish the criteria and economic performance of each project that has been defined at this stage. It includes both economic quantities as well as the source of funds or entities that are financing these activities.  <div> <b>Budget:</b> <b>Sources of funding:</b> </div>	
<b>7. Projects that are related in the EDP</b> This includes those projects that have a high level of interdependence, both in terms of being implemented and for time dependency levels.	

Finally, in the report files that track every strategy, each Measure will have a note indicating which area or department is responsible, the deadline and if during the development process of the Plan there have been new issues not initially foreseen. This will be developed based on a report that brings together a series of summary details.

Example:

Line 1	Total actions	Not started according to calendar provision	Developing as planned	Started with relevant incidents	No executable
Promote retail diversity across the District's neighbourhoods	5	1	2	1	1

