

COMMERCE
IS WHAT
MAKES
THE CITY

GOVERNMENT MEASURE:
**STRATEGY FOR REINFORCEMENT
AND PROJECTION OF COMMERCE
IN BARCELONA 2017-2019**

COUNCILLOR'S OFFICE FOR
COMMERCE AND MARKETS

Proximity
Digital immersion
Professionalisation
Association - APEU

Ajuntament de
Barcelona



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Introduction

COMMERCE
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Commerce has always been and will continue to be a strategic sector for cities, given that it is the cornerstone of economic activity, the configuration of urban landscapes and social integration.

Given its power to generate and distribute wealth and employment, commercial activity determines the economic vitality of urban areas. For our local economy, it represents some very significant economic values: in the last quarter of 2016, the city's commerce included more than 149,500 workers and over 16,000 companies with employees. This data represents, respectively, 14.5% and 21.9% of employment and the city's business network, and generates almost 15% of Barcelona's GDP (2015).

Most of the neighbourhoods that make up the city of Barcelona have a compact urban layout, susceptible to creating spaces with similar uses, which greatly impact on proximity trade. Trade that is a determining factor for social cohesion and integration, based on equity and equal opportunities. Trade that determines

the layout of districts and neighbourhoods with their own identities, unique and culturally diverse activities, streets and public places as spaces for neighbourhood relations, and markets as catalytic agents for neighbourhoods... In short, commerce goes beyond being considered a strategic economic sector: **commerce is what makes the city**. Precisely because it constantly interacts with urban transformation, commerce demands constant answers to establish an effective, transformational and calm alliance between the sector and the city.

Figures are not enough; we must go beyond quantitative data and look at the sector's human and social dimensions. At the end of the day, citizens are what make commerce: the professionals that work in commerce, business owners, entrepreneurs, distributors, dealers, professional associations and unions. Commerce is also made by city residents, such as clients, consumers and those who exercise their right to choose what they want to buy, where and under what conditions.

Every time a piece in this commercial ecosystem, or in the relationships that exist on the basis of buying habits and uses, is moved, commerce is readjusted and its fundamental role in the game is revealed. For this reason, at a time like the present, in which we are seeing the growth of large commercial areas and e-Commerce, there are many challenges for our city's commerce to overcome.

Commerce is what makes the city, in the different dimensions already mentioned, as well as being a key piece of the local economy. This is why we must constantly adjust and redefine public policies that highlight and enhance the city's commerce as a regenerative urban social agent that is proactive in terms of its surroundings. Above all, it needs to be done by local government, as Barcelona City Council and many city councils have done by being actively involved in building a balanced city and guaranteeing opportunities for everyone.

Within the field of commerce, Barcelona City Council has already been working on most of the targets set

out and developed in this Government Measure from different points of view. Firstly, by promoting shared responsibility with the players representing the sector, able to help us move forward in the joint construction of the city's commercial model. Secondly, by thinking about neighbourhoods capable of meeting the requirements of city residents and, amongst those, requirements for purchasing combined with leisure and other social uses. Thirdly, by advancing in terms of integrated management of mobility, urban design, accessibility, safety, and public and private service management, which give the ten districts and 73 neighbourhoods of Barcelona personality, identity and attractions they can share. It will be precisely these areas in which our proximity trade will be able to create innovative, sustainable businesses that are integrated into the urban, physical or digital landscape. Fourthly, we also think it is essential for the City Council to help and facilitate tools aimed at improving commercial competition in order to tackle the challenges that commerce faces in a global and digital world. Fifthly and finally, we want to work on strengthening the commercial sector

by assisting in the transformation of the association model for commercial entities. The existence of transformative, innovative and competitive leadership depends on these associations.

In order to adequately develop these objectives, the public sector must play a proactive role, not just passively observing what happens in our city's commercial environment. For this reason, we plan to create knowledge and indicators that allow us to more effectively and efficiently design commercial policies. This is the only way to do a thorough job and give citizens accountability in a transparent way.

Our commitment is to work towards a unique, sustainable and attractive city, in which commerce, urban development and the quality of life of city residents form an inseparable union. **With this commitment in mind, we present the eight strategic lines and 43 measures to enable the reinforcement and projection of commerce in Barcelona (proximity, digital immersion, professionalisation, association and APEU).**

01

Trade governance based on trust and shared responsibility for the sector

The deployment of the strategic lines and initiatives on which this government measure is based can only be done with the cooperation of commerce and the City Council, as well as the trust and participation of all players in the city's commercial sector.

The first objective is to reinforce and develop trust and participation to establish, in a continuous way, collaboration and relationship and cooperation models that transcend current spaces. A city that welcomes urban commerce and other economic activities along its streets is a place for economic and social freedom and, for this reason, alliances are not simply a myth¹; public-private consultation, private-private consultation and public-public consultation are indispensable. Here, "more is more", because networks and alliances are a symptom of the democratic quality of a city, as well as a sign of new times.

1 Tarragó, M. (2007) *Comerç, morfologia de la ciutat i cohesió social* [Commerce, morphology of the city and social cohesion] <https://www.diba.cat/documents/153833/160414/comerc-debats-debat1-doc3-pdf.pdf>

Strengthening the relationship of commerce with other economic sectors is a necessity and a priority to generate positive synergies that foster new proposals on how to face the challenges of the 21st century. Ecosystems that promote enterprising and entrepreneurship must be encouraged, and new and better jobs need to be generated. The players in the various sectors, within the framework of a changing society, must open themselves and work together to meet new social needs.

In order to make this possible, we need clear objectives, but, above all, objectives that are shared with the people who work in the sector on a daily basis. We must make the most of the opportunities offered by the cultural and tourism sector, players connected to the world of leisure, as well as others that might be able to generate more wealth and improve the quality of life for Barcelonans.

We want to work on the impact on different vectors with a new concept of governance. In the daily reality of neighbourhoods and districts, the importance and complexity of the relationships between the different actors and the public authorities are clear. We must work towards a shared working model between the commercial sector and the public sphere to achieve interaction between the administration, civil society and the private sector, allowing each to express their interests, exercise their rights and duties, and find spaces in which to overcome disagreements or conflict.

Here are various specific measures to work towards this line:

01. Encourage, when the new municipal participatory regulations are available, a statutory reform of the City and Trade Council and Fòrum to give it a new dimension as the main participatory body in the sector. We are committed to a new, more functional model of governing body, with a clear desire to establish more cooperative procedures, more

demand for participation and more efficiency in the combination of the public, private and social spheres, not losing sight of projects in the general interest and the city's sustainable growth.

- 02. Articulate and boost the relationship between the territorial economic promotion or trade participatory bodies of the districts and the City and Trade Fòrum. In this sense, we propose improvement of coordination circuits through face-to-face meetings, as well as the use of other communication channels.
- 03. Support expert working groups in the areas considered key in the coming years: new forms of public-private cooperation and self-management for the sustained and shared development of certain areas, with the support of the creation of Urban Economic Promotion Areas (APEU), the search for formulas to preserve the emblematic trade that is characteristic of our city's identity, the promotion of digital transformation, etc.

- 04. Generate working, collaboration and debate networks with academic entities and experts in the areas that determine the preservation, maintenance and promotion of the proximity trade model that characterises the city.

02

Proximity trade in Barcelona, a model worth preserving and strengthening

The commercial model to be guaranteed and enhanced is proximity trade. The political strategy of the Department of Trade and Markets is structured on this basis and is, at the same time, the substrate of this measure.

Quality of the commercial offer adds to the well-being and quality of life of citizens because it is a fundamental factor to cover their consumption needs and the catalyst of the complex ecosystem of economic and social relations that is commerce².

Without consumption there is no trade. The fall in consumption generated by the crisis offered the opportunity to reflect and adapt commerce to the new parameters and consumer demands. The crisis brought with it a cultural change, a paradigm shift that affected both the consumer and commerce. On the one hand, it increased the demand for low prices, more adjusted

² Rovira Lara, A. (2016) *El nostre comerç de cada dia: un sector estratègic que fa ciutat* [Everyday trade: a strategic sector that makes up cities] http://www.eldiario.es/cv/arguments/nostre-comerc-sector-estrategic-ciutat_6_478812124.html

to the value of products and services. On the other hand, it augmented the interest in the direct and indirect impacts on people and the environment that the act of consuming brings. The latest municipal Òmnibus³ survey continues to show that our citizens value honesty, politeness and professionalism above all else, with 90% positive responses. It confirms that what attracts us to and makes us trust in a purchase is the perceived quality of the service. In order to provide a better service, values such as sustainability and social responsibility must be highlighted. These values are the new pillars of business organisations because they inspire trust and also increase profitability. Cooperating to compete better, adapting to the demands of ever more informed and aware consumers, transforming digitally, both in terms of sales method and communication, are the elements that strengthen and

improve competition in proximity trade. Barcelona believes in and feels proud of its proximity trade and has

3 Municipal Òmnibus Survey. Commercial Direction. September-October 2016.

historically fostered the conditions to make it a reality. In this sense, it is worth remembering that one of the characteristic features of the "Barcelona model" has been to strengthen proximity to facilitate supply and improve the people's quality of life.

The proximity of the residential environment to commercial establishments must be guaranteed, with the advantages derived from the ease of access to daily and replacement purchases. A proximity that translates into shorter journeys, with cost and time advantages, as well as benefits in terms of sustainability, and which reduces the need to use transport methods, generally private. A proximity that improves the social and co-existence environment, as it facilitates relationships and, ultimately, involves social control over the use of public spaces⁴.

4 Tarragó, M. (2007) *Comerç, morfologia de la ciutat i cohesió social* [Commerce, morphology of the city and social cohesion] <https://www.diba.cat/documents/153833/160414/comerc-debats-debat1-doc3-pdf>

We must continue to assess and promote what we already have, as well as promoting the emergence of small, young and innovative business. To do this, we need to treat urban areas with a commercial network as a value that must be preserved, regenerated and cared for, with integral management of mobility, accessibility, urban design and public and private services that give these areas personality, identity and attractions⁵.

Although the commitment exceeds the responsibilities of the field of commerce and markets, and requires cross-cutting and comprehensive public initiatives, we propose the following measures from the area of commerce:

5 Rovira Lara, A. (2016) *El nostre comerç de cada dia: un sector estratègic que fa ciutat* [Everyday trade: a strategic sector that makes up cities] http://www.eldiario.es/cv/arguments/nostre-comerc-sector-estrategic-ciutat_6_478812124.html

05. Promote and raise awareness about the importance of proximity, competitive, responsible and sustainable trade. In this regard, we will continue to run campaigns that promote trade and, at the same time, the responsibility of the territory, since economic competition, social cohesion and sustainability are concepts that are interrelated. This is precisely where shops and traders' associations must play a decisive role in the construction of a neighbourhood identity that also includes social responsibility. Specific actions, are, however, required, such as communication and media campaigns together with the Municipal Institute of Markets, to promote proximity purchasing. The following are all part of a package of specific actions aimed at strengthening coexistence through transformative leadership: the promotion of sustainable trade; responsible consumption; the gradual introduction of green markets and initiatives to prevent food waste together with the catering sector, to encourage good practices; and the training to which the

More Sustainable Barcelona programme is committed. Training on commerce as a prescriber to the city and neighbourhood cultural values; commerce as a promoter of social cohesion as a player connected to the other players in the neighbourhood; as an educational agent participating in the "Trade and Schools" project; commerce as responsible for participating in projects such as "Radars" or "Walk to School Routes" ... We want to become a socially responsible city from a broad point of view. And commerce will play a key role.

06. Strengthen the attraction of areas with less commercial employment by encouraging the removal of shutters from empty spaces. In this regard, the Trade Department is working on an updated inventory of businesses in the city of Barcelona. This inventory will also provide information about ground floor economic activities, a key tool for studying various variables and analysing data on which to base decisions about relevant projects and actions. On the other hand, a pilot scheme on empty premises in Ciutat Vella is being developed, within the framework of Barcelona Activa's Economic Development of Proximity Programmes. In particular, we are working on defining different models to encourage the opening of empty premises, with different types of business, in areas with a low density of ground floor businesses. Future initiatives will be decided upon based on the results of this first pilot scheme.

07. Promote the emblematic commercial heritage within the firm commitment of Barcelona City Council for these establishments. Formulas are being analysed to increase their protection, beyond what is established in the Special Plan for the protection of urban quality in the city of Barcelona and in the catalogue of architectural, historical and landscape protection of the city's emblematic establishments. A working group of experts has been created, the main objective of which is research and identification of legal and management tools to define a framework for action in relation to the protection of the city's emblematic shops, beyond their movable or immovable assets. In addition, a special care service for this type of establishment has been created, in the Company Care office. Finally, the Trade Department continues advancing in the dissemination of knowledge of these establishments using different tools, such as the "Emblematic Routes" website or the "For Life" photography exhibition. Other initiatives include the creation of a treasure hunt that has an international dimen-

sion or the creation of a new volume in the travel book collection "The Charm of Barcelona's Emblematic Trade", which will be released in the second half of 2017. The creation of emblematic routes will continue to be coordinated with the Barcelona Tourist Consortium.

08. Incorporate culturally diverse trade into the structure of sector associations as a formula to be able to access knowledge and recognise their rights and duties, as well as access promotional resources and the opportunity to be able to contribute in a context where the common denominator is the promotion of business. Barcelona's trade can no longer be understood without considering this intercultural dimension. Work is the tool with the greatest power to integrate. In this line, commercial presence offers an opportunity for people of different origins to be seen as entrepreneurs who contribute to creating the city. The pioneering scheme in the Fort Pienc and Sant Antoni neighbourhood shows that cultural and linguistic mediation is es-

sential, but we must continue with programmes and campaigns that promote a wide-ranging outlook, equal opportunities for the city's resources and, especially, based on initiatives that guarantee absolute equal rights and duties. Providing training in intercultural relations and assisting professionals who promote trade associations is a first step towards getting closer to this reality of our neighbourhoods.

09. Adapt and create legislation that regulates the new commercial realities, the city's demands and needs. Trade is a sector that is constantly renewing itself and local legislation must adapt to new commercial and service formats, to their ability to mix and the complementary nature of new initiatives created to meet the needs and demands of new ways of consuming. This transformation is taking place very significantly in the food sector, which is why it is necessary to adapt the by-law on food establishments, as well as regulate the different street trading formats in public spaces. We must

also reflect on online trading and other aspects that contribute to the gradual transformation of commerce. This aspect is clearly cross-cutting, given that the regulatory instruments relating to commerce are often urban in nature. For this reason, the legal viability of adopting new proposals that preserve and promote proximity trade are being worked on together with the Urban Planning area. The legal regime that limits municipal action is being studied to rethink and, if necessary, reform the urban planning and trade and fiscal promotional instruments, so that the City Council has at its disposal the maximum regulatory power to govern trade.

10. A particularly worrying and sensitive fact is illegal street trading, which demands the maximum commitment among all municipal services (Guàrdia Urbana, security, inspections...) and other administrations (Mossos d'Esquadra, National Police, Customs...) to look for solutions that respect, defend and promote the legal framework in force in relation to unfair competition, occupation of public spaces, fulfilment of fiscal obligations and brand falsification. When this illegal activity is exercised by people in a situation of social exclusion or victims of mobsters, social action mechanisms must be enacted to help them, working cross-departmentally.
11. The situation of possible conflict in the city's public thoroughfare is sporadic and rare, and sometimes it affects proximity trade. We need to decide how to act, on the subject of commerce, to minimise the impact on trade of incidents caused by riots or vandalism in the public thoroughfare, of relative or serious importance, that entail a risk factor both

for the safety of city residents and for the normal functioning of neighbourhood trade. The fact that it is rare, however, does not exclude the need for an action protocol that will facilitate the neighbourhood's return to normality as soon as possible, including commercial activity.

In this regard, initiatives must be encouraged to ensure that traders can carry out their economic activity normally, allowing neighbours to access goods and services. Taking into account, however, that initiatives should always relate to the public sphere and the general interest, without entering into the effects of vandalism on private assets or the products from affected shops.

12. Promote proximity trade consumption, with the collaboration and cooperation of the representative sector associations, which is key in the design and execution of seasonal campaigns, especially Christmas. A campaign has been launched in cooperation with neighbourhood trade through the

city's most representative territorial associations, which summarises the values to be transmitted: the responsibility for building a neighbourhood through the act of buying; the diversity and good service offered by proximity trade; responsible consumption; and the environmental, social and economic sustainability required by our trade model and its alliances with the area's social and cultural entities. This initiative is the first in a set of campaigns with the sector to promote and recognise the role of commerce in our city. We want to continue campaigning at those times in which a decline in sales traditionally occurs.

13. The Barcelona Trade Award must continue to be prestigious as a relevant award in the world of commerce. The 2016 edition took a step forward, offering winning initiatives a package of services and training, marketing and communication products that they have rated very positively. The objective of the award, in addition to assessing things that are done well, is to provide tools to encourage

a continuous improvement process. We need to continue working, therefore, to turn this award into a relevant recognition, not only in the city, but internationally.

03

Competition, innovation and digital transformation: the keys to modernising our commerce

The crisis has damaged proximity trade, but it has also offered the opportunity to rethink retail trade. The formulas used up until now to promote commerce are no longer sufficient and may not be adequate either. Today's great challenge is to improve business competition and sustainability, adapting to new consumer habits, innovation, the incorporation of new technologies into new sales channels and new forms of communication and dissemination.

It is 2017 and things are changing. The year 2016 was one step further towards establishing a new consumer scene that will end up defining contemporary consumer demands long-term. Consumers look for prices adjusted to the value of the products and services they need and want. To achieve this, they no longer need to resort to the normal distribution system. The figure of the merchant and trade as a distribution point for a product brings less and less value to consumers.

City commerce faces different challenges, including digital transformation, and e-Commerce is crucial. But different players, by analysing the experience of some commercial successes in the city of Barcelona, also highlight others, such as differentiation, targeting the establishment at a group of buyers or adapting to other production factors, such as the size of the business or customer care timetables⁶.

We are convinced that amongst the well-known "globalisation and digitalisation" polarisation, the two disruptive forces to commerce, there is an intermediate space for "glocal" commerce, which adapts global commercial formats to the realities of the local market, boosted by innovative enterprises attentive to new shopping habits and lifestyles⁷.

6 Valls, Sureda, Parera, Tarragó (2015) *Clústers competitivos del comercio minorista unilocalizado [Competitive clusters of unilocalised retailers]*, Docfradis

7 Rovira Lara, A. (2016) *El nostre comerç de cada dia: un sector estratègic que fa ciutat [Everyday trade: a strategic sector that makes up cities]* http://www.eldiario.es/cv/arguments/nostre-comerc-sector-estrategic-ciutat_6_478812124.html

This strategic line is a question of making available the full potential of the City Council's innovation and economic promotion policies to the business sector in order to improve and strengthen competition and advance the targeted aspect.

In this line, cooperation between the Trade Department and Barcelona Activa's Services to Business Department offers, as of this year, Business Advice Office (OAE) services, as a reference space, and a point of information and advice to develop and strengthen the trade sector.

The measures resulting from this cooperation are:

14. Offer an integrated and cross-departmental information and advice service, help with business funding, talent search and mechanisms and help in the process of transmitting a shop or proximity service. In short, a service capable of promoting ecosystems in the city that favour the emergence of enterprising projects in general and social entrepreneurship, projects that must be socially

effective, but also economically sustainable throughout their life cycle.

15. Increase the attendance of proximity shops and services to the training itineraries of the well-known Open to the Future training programme. The programme, aimed at covering a broad, attractive and agile training offer for businesses within the sector, closed the year 2016 with positive ratios that we hope to improve in 2017. The training offering is broadened with individual advice hours following previous training requirements.
16. Articulate formulas to facilitate the online presence of 6,000 city shops. The quantitative leap we propose for the year 2017 is huge, given that in December 2016 only 2,415 shops had a public profile on the internet.
17. Favour and guarantee the digital transformation of traditional trade towards an e-Commerce model. E-Commerce is transforming retail sales and will need to become an ally and a new opportunity for proximity trade. The City Council is working on defining a strategy in relation to digital transformation policies. It must facilitate and boost transformation that preserves the city model we want, in which face-to-face commerce is fundamental.
18. Boost innovation in the sector in collaboration with the Barcelona Design Centre (BCD) foundation. A project is planned to offer the business sector a series of initiatives, Design and Retail conferences on new trends in retail, training and products in which innovation is the driving force behind transformation, the recognition of the best initiatives, and talent attraction.

19. Continue offering support to specialised training initiatives or those complementary to the offer provided by Barcelona City Council or other municipal bodies, such as Barcelona Activa, through proximity trade subsidies and economic promotion of the ordinary call for subsidies.

04

The commercial fabric of neighbourhoods: a value that unites, supports and enriches the city

Barcelona is a city with a polycentric structure, in which neighbourhoods are fundamental elements in the social and cultural identity of the whole city. The existence of markets and especially of proximity trade have been fundamental in this construction, guaranteeing quality of life for city residents, the personality of our city and its cohesive structure. Neighbourhoods are the first level of social integration, and proximity trade is one of the instruments for fostering the neighbourly relations established in neighbourhoods.

As we will see later on, cooperation between municipal markets and their surroundings is an important element in promoting and recognising the commercial fabric that brings life to neighbourhoods.

In addition to the measure previously proposed, the Trade and Markets Councillor's Office works with the sector to construct responses and alternatives that strengthen commerce in each territory. To conserve and promote proximity trade, we must work from and

with territories, which is why we suggest the following measures:

20. Carry forward a reference model with the support of the Economic Urban Promotion Areas (APEU). This cooperation formula involves the different business owners or those responsible for economic activities in a previously delimited commercial area, to promote revitalisation and improve the attractiveness of the environment. It is based on the agreement between the different economic players in the area to carry out a project, for a limited time, and the obligation to co-finance it. We have already begun to work with the common will of the parties to promote co-responsibility in delimited areas as pilot schemes. We propose two pilot schemes in the city to promote the professionalisation of the management of our urban commerce. We are working on two levels. On the one hand, to construct a theoretical framework in which fiscal considerations are a priority in relation to other fundamental aspects for creating the mo-

del. On the other hand, another more specific level, with the proposal to arrange pilot schemes to start creating an APEU. We believe this offers a management model in which a consolidated traders' association in a suitable commercial environment plays a leading role, beyond that of any other players in the territory.

21. Continue prioritising and fostering the improvement of jobs in the territory. A strategic element is to develop a territorial model of working with the districts, with knowledgeable experts in the reality and operators capable of implementing municipal policies. In order to respond to misgivings and needs, and promote innovation and good practice, we need to plan and execute measures together, with neighbourhood entities and members, but under the guidance of the districts' technical teams. We need to continue increasing economic and technical support to the districts for projects needed by the different neighbourhood commercial zones. In particular, the work must keep focu-

sing on city areas in which long-term works are being undertaken, as well as city neighbourhoods with commercial centres or areas. In these cases, improvement plans for stable commercial competition may be required, which is why this measure takes into account several motivations, and priority is given to areas that have, on the whole, rental prices below the city average.

In this collaboration, the decentralised Christmas campaign has taken on particular relevance, the element on which the majority of proposals and collaborations pivot. It is a starting point to continue working on more transformative strategic projects. Doing so under the guidance of the districts' technical team allows, on the one hand, working from a strategic perspective with a more integrated and territorial overview and, on the other hand, reinforces coordination between the area and the territory and the role of the District's technical body before sector players.

22. Preferably address the territories that need to strengthen their socio-commercial network and improve their attractiveness. It is a joint project with Barcelona Activa and situated within the framework of the Economic Development of Proximity in the districts. This preferential action plan is defined in coordination with the territory players and takes on different shapes depending on the needs identified. We can say that, in general, there are measures to view and promote existing commerce, improve competition and economic savings, promote trade associations, cooperation and group buying of some products or services. In order to do so, teams, programmes, projects and municipal resources are organised in a coordinated way.
23. Promote the improvement of the physical conditions of commercial premises. An initiative that, alongside the Urban Landscape, Urban Ecology and Barcelona Activa Institute, proposes research and funding through subsidies, improvements in accessibility, the exterior image and the implementation of energy-saving measures.

05

Trade associations and APEUs: the best ways to join forces and multiply success⁸

⁸ Empowerment Hub, (2015), *Les Associacions de Comerciants com a promotores socioeconòmiques al territori. Anàlisi de models europeus. [Traders' associations as socio-economic promoters in the territory. An analysis of European models]* http://ajuntament.barcelona.cat/comerc/sites/default/files/arxiu/estudi_comerciants_2015_definitiu_0.pdf

One of the most repeated and successful phrases is that there is strength in numbers. Trade associations are a crucial tool in defining and implementing, from the territory, strategies that respond to the specific challenges at any given time. In Barcelona's case, moreover, associations form part of the character and the way of understanding how entities relate amongst themselves and with public powers. Barcelona has always been a pioneering city in this regard, and now is the time to work to guarantee the success of trade associations, at a time of crisis in this area.

Quality in management and the type of activities carried out by trade associations are fundamental to the development and growth of commerce. Far from being thought of as second level structures that remain in the background and with little visibility, their actions are decisive for the community, given the impact they have on the territory, and they stimulate consumption amongst the population, by showing commerce as a key and essential proximity factor.

Given local and social complexities, associations do not act within a stable nor homogeneous context. Within the framework of an ever-changing society, it is essential to be open to our surroundings and their implications on new social needs. In order to successfully adapt, however, it is essential to know the new paradigms moving forwards in urban and commercial areas, as well as the contrast with other schemes developed across Europe. From here, the City Council and trade associations can set targets in relation to the model that is considered most adequate for our city and work to improve and consolidate it.

The City Council must foster sector or territorial associations, promoting the city's commercial zones and streets and guaranteeing that these associations can act fully independently and without external interference. Economic support must be offered, but also logistic support and in terms of all aspects of advice, training and facilitation of ideas generation and innovation. Only together, by creating a network and

common services, can we create proximity, customer relations and flexibility.

This working line thus consists of empowering traders' associations and the local economy. The social and economic recognition of associations must be transparent and they should be supported in the change process required to conduct 21st century business.

The following measures are therefore proposed:

24. Formalise a framework of promotion, support and help for associations, through subsidy programme categories linked to management and directing capacity, a commitment to service quality and excellence, improving the functioning of government bodies. These categories should include promotional and strengthening structures, as well as training and sustainability, and will be managed by the associations prescribed to modernisation and improvement of partner competition. On the other hand, it is worth highlighting the promotion

of inter-association cooperation and the creation of joint projects with other strategic sectors in the city, such as culture or tourism.

25. Help in the transformation of the association model, especially in the following aspects⁹:

- Traders' associations are and should be territorial social and economic development agents. They are jointly responsible for revitalising the fabric of life in neighbourhoods. As well as improving the competition and promotion of their members, they have a social responsibility that means they are prescribers to integration and innovation, promoters of social relations and participants in community dynamics, professionally managing the people responsible for directing

and boosting the entity. It is fundamental that entities in the sector rethink the role they must play in the face of present and future challenges. Strategic planning is required to help the digital transformation of members and to bring in young, innovative talent.

- Helping to create a portfolio of services that offer resources for classic values, which are the nucleus of Barcelona's business, and incorporating the new requirements to achieve the objectives set: proximity, trust, innovation, ethics, transparency, cooperation, excellence, orientation to results and quality, evaluation and stability.
- Boosting the image and concept of trade associations as their own brand and territory, based on their internal and external quality level. The challenge is in ensuring that entities reflect internally and, therefore, increase their social recognition.

⁹ Empowerment Hub, (2015), *Les Associacions de Comerciants com a promotores socioeconòmiques al territori. Anàlisi de models europeus. [Traders' associations as socio-economic promoters in the territory. An analysis of European models]* http://ajuntament.barcelona.cat/comerc/sites/default/files/arxius/estudi_comerciants_2015_definitiu_0.pdf

- Achieving centrality in new urban and commercial scenes, based on incorporation of new leadership and governance methods that bring associations closer to commercial establishments and integrate them into the territory.
- Taking part in local, national and international collaboration networks in terms of working collaboratively, generating networks and creating synergies with an association network and with other social players. Communication technologies offer the possibility for these connections to not be just local, but to transcend the 'natural' space of the association network and achieve an international dimension that could be very beneficial to them.

This line foresees the development of a programme with the dual approach of training and assistance in an internal reflection process within the association. It is about the evolution of the Association Network Support training programme ai-

med at professional facilitators and members of the boards of associations. In the new programme format, the Association Growth Network, a training and benchmarking programme, is offered for professionals and managers of associations and, complementary to that, assistance to enable each association to define its strategic axes and find out about other schemes and Association dynamics that may improve their daily work. This programme is organised and coordinated between the Trade Service Department and Barcelona Activa's Services to Companies Department.

26. Create a bank of good practices from national and international schemes by entities in the sector that promote innovative projects or forms of management. In this line, an information and exchange space will be developed for different initiatives and good practices that are being carried out in neighbourhoods, capable of extrapolating and exemplifying what is being done, how it is being done and the results achieved to make it available

to different entities. A space in which partners can be found to carry out projects that associations would not be able to take on alone.

27. Run, along with the sector, promotional campaigns on the advantages of trade associations, which help to improve their portfolio of services and disseminate them to capture new businesses.

06

Tourism and culture: two opportunities for proximity in trade

Tourism and culture are also sectors that carry great weight in terms of economic activity in the city. Both are common forms of consumption in proximity trade.

Our unique commercial heritage, as well as the quality, innovation and diversification of the commercial network, and the priceless small and large-scale cultural offering, make the city a destination with many attractions for the huge variety of visitor profiles, national and international tourists. Visitors who arrive in the city look for and value experiences linked to culture, business, gastronomy, shopping, etc., and they are a great opportunity to strengthen proximity trade.

Barcelona's cultural sector has a wealth and variety of first rate offerings: book shops, art galleries, antique shops, theatres, live music venues, creative spaces, design centres, ICT development spaces, periodic and temporary events, both cultural and commercial, that

generate economic activity and in time become true cultural proximity centres¹⁰.

Generate synergies between the three sectors, alongside restaurants and hotels, allowing new proposals to be thought of to provide experiences that give a high-quality way of enjoying the city. Proximity trade must be one of the leading elements of this experience, as it attracts a large part of the spending associated with the rest of the sectors mentioned previously. Cooperation with the Tourism Consortium to prepare formulas for promoting trade and how to capitalise on the benefits throughout the city is a must.

In this regard, we propose the following measures, some of which are summarised in the Strategic Tourism Plan 2020.

¹⁰ Government measure: Plan for Supporting Local Cultural Commerce 2013

28. Design strategies to make the most of and promote the affluence of visitors with the aim of revitalising the commercial fabric and providing a broad and diverse range of restaurants across the whole city, but especially attracting people to more peripheral commercial centres with value proposals, whether cultural, gastronomic, DIY, artisan, improved shopping experience, etc.
29. Reflect on and initiate the actions required for proximity trade and services, as well as small businesses selling cultural and tourist products, to become suppliers for restaurants, hotels and tourist operators.
30. Decentralise the city's cultural proposals to neighbourhoods and more peripheral commercial axes, promoting, as well as the flow of people, recognition of the value of areas with fewer opportunities to enjoy high quality cultural products.

31. Endorse periodic (biennial or triennial) initiatives that enhance the relationship and recognition by citizens of the synergy between sectors. These initiatives must comply with two conditions: generate a lasting city story beyond the specific execution of activities, and transform the vision of citizens, emphasising the role that proximity trade plays in cohesion, service and improvement of the quality of life in our city, and the importance and responsibility implied by the act of buying. This year we are collaborating in the Year of Commerce and Culture proposed by the Barcelona Trade Foundation.
32. Create cultural activities linked to commerce from a territorial or thematic perspective. Decentralise initiatives in the different city neighbourhoods, which should be considered from the point of view of coherence in the creation of the brand or identity proposed in strategic line 8; or thematic in terms of the city as a whole, linking established cultural initiatives to commerce, such as the Historical Novel cycle with the city's emblematic trade, the-

matic years of authors linked to neighbourhoods, Brossa year and the district of Horta, poetry week linked to graphic representations on shop shutters, streets named after poets, etc.

33. Encourage trade associations to prescribe to and instigate true initiatives related to cultural promotion and sustainable tourism. Gradually, the most innovative traders' associations, in tune with reality, aware of the threats posed by changing habits and the implementation of other ways of consuming, have begun strategies to strengthen themselves and turn the creation of collaborations and synergies with residents, agents, suppliers and administrations into an opportunity.

We have a formula that has been tried and tested in the Creu Coberta area. Trade associations have become social and commercial facilitators in their territories, combining initiatives which, supported by values such as co-existence, solidarity, diversity, equality of opportunities and others, enhance

responsible culture and tourism projects that may acquire a city dimension.

34. Bring about cultural or tourist activities promoted by associations and shops, such as the art displays on shutters carried out in the commercial zone of l'Eix Sants-Les Corts, the multicultural experience of the "Poems that bring us closer" initiative carried out by several associations in Barcelona (Fort Pienc, Sant Antoni, Creu Coberta, Sant Pau-Gaudí) and the "In April every word is worth a thousand" campaign, an initiative by the Consortium for Linguistic Normalisation, the Fort Pienc Performing Arts Fair, urban art at the Creu Coberta Meeting Point, joint initiatives between libraries and various traders' associations, and so on.

07

Barcelona's markets: great allies for neighbourhood proximity trade

We cannot talk about proximity trade or rate Barcelona's commerce without referring to the shopping spaces and social cohesion represented by municipal markets. The 43 municipal markets are known and recognised around the world and represent the fruit of one of the most successful policies in the last few decades by Barcelona City Council in collaboration with private merchants.

It will certainly be necessary to improve some parameters that have arisen as a result of the history of success of markets in our city. New trends in design, infrastructure and management, the intensification of the role of markets in preserving food culture and stimulating food innovation, such as controlling the profitability of these facilities through new forms of public-private collaboration and self-management, and preserving the catalyst effects of markets as public spaces frequented by the community, among others.

Markets are a fundamental tool to improve the attraction of proximity trade in our city, which must continue to be built upon. We are talking about markets in the broadest sense, as spaces in which people not only buy things, but also co-exist. They are spaces with enormous potential and social and community value, which contribute to the vitality of each of the neighbourhoods in which they are found and, as such, make constant and fluid interaction with proximity trade essential. Markets and proximity shops benefit from the centrality in neighbourhoods, generate social interaction within the neighbourhood and bring activity to public spaces.

This centrality of markets goes further still: the concept of the municipal market is closely linked to the compact city model that is Barcelona. This is the context in which markets have a fundamental role to play in building the city and its social, economic and urban organisation. Markets play an important role in defining the city model. In Barcelona, which bases its commercial model on proximity trade, markets include a

clear vocation in service of city residents, especially in the immediate surroundings, as they exercise a clear supporting structure within the territory.

How can we take advantage of this synergy and promote the potential of markets to face some of our social challenges, such as inequalities in health, demographic change, unemployment, social inclusion or gentrification? This is the debate that must be encouraged in the territory and in society. It involves analysing all the opportunities and threats, strengths and weaknesses of the Barcelona Strategic Market Plan 2015-2025, in order to move forward with due diligence in the role of markets as leaders that respect an innovative, sustainable trade model, the backbone of the city and the cohesion, and integrator, of society.

To make this possible, the following measures are put forward:

- 35. Establish the market as a central venue in the neighbourhood, defining strategies for each market type and positioning the market as a venue for generating unique experiences, with the dual commercial and social side, bringing consumers an added value and a buying experience that differentiates it from other commercial offerings.
- 36. Continue to transform neighbourhoods through market renovation: update remodelling processes, design spaces inside and outside the market for civic and social use, incorporating the concept of sustainability (energy self-sufficiency, waste management, etc.). This mandate will complete the ambitious Sant Antoni market remodelling and the processes have started at Bon Pastor, Vall d'Hebron, Sant Andreu and Abaceria. In addition, future reforms and other highly relevant initiatives will be studied to maintain the competitiveness of these facilities.
- 37. Reinforce traders' commitment to the market and the network: starting with the construction and dissemination of a common discourse between the various markets in the city and between the markets and proximity trade, reviewing innovative regulations that respond to new consumer and merchant demands.
- 38. The market is a key element in the economic development and creation of employment in each neighbourhood. Here, in this line, we will endeavour to maintain the orientation of our markets towards responsible consumers, to design a continuous training plan for traders focused on the success of handing down from generation to generation. We will also place specific emphasis on innovation, not just in relation to the public-private management model for market development, but also specifically in relation to the professional management model of traders' associations so that they become network references.

39. Markets are synonymous with the values associated with social, environmental and cultural sustainability. In this regard, we want to establish the market as the best option for buying local products and a source of dissemination of Catalan agricultural food heritage. We want to position the market as a venue for training on healthy food habits, gastronomy and food safety; ensure the economic and environmental sustainability of market facilities in line with the last few years; and, finally, promote markets as a neighbourhood social sustainability mechanism through Corporate Social Responsibility promotional measures or programmes.

08

Good strategy management and evaluation: the key to continuous improvement

Throughout this document, we have mentioned continuous urban commercial transformations and the new trends that are shaping change at great speed: very specialised offerings arising in very specific areas, the segmentation of trade by cost or consumer profile, e-Commerce, exhibition halls, shops emerging, new forms of co-existence linked to social and cultural diversity dynamics, and the profiles of formats hyper-specialised to interests and preferences (organic consumption, coeliac, halal, kosher, LGBTI, special sizes, urban groups, etc.). It is difficult to imagine how, in this extremely complex environment, to design policies that drive, conserve and assist our commerce in this process of change and innovation.

It seems clear that these trends require attention, reflection and action. This is why we would like to develop the Barcelona Trade Observatory, which will be one of the measures focused on this line. Barcelona, with this tool, will also be able to exercise active leadership in terms of trade, in the same way that the city is already internationally recognised in many other spheres.

The things we suggest here cannot be managed in an isolated way, merely from the conviction that only the City Council can carry out each and every one of these measures. These new business and commercial models, this need to adapt professional associations in the sector to respond to the needs of an ever-changing, global and technology-driven society or, simply, the need to modernise urban commercial systems to adapt to other forms of management such as APEUs, necessitate operational flexibility, without a shadow of a doubt. Trade is not done by the City Council; trade is done on the streets and their often-complex surroundings. This is why Barcelona Trade is working, and will continue working, alongside all other public and private bodies operating in districts, neighbourhoods and shopping streets. As we said at the beginning, here “more is more”. We need, then, cooperative alliances complicit with the proximity of these spaces that are able to define and develop the identities of each territory in a planned and consensual manner. This is why the objective is also to make a huge effort to improve planning and management instruments.

We propose, thus, a set of measures that contribute planning and evaluation elements to economic and territorial strategies:

40. Create the Barcelona trade observatory, which will also look at relevant data on municipal markets and the catering sector. This observatory will have the objective of supporting citizens, traders and the City Council in reaching three main targets and spheres: a) Be able to constantly analyse trends, finding out about movements and new formulas of interest, innovations, not just locally, but also globally, in which the city is immersed in the majority of spheres; b) Have quality elements and knowledge to achieve a dual proposal: on the one hand, ensuring institutions have better information to feed their decision-making and, on the other, so that they can design new policies that allow them to continue improving their commercial offer and satisfying the needs of citizens; and c) Be able to offer all players involved in commerce (traders, consumers, other related economic sectors, citizens)

tools that allow them, also as individuals, to learn about the reality and support change. Within the framework of this observatory, annual surveys of the commercial and catering sector will continue, as well as the omnibus, research into Sunday opening hours and four-yearly studies of buying habits and commercially attractive zones.

41. Organise continuous updating and enhancement of a database of shops, through the development of an information system that integrates different sources of information, application of a distributed management model, and creation of products, services and tools for the empowerment of the commercial network.

42. Establish strategic planning mechanisms capable of defining commercial identities in different neighbourhoods or commercial areas in the city. We will work to boost commercial identities by seeking opportunities to create new brand images that help to promote the territory on the basis of existing magnets (cultural facilities, etc.). In this regard, partnerships and collaborative working are the work formula.

43. Create a commercial identity in a neighbourhood that does not contradict the city's commercial diversification. It is about offering a wide commercial offer to promote and add value to territories. In this sense, we will spread and absorb promotional and commercialisation activities throughout the city. In this line, we suggest implementing projects that generate synergies between strategic sectors of the city, as described in line 6 with other sectors and, especially, with the catering sector.

This government measure comprises 8 strategic lines and 43 measures that respond to the challenges the commercial sector faces. They have been prepared over the last few months with the technical teams of the Trade Department and the territories. We would like to give our sincere thanks to all those who have taken part and have made this document possible.

Measures and initiatives

COMMERCE
IS WHAT MAKES THE
CITY

STRATEGIC LINE 1



TRADE GOVERNANCE BASED ON TRUST AND SHARED RESPONSIBILITY FOR THE SECTOR

MEASURES	INITIATIVES	2017	2018	2019
01 Redesign the sector participatory body through statutory reform of the City and Trade Council.	<ul style="list-style-type: none"> Drafting of governing regulations by the City and Trade Council within the framework of current City Council participatory regulations. 			
02 Boost the relationship between district economic promotion or trade participatory bodies and the City and Trade Council.	<ul style="list-style-type: none"> Map of the different ways of taking part that districts have in relation to the commercial sector (round tables, economic promotion council, trade council, etc.) and their functions. 			
	<ul style="list-style-type: none"> Design and implementation of the relationship model and coordination with districts. 			

STRATEGIC LINE 1

TRADE GOVERNANCE BASED ON TRUST AND SHARED RESPONSIBILITY FOR THE SECTOR

MEASURES	INITIATIVES	2017	2018	2019
03 Encourage working groups of experts in the areas considered key in the opinion of the sector.	<ul style="list-style-type: none"> Creation of a working group to debate on urban economic promotion areas (APEU) and follow up their constitution. 			
	<ul style="list-style-type: none"> Creation of a working group to study the possible protection of emblematic establishments and prepare a report on possible action scenarios. 			
	<ul style="list-style-type: none"> Creation of a working group on technological innovation in the city's trade that helps to define the digital transformation strategy and follow up its application. 			
04 Generate working, collaboration and debate networks with academic entities and experts in the areas that determine promotion and maintenance of the proximity trade model that characterises the city.	<ul style="list-style-type: none"> Preparation of a map of partners that responds to the mainstreaming of the world of commerce with a consultation and propositional nature. 			
	<ul style="list-style-type: none"> Promotion of working and debate days on the most relevant topics: APEU, digital transformation strategy, information systems about the city's economic activity, etc. 			

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
05 Promote and raise awareness about the importance of proximity, competition, responsible and sustainable trade, and business cooperation in local commerce.	<ul style="list-style-type: none"> • Communication campaigns and methods, alongside municipal markets, to promote proximity purchasing and disseminate the values of our commercial model. 			
	<ul style="list-style-type: none"> • Orientation of the subsidy categories to improve the relevant competition in commerce and analysis of the possible redesign to make them more specific. 			
	<ul style="list-style-type: none"> • Technical and regulatory advice and support between the Trade Services Department and the districts. 			
	<ul style="list-style-type: none"> • Economic support to commercial invigoration projects presented by entities in the sector (agreements for specific activities). 			
	<ul style="list-style-type: none"> • Encourage campaigns for social recognition of the function of proximity trade: specific communication plans depending on the campaigns (sustainability, responsible consumption, employment of people at risk of exclusion, culture, tourism, etc.). 			
	<ul style="list-style-type: none"> • Promotion of the broadening of the "Trade and Schools" educational project. 			
	<ul style="list-style-type: none"> • Continuation of projects involving building co-existence amongst neighbours and trade, such as the "Radars" and "Walk to School Routes" projects or the Barcelona Solidarity Card. 			

STRATEGIC LINE 2

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
→05	<ul style="list-style-type: none"> Support conferences and training about ecological modernisation of commerce and responsible consumption. 			
	<ul style="list-style-type: none"> Carry out workshops about consumption and publicity in schools. Children's and youth education. 			
	<ul style="list-style-type: none"> Promotion of the subsidy category "Projects for improving sustainability in commerce". 			
	<ul style="list-style-type: none"> Encourage people to sign up to the "More Sustainable Commerce" programme. 			
	<ul style="list-style-type: none"> Recognise the shops in the environmental and social sustainability category of the Barcelona Commerce Award. 			
06 Strengthen the attraction of areas with less commercial employment through a plan to encourage the occupation of empty premises.	<ul style="list-style-type: none"> Preparation of an identification system, characteristics and mapping of empty premises. 			
	<ul style="list-style-type: none"> Coordination with initiatives on the use of empty premises planned by different departments: Housing, Districts, Town Planning and City Promotion Trust. 			
	<ul style="list-style-type: none"> Definition of an empty premises management plan within the framework of the Ciutat Vella neighbourhood economic development plan and pilot scheme. 			

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
→06	<ul style="list-style-type: none"> • Study and analyse initiatives linked to the promotion of activity in empty premises in other cities. 			
	<ul style="list-style-type: none"> • Design and install a care service for commercial professionals that advises and facilitates management of topics related to property renting and mobbing. 			
	<ul style="list-style-type: none"> • Work on a management service for empty premises that comply with the conditions for housing economic activity, through pilot schemes. 			
	<ul style="list-style-type: none"> • Analysis of possible measures to incentivise the movement of economic activities from the first floor to the ground floor, in areas where it is required. 			
	<ul style="list-style-type: none"> • Promote the start-up of mixed activities with other strategic sectors (tourism, catering and culture) to improve the offer and attractiveness of areas with worse commercial health. 			
07 Promote and protect the emblematic commercial heritage.	<ul style="list-style-type: none"> • Creation of a working group of experts to advance legal protection for emblematic shops, and assessment of the applicability of their conclusions. 			
	<ul style="list-style-type: none"> • Coordination of advice from Barcelona Activa's Business Support Office. 			

STRATEGIC LINE 2

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
→07	• Dissemination and promotion of emblematic shops with communication actions and educational and cultural activities.			
	• Inclusion of emblematic establishments in territorial promotional initiatives/actions.			
	• Continuation and improvement of Property tax (IBI) and Construction, installation and works tax (ICIO) subsidies.			
	• Promotion of routes for learning about our commercial heritage with the Tourism Consortium.			
08 Incorporate culturally diverse neighbourhood commerce into association structures.	• Commercial information guides, listing rights and duties, and the benefits of joining an association.			
	• Support to traders with cultural and linguistic difficulties to access resources there to support the city's commerce.			
	• Initiatives to facilitate the incorporation of diverse commerce into district association structures.			
	• Creation of intercultural capsules for traders' associations to initiate mediation with association professionals.			
	• Joint development with the Public Health Agency of Barcelona and the Generalitat (ASPCAT) of materials to train in food safety aspects.			

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
09 Guarantee a legal framework that provides security and is adjusted to the daily reality.	<ul style="list-style-type: none"> Creation of a working group to review the regulations relating to food establishments, use of the public highway, etc. 			
	<ul style="list-style-type: none"> Review of the mandate on fairs and markets in the public space, to get them underway. 			
	<ul style="list-style-type: none"> Review and adaptation of the PECAB (Special plan for commercial food facilities in Barcelona) and PECNAB (Special plan for commercial facilities and non-food uses in Barcelona) and other urban planning tools to define the city's commercial model. 			
	<ul style="list-style-type: none"> Preparation of the proposal for a street trading and merchant market by-law. 			
	<ul style="list-style-type: none"> Adaptation of the regulations on business licences to new commercial realities. 			
10 Work to guarantee compliance with the legislation in force in relation to illegal street trading.	<ul style="list-style-type: none"> Coordination with all municipal players, other administration and commercial sector representatives in the fight against illegal trading. 			
	<ul style="list-style-type: none"> Communication, information and awareness-raising campaigns for citizens on the effects of illegal selling. 			
	<ul style="list-style-type: none"> Study measures that affect the "last mile" of distribution, in order to see how unfair competition can be avoided regarding proximity trade. 			

STRATEGIC LINE 2

PROXIMITY TRADE IN BARCELONA, A MODEL WORTH PRESERVING AND STRENGTHENING

MEASURES	INITIATIVES	2017	2018	2019
11 Encourage initiatives to minimise the impact on trade of incidents caused by riots or vandalism in public spaces.	<ul style="list-style-type: none"> • Coordination, where appropriate, between protocols of players involved in the city (Mossos d'Esquadra, Guàrdia Urbana, cleaning services, etc.) to apply preventive and/or palliative measures derived from the effects of possible disturbances in public spaces. 			
	<ul style="list-style-type: none"> • Application of normalisation measures, improvement of public spaces, restoration of damaged public installations and definition of a promotion plan oriented to what is identified as required and useful for returning to normal. 			
	<ul style="list-style-type: none"> • Definition and agreement with the sector of an action plan or other actions aimed at reactivating the commercial dynamics of the neighbourhood affected. The budget will need to be assessed and managed. 			
12 Run seasonal promotional campaigns for local purchasing.	<ul style="list-style-type: none"> • Joint preparation of seasonal campaigns with the sector, especially at Christmas. 			
	<ul style="list-style-type: none"> • Christmas lighting. 			
13 Give prestige to the Barcelona Trade Award by creating valuable products for the winning proposals.	<ul style="list-style-type: none"> • Prizes for the winning proposals in matters relating to advice, marketing and dissemination. 			
	<ul style="list-style-type: none"> • Publication and map of the winning shops and categories. Route around the winning commercial establishments. 			

COMPETITION, INNOVATION AND DIGITAL TRANSFORMATION: THE KEYS TO MODERNISING OUR COMMERCE

MEASURES	INITIATIVES	2017	2018	2019
14 Offer an integrated and cross-cutting information, advice and help service to improve sector competition.	<ul style="list-style-type: none"> Preparation of an updated catalogue of services and programmes by the Business Advice Office (OAE) adapted to the needs of the commercial sector. 			
	<ul style="list-style-type: none"> Permanent and personalised devices aimed at improving trade professional projects, such as business advice and financing, business transmission, internationalisation, information and municipal procedures, and recruitment. 			
	<ul style="list-style-type: none"> Study the collaboration with the sector to promote the improvement of the formative quality of the various trades of which it is made up. 			
15 Improve the individual training programme and adapt to the specific needs of the territory or commercial sectors.	<ul style="list-style-type: none"> New format of the "Open to the Future" programme with group training and individual advice at the heart of business. 			
	<ul style="list-style-type: none"> Dissemination of the "Commercial Growth Network" programme through commercial entities and the use of social and other networks to increase the number of participants. 			
	<ul style="list-style-type: none"> Subsidies for commercial associations to conduct training complementary to that which is offered in the public sphere. 			

STRATEGIC LINE 3

COMPETITION, INNOVATION AND DIGITAL TRANSFORMATION: THE KEYS TO MODERNISING OUR COMMERCE

MEASURES	INITIATIVES	2017	2018	2019
16 Offer tools for innovation and digital competition to commercial associations and shops.	<ul style="list-style-type: none"> Initiatives to position e-Commerce through projects such as "Online Commerce", with the presence of 6,000 shops on Google My Business. 			
17 Encourage and guarantee new technologies in traditional proximity trade, promoting the fusion of mixed off- and online commercial models. Define the strategy and municipal stance in relation to commercial digitalisation policies.	<ul style="list-style-type: none"> Coordination and unification of the implementation of commercial website creation in the districts, together with the Department of Internet and the districts. 			
	<ul style="list-style-type: none"> Promotion of the visibility of the city's commercial offer through tools, networks and municipal spaces on the Internet and facilitation of a structure that regulates information about the city. 			
	<ul style="list-style-type: none"> Planning of initiatives by the city's trade associations in relation to their products and functionalities regarding the role of the City Council in this new space. 			
	<ul style="list-style-type: none"> Study and start-up of compatible proposals in various basic and complex services that respond to the needs identified by the sector (directory, loyalty card or e-commerce platform). 			

STRATEGIC LINE 3

COMPETITION, INNOVATION AND DIGITAL TRANSFORMATION: THE KEYS TO MODERNISING OUR COMMERCE

MEASURES	INITIATIVES	2017	2018	2019
→17	<ul style="list-style-type: none"> Finalisation and application of the necessary initiatives to guarantee the transition to the online and offline presence of proximity trade and markets. 			
	<ul style="list-style-type: none"> Popularise and give relevance to, using different means and spheres, commercial digital transformation initiatives. 			
18 Promotion of innovation as a transformation tool for the commercial model.	<ul style="list-style-type: none"> Definition of innovation initiatives, in collaboration with the sector and with the participation of the Barcelona Design Centre Foundation and/or other innovation centres. 			
	<ul style="list-style-type: none"> Boost design and retail conferences about new trends in retailer commerce. 			
	<ul style="list-style-type: none"> Definition of actions to recognise the best initiatives that foster innovation. 			
	<ul style="list-style-type: none"> Study formulas to establish Mentoring among shops in the same sector with the objective of helping competitive improvement. 			
19 Subsidise specialised training initiatives or training complementary to the offer provided by the City Council.	<ul style="list-style-type: none"> Support specialised training initiatives or those complementary to the offer provided by Barcelona City Council or other municipal bodies, such as Barcelona Activa, through proximity trade subsidies and economic promotion of the ordinary call for subsidies. 			

STRATEGIC LINE 4

THE COMMERCIAL FABRIC OF NEIGHBOURHOODS: A VALUE THAT UNITES, SUPPORTS AND ENRICHES THE CITY

MEASURES	INITIATIVES	2017	2018	2019
20 Run two pilot schemes in the city for management of the Urban Economic Promotion Area (APEU) model.	<ul style="list-style-type: none"> • Creation of an expert working group on how to implement APEUs and analysis of the formulas necessary to support management expenses in the public sphere. 			
	<ul style="list-style-type: none"> • Creation of a working group to gradually finalise and implement pilot schemes. 			
	<ul style="list-style-type: none"> • Application of the phases for constitution of the APEU. 			
	<ul style="list-style-type: none"> • Carry out training, debate and dissemination actions to generate consensus in the sector. 			
21 Decentralisation of commercial policies in the territory	<ul style="list-style-type: none"> • Preparation of action plans and commercial invigoration of districts. 			
	<ul style="list-style-type: none"> • Support socio-economic invigoration in neighbourhoods and markets through municipal occupation plans and other resources. 			
	<ul style="list-style-type: none"> • Decentralisation of the Christmas campaign. 			

STRATEGIC LINE 4

THE COMMERCIAL FABRIC OF NEIGHBOURHOODS: A VALUE THAT UNITES, SUPPORTS AND ENRICHES THE CITY

MEASURES	INITIATIVES	2017	2018	2019
22 Prepare, alongside Barcelona Activa, specific action plans for the territories, needed to strengthen their socio-commercial network and improve their attractiveness.	<ul style="list-style-type: none"> • Analysis of commercial density and diagnosis of the potential of neighbourhoods in the worst commercial health. 			
	<ul style="list-style-type: none"> • Definition of priority action areas. 			
	<ul style="list-style-type: none"> • Support and coordination of commercial initiatives set out in district economic development plans. 			
	<ul style="list-style-type: none"> • Definition, along with the districts, of the package of palliative and facilitative measures and provision of technical and economic support. 			
	<ul style="list-style-type: none"> • Establishment of actions shared amongst different municipal directorates and commercial, cultural and social entities of the territories. 			
23 Improve the conditions of commercial premises by making them more environmentally-friendly and accessible.	<ul style="list-style-type: none"> • Study and diagnosis of the accessibility, exterior image and energy efficiency of certain commercial zones. 			
	<ul style="list-style-type: none"> • Subsidise actions to improve the aspects set forth above. 			
	<ul style="list-style-type: none"> • Pilot scheme in the Trinitat Nova neighbourhood to improve energy efficiency, exterior image and accessibility in commercial establishments, with the possibility of replicating it in other city neighbourhoods. 			
	<ul style="list-style-type: none"> • Pilot scheme to improve accessibility to the Sants district. 			

STRATEGIC LINE 5

TRADE ASSOCIATIONS AND APEUS: THE BEST WAYS TO JOIN FORCES AND MULTIPLY SUCCESS

MEASURES	INITIATIVES	2017	2018	2019
24 Formalise a new economic context of promotion, support and help for associations.	<ul style="list-style-type: none"> Revision of the subsidy lines that promote new forms of cooperation and management of an entity. 			
	<ul style="list-style-type: none"> Encourage professionalisation of the sector, with training to transform the figure of the facilitator into a manager. 			
	<ul style="list-style-type: none"> Help to build an attractive portfolio of services for members. 			
25 Help with the transformation of trade associations towards a model of territorial socio-economic promoters.	<ul style="list-style-type: none"> Encourage competition in commercial areas by incorporating professional training into commercial association structures through a training programme for advice and training for trade associations that are beginning their transformation. 			
	<ul style="list-style-type: none"> Provide professionals for commercial entities to advise and help them transform their association model. Support in the preparation of strategic plans. 			
	<ul style="list-style-type: none"> Creation of a working group to move forward the keys to the change required by this sector's governance in a city like Barcelona. 			
	<ul style="list-style-type: none"> Preparation of a second part of the "Traders' association as territorial socio-economic promoters" study to identify key factors in progress and transformation. 			

STRATEGIC LINE 5

TRADE ASSOCIATIONS AND APEUS: THE BEST WAYS TO JOIN FORCES AND MULTIPLY SUCCESS

MEASURES	INITIATIVES	2017	2018	2019
→25	<ul style="list-style-type: none"> Encourage the promotion of an association mentoring network. 			
	<ul style="list-style-type: none"> Formalisation of agreements with academic bodies and/or bodies specialised in innovation in a broad sense. 			
	<ul style="list-style-type: none"> Creation of a space for reflection and debate with the sector, driven by experts, about the future of retail. A cycle of meetings in market network spaces to talk about the introduction of technology to the sector, economic evolution, territorial evolution and innovation. 			
26 Create a bank of best practices.	<ul style="list-style-type: none"> Creation of information and exchange spaces. Seek out national and international experience of proximity trade management formulas that contribute innovative elements. 			
27 Run commercial association promotional campaigns.	<ul style="list-style-type: none"> Prepare promotional campaigns alongside the sector and improve the portfolio of commercial association services. 			
	<ul style="list-style-type: none"> Generation of common materials available to districts and entities to encourage associations ("Associa't") translated into the languages that are considered appropriate. 			

STRATEGIC LINE 6

TOURISM AND CULTURE: TWO OPPORTUNITIES FOR PROXIMITY IN TRADE

MEASURES	INITIATIVES	2017	2018	2019
28 Design strategies to make the most of and promote the affluence of visitors, especially in the city's more peripheral commercial zones.	<ul style="list-style-type: none"> Strengthen the links and interrelation between trade and culture by organising a broad agenda of cultural activities through trade in the city's neighbourhoods. 			
	<ul style="list-style-type: none"> Create a map of the innovative initiatives offered to visitors and tourists, leisure and services complementary to buying, in line with previously agreed quality standards. 			
	<ul style="list-style-type: none"> Together with the sector and the Tourism Consortium, generate attraction with added value, cultural, gastronomic, DIY and artisan offerings that enhance the shopping experience. 			
	<ul style="list-style-type: none"> Create visitor routes and suggestions with commercial establishments arranged into categories and types: emblematic, proximity, unique or specialised. 			
29 Promote proximity trade and services as restaurant, hotel and tourist operator suppliers.	<ul style="list-style-type: none"> Study of the basic conditions required to be restaurant, hotel or tourist operator suppliers. 			
	<ul style="list-style-type: none"> Start of a pilot scheme for cooperation among shops and services in an area to respond to establishments dedicated to tourism. 			

STRATEGIC LINE 6

TOURISM AND CULTURE: TWO OPPORTUNITIES FOR PROXIMITY IN TRADE

MEASURES	INITIATIVES	2017	2018	2019
30 Decentralise the city's cultural proposals towards neighbourhoods and more peripheral commercial axes.	<ul style="list-style-type: none"> Coordinate the possibility of decentralising the city's cultural proposals with the Barcelona Institute of Culture (ICUB) and endorse new proposals with the collaboration of the area's commercial and neighbourhood entities. 			
31 Endorse annual or biennial initiatives that enhance the relationship and recognition by citizens of the synergy between sectors.	<ul style="list-style-type: none"> Work, alongside the sector, on trade and cultural initiatives. 			
	<ul style="list-style-type: none"> Work on other initiatives with the sector that generate a story about the city that is linked to the function and services of the commercial network as an essential element of our city model. 			
32 Create cultural activities linked to commerce from a territorial or thematic perspective.	<ul style="list-style-type: none"> As far as possible, coordination of Barcelona Institute of Culture cultural products with the commercial sector, for example: <ul style="list-style-type: none"> Historic novel and emblematic establishments. Week of poetry and visual arts on shutters or other elements inside shops. Musical circles in urban commercial spaces. Poetry and visual arts exhibitions in establishments. 			

STRATEGIC LINE 6

TOURISM AND CULTURE: TWO OPPORTUNITIES FOR PROXIMITY IN TRADE

MEASURES	INITIATIVES	2017	2018	2019
33 Encourage the city's trade associations to become true prescribers to sustainable tourism and culture.	<ul style="list-style-type: none"> • Encouragement for neighbourhood shops to disseminate cultural initiatives, catering or tourism through campaigns. 			
34 Bring out cultural activities promoted by traders' associations.	<ul style="list-style-type: none"> • Assessment and dissemination of traders' association initiatives, for example: <ul style="list-style-type: none"> - Sants - Les Corts shutter initiative - Music for shops in Sant Antoni Comerç and Cor Eixample - Fort Pienc Performing Arts Fair - Poems that bring us closer to various traders' organisations - Project to promote responsible tourism practices entitled "Citizens of a World Responsible and Sustainable" at Creu Coberta 			

BARCELONA'S MARKETS: GREAT ALLIES FOR NEIGHBOURHOOD PROXIMITY TRADE

MEASURES	INITIATIVES	2017	2018	2019
35 Establish the market as a core venue in neighbourhoods.	<ul style="list-style-type: none"> Definition of strategies for each type of market and positioning the market as a venue for generating experiences, with the dual commercial and social side, which brings consumers an added value that differentiates it from other commercial offerings. 			
36 Maintain neighbourhood transformation through market renovation.	<ul style="list-style-type: none"> Finalisation of Sant Antoni market remodelling and start of works at Bon Pastor, Vall d'Hebron, Sant Andreu and Abaceria. 			
37 Reinforce the commitment of traders to their market and the rest of the network.	<ul style="list-style-type: none"> Promotion and encouragement of the relationship and joint actions of markets with the surrounding commerce and the city's commercial axes. 			
38 Promote the market as key to the economic development of neighbourhoods.	<ul style="list-style-type: none"> Set up initiatives to promote the generational handing over of maintenance and creation of employment in markets. 			
	<ul style="list-style-type: none"> Introduce new retail operators and commercial offerings. 			
39 Promote markets as synonymous with the values associated with social, environmental and cultural sustainability.	<ul style="list-style-type: none"> Development of the "Green Markets" programme: local and organic products, energy efficiency, waste reduction and food use campaigns. 			
	<ul style="list-style-type: none"> Promotion of actions aimed at sharing healthy eating habits, responsible consumption and Corporate Social Responsibility. 			

STRATEGIC LINE 8

GOOD STRATEGY MANAGEMENT AND EVALUATION: THE KEY TO CONTINUOUS IMPROVEMENT

MEASURES	INITIATIVES	2017	2018	2019
40 Create the Barcelona Trade Observatory. This observatory will also collect relevant data on municipal markets and the catering sector.	<ul style="list-style-type: none"> • Generation of information and knowledge in the Administration to orientate decision-making, design policies suited to new needs and contexts (sector research and surveys, studies into habits, attraction, opinions, authorised Sunday opening, etc.). 			
	<ul style="list-style-type: none"> • Start to monitor, alongside urban planning, the evolution of the commercial network with the gradual creation of super blocks. 			
	<ul style="list-style-type: none"> • Offer tools that analyse trends, new formulas or innovation, both on a local and global scale. 			
	<ul style="list-style-type: none"> • Offer tools to those involved in commerce that allow them to individually learn about the reality. 			
	<ul style="list-style-type: none"> • Generation of follow-up indicators and databases on the evolution of the city's commercial policies. 			
	<ul style="list-style-type: none"> • Comparison with other cities. 			

GOOD STRATEGY MANAGEMENT AND EVALUATION: THE KEY TO CONTINUOUS IMPROVEMENT

MEASURES	INITIATIVES	2017	2018	2019
41 Create an information system around ground floor economic activity in the city.	<ul style="list-style-type: none"> Creation of a system that integrates information from different sources to work towards an "inventory" of ground floor activities. 			
	<ul style="list-style-type: none"> Creation of a website where the inventory of the city's ground floor premises can be seen to provide the commercial network of potential entrepreneurs with information that allows them to locate, set up or improve their business. 			
42 Establish strategic planning processes capable of defining and analysing the evolution of the city's commercial areas and their uses.	<ul style="list-style-type: none"> Map of territorial identities. 			
	<ul style="list-style-type: none"> Map of resources and synergies with other territorial or sector areas. 			
	<ul style="list-style-type: none"> Actions to identify new territorial brands or identities. 			
43 Create projects alongside the city's other economic sectors.	<ul style="list-style-type: none"> Continuation and innovation of the various initiatives that interconnect commerce and catering, and improve the buying and service experience, with special awareness of sustainability issues. 			
	<ul style="list-style-type: none"> Seek out potential features that may specialise certain areas in specific and unique services and/or products. 			



COMMERCE IS WHAT MAKES THE CITY