



2009

City of Barcelona Activity Report



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Ajuntament de Barcelona

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Municipal Council Plenum

Mayor of Barcelona	The Hon. Mr. Jordi Hereu Boher (PSC)
1st Deputy Mayor	The Hon. Mr. Carles Martí Jufresa (PSC)
2nd Deputy Mayor	The Hon. Mr. Ricard Gomà Carmona (ICV-EUiA)
3rd Deputy Mayor	The Hon. Mr. Jordi William Carnes Ayats (PSC)
4th Deputy Mayor	The Hon. Mr. Ramon Garcia-Bragado Acín (PSC)
5th Deputy Mayor	The Hon. Ms. Immaculada Mayol Beltrán (ICV-EUiA)
Councilors	<div>PSC:<div>The Hon. Ms. Carmen Andrés Añón</div><div>The Hon. Ms. Montserrat Ballarín Espuña</div><div>The Hon. Ms. M. Assumpta Escarp Gibert</div><div>The Hon. Mr. Guillem Espriu Avendaño</div><div>The Hon. Ms. Itziar González Virós</div><div>The Hon. Ms. Sara Jaurrieta Guarner</div><div>The Hon. Ms. Immaculada Moraleda Pérez</div><div>The Hon. Ms. Gemma Mumbrú Moliné</div><div>The Hon. Mr. Francesc Narváez Pazos</div><div>The Hon. Ms. Montserrat Sánchez Yuste</div></div> <div>CiU:<div>The Hon. Mr. Gerard Ardanuy Mata</div><div>The Hon. Mr. Raimond Blasi Navarro</div><div>The Hon. Mr. Jaume Ciurana Llevadot</div><div>The Hon. Ms. Teresa M. Fandos Payà</div><div>The Hon. Mr. Joaquim Forn Chiariello</div><div>The Hon. Mr. Eduard Freixedes Plans</div><div>The Hon. Ms. Mercè Homs Molist</div><div>The Hon. Mr. Joan Puigdollers Fargas</div><div>The Hon. Ms. Sònia Recasens Alsina</div><div>The Hon. Mr. Xavier Trias Vidal de Llobatera</div><div>The Hon. Ms. Francina Vila Valls</div><div>The Hon. Mr. Antoni Vives Tomàs</div></div> <div>PP:<div>The Hon. Ms. Emma Balseiro Carreiras</div><div>The Hon. Mr. Jordi Cornet Serra</div><div>The Hon. Ms. Ángeles Esteller Ruedas</div><div>The Hon. Mr. Alberto Fernández Díaz</div><div>The Hon. Ms. Gloria Martín Vivas</div><div>The Hon. Mr. Xavier Mulleras Vinzia</div><div>The Hon. Mr. Alberto Villagrasa Gil</div></div> <div>ICV-EUiA:<div>The Hon. Ms. Elsa Blasco Riera</div><div>The Hon. Mr. Joaquim Mestre Garrido</div></div> <div>ERC:<div>The Hon. Ms. Ester Capella Farré</div><div>The Hon. Mr. Xavier Florensa Cantons</div><div>The Hon. Mr. Ricard Martínez Monteagudo</div><div>The Hon. Mr. Jordi Portabella Calvete</div></div>

Government Commission

President	The Hon. Mr. Jordi Hereu Boher (PSC)
Members	<div><div>The Hon. Ms. Carmen Andrés Añón (PSC)</div><div>The Hon. Ms. Montserrat Ballarín Espuña (PSC)</div><div>The Hon. Ms. Elsa Blasco Riera (ICV-EUiA)</div><div>The Hon. Mr. Jordi William Carnes Ayats (PSC)</div><div>The Hon. Ms. M. Assumpta Escarp Gibert (PSC)</div><div>The Hon. Mr. Guillem Espriu Avendaño (PSC)</div><div>The Hon. Mr. Ramon Garcia-Bragado Acín (PSC)</div><div>The Hon. Mr. Ricard Gomà Carmona (ICV-EUiA)</div><div>The Hon. Ms. Itziar González Virós (PSC)</div><div>The Hon. Ms. Sara Jaurrieta Guarner (PSC)</div><div>The Hon. Mr. Carles Martí Jufresa (PSC)</div><div>The Hon. Ms. Immaculada Mayol Beltrán (ICV-EUiA)</div><div>The Hon. Mr. Joaquim Mestre Garrido (ICV-EUiA)</div><div>The Hon. Ms. Immaculada Moraleda Pérez (PSC)</div><div>The Hon. Ms. Gemma Mumbrú Moliné (PSC)</div><div>The Hon. Mr. Francesc Narváez Pazos (PSC)</div><div>The Hon. Ms. Montserrat Sánchez Yuste (PSC)</div></div>
Non-elected members	<div><div>Mr. Pere Alcober Solanas</div><div>Mr. Ignasi Cardelús Fontdevila</div><div>Mr. Jordi Martí Grau</div><div>Ms. Isabel Ribas Seix</div><div>Mr. Antoni Sorolla Edo</div></div>

Executive Committee

President	The Hon. Mr. Carles Martí Jufresa 1st Deputy Mayor
Vicepresident	Mr. Andreu Puig Sabanés City Manager
Members	Ms. Gemma Arau Ceballos Manager of Les Corts District
	Mr. Carles Arias Casal Manager of Human Resources and Organization
	Mr. Jordi Campillo Gámez Manager of Environment
	Ms. Pilar Conesa Santamaria Deputy Manager of e-Government and Information Systems
	Mr. Joan Albert Dalmau Balagué Manager of Prevention, Safety and Mobility
	Mr. Albert Duran Escribà Manager of Sarrià-Sant Gervasi District
	Ms. Mari Carme Fernández González Manager of Gràcia District
	Ms. M. Glòria Figuerola Anguera Manager of Social Action and Citizenship
	Ms. Montserrat Filomeno Martí Manager of Horta-Guinardó District
	Mr. José García Puga Manager of Nou Barris District
	Mr. Víctor Gimeno Sanjuan Manager of Sant Martí District
	Mr. Mateu Hernández Maluquer Manager of Economic Promotion
	Mr. Máximo López Manresa Manager of Eixample District
	Ms. Mercè Massa Rincón Manager of Ciutat Vella District
	Mr. Ramon Massaguer Meléndez Manager of Urban Planning and Infrastructures

Mr. Marc Murtra Villar

Manager of **Education, Culture and Welfare**

Mr. Josep Sans Díez

Manager of Sants-Montjuïc District

Ms. M. Pilar Solans Huguet

Manager of **Finances**

Mr. Miguel Angel Valdueza Romero

Manager of Sant Andreu District

Mr. Eduardo Vicente Gómez

Manager of **General Services and Territorial Coordination**

2009

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Presentation

Jordi Hereu i Boher
Mayor of Barcelona

The next ten years will be critical because we need to provide answers to the questions raised by the first decade of the 21st century. Therefore, the Council continued to work with firmness and commitment in 2009 to successfully face the challenges and opportunities that Barcelona holds in its hands and, above all, confront the effects of the global economic crisis in our city.

The year 2009 was instrumental in laying the foundations to help us develop the Barcelona agenda over the next decade. How was it done? By working so that Barcelona can become the economic driving force of southern Europe, so that our city is a space for education and creativity, so that we can have better connections with the rest of the world through an airport with intercontinental flights, the leading port in the Mediterranean and a high-speed train that will link us to Europe from Sagrera Station, so that the city continues transforming itself from north to south and east to west with urban planning that is tailored to the public, so that Barcelona's 73 neighbourhoods have the quality of life they deserve, and so that we continue consolidating our position as a cohesive, inclusive, supportive and sustainable city.

I am convinced that Barcelona will carry out all these projects, because if crisis for some people means paralysis or inaction, for Barcelona it means working harder than ever to construct a solid present and future. And we have the strength and leadership required to make it happen in our role as capital in the Mediterranean, Catalunya and the city's metropolitan area.

The values that make up the Barcelona formula continued to guide our actions in 2009: a commitment to constant change and realism, non-conformism and courage, values and a sense of project.

Presentation

Andreu Puig
City Manager

The management report we are presenting for the City of Barcelona, which is a summary of 2009 and a result of the efforts of sectors, districts, autonomous bodies and companies in the City of Barcelona, must explain the work carried out and principles underlying municipal management.

A global economic crisis arose in 2009, with consequences at a local level and creating a complex environment for governance. It is in this environment of crisis that the relevance of strong local government is proven, so that it can move forward with its policies of economic development and the defense of public space.

Despite the circumstances, and thanks to fiscal consolidation during the economic boom years, we have been able to maintain a high volume of investment. This policy creates wealth and employment and develops better public spaces for citizens.

Regarding economic development policies, we have concentrated our efforts on increasing support for employment and holding events and fairs in the city to promote the recovery of consumption and job creation, while ensuring that this is quality employment.

We want the public spaces of the city to have an excellent image so that citizens can enjoy the friendliest environment possible. Therefore, efforts were made during the year to improve cleanliness and order in the city. The city's new cleaning contract has helped us a lot in this respect and will continue to help us further in the future.

Internally, and as it could be otherwise, we also made a major effort in terms of cost containment. The current situation poses new challenges and to be able to confront these, the City of Barcelona has launched a new management model called "**Barcelona 2.0**", based on the modernisation of production processes and information systems for organisational checks and talent management of municipal employees. This model has led to reforms in the municipal structure of districts to improve the quality of the local services provided, in addition to greater effectiveness and efficiency thanks to a major modernisation of services through new technologies. But these improvements have not been restricted to internal systems, but have also implied the introduction of new communication and telematic work channels for citizens.

This new management model, which began in 2008 and will be deployed throughout our term, until 2011, arrived at its point of maturity in 2009 and is mainly characterised by the ambition of the City of Barcelona to act as a driving force to boost the economy and create social and urban changes in Barcelona. It should also allow the City of Barcelona greater administrative flexibility, with electronic access channels and the reduction of regulations, bureaucracy and deadlines, resulting in the benefits of better and more accessible public services.



Political and Administrative Organisation of the City of Barcelona

The basic text for understanding the administrative operations of Barcelona is the Barcelona Municipal Charter, which regulates the organisation and powers of the government and its districts, as well as the mechanisms available for citizens to participate in municipal politics. Structuring all these aspects is necessary in a city with the size, complexity and metropolitan nature of Barcelona.

Therefore, in the organisation of municipal government, the Charter establishes a policy area that discusses and sets the general and strategic outlines and executive area responsible for meeting the goals and agreements adopted in the Charter through the management of municipal services and activities. Government actions aim to make life easier for citizens and, from this point of view, the Charter stresses the importance of citizen participation and the forms of participation in decision-making.

Municipal Government Structure

The organisation of the City of Barcelona is divided into two levels: political, to debate local policies and adopt the strategic decisions it considers appropriate, and management, which is responsible for the management of services in accordance with the objectives set out in the policy field.

The following governing bodies constitute the political level: Municipal Council, Mayor, Government Commission and District Councils.

The Municipal Council is the highest organ of political representation of citizens in the city government. It is chaired by the mayor and meets monthly in regular public sessions.

The Municipal Council consists of 41 councillors, according to a proportional representation system, and municipal elections are held every four years. The last elections, held in May 2007, resulted in a coalition government of PSC and ICV-EUiA, with a total of 18 councillors of the 41 comprising the Council.

The Municipal Council carries out the functions of deliberation, control and monitoring of governmental and administrative actions. It also approves the Municipal Action Plan (PAM), budget, annual accounts, ordinances and urban development plans.

The Municipal Council operates in plenary sessions and through commissions with decision-making and monitoring powers, in addition to providing information about their respective fields of action. The commissions determine matters to be submitted to plenary sessions and control and supervise the activities of the government and administrative organs. Their functions include the approval and rescission of specific contracts awarded on the basis of cost and initial budget approval, as well as the ordinances and regulations regarding their respective areas. The vote of each political group in the commissions is proportional to the number of councillors they have in the Council.

The eight standing commissions of the Municipal Council approved in the Municipal Council Plenum on 3 July 2007 were:

- **Presidency, Territory and Public Function:** Municipal organisation and institutional and citizen relations.
- **Finance and Budget:** Financial, fiscal and budgetary policy.
- **Urban Planning, Infrastructures and Housing:** Territorial balance and urban planning policies, infrastructures, housing promotion.
- **Economic Development, Employment and Knowledge:** Economic development of the city, promoting entrepreneurship and employment, tourism and trade, promotion of information technology.
- **Sustainability, Urban Services and Environment:** Maintaining the city and urban services, green spaces and beaches, environmental policy.
- **Education, Culture and Social Welfare:** Education, culture and sports, youth and immigration policies.
- **Social Action and Citizenship:** Primary care and social assistance, civil rights, policies for the elderly.

- **Safety and Mobility:** Public security, civil protection, public transportation and traffic control.

The mayor is the president of the Municipal Corporation and exercises the powers conferred by the Barcelona Municipal Charter, general legislation on local government, sector laws and municipal regulations (ROM). Mayoral responsibilities include the everyday management of municipal government, representation of the municipality and presidency of the Municipal Council and Government Commission.

The Government Commission is the official body of the executive government and its members are appointed by the mayor. Currently, it is composed of 18 councillors of the ruling coalition and five non-elected members appointed by the mayor. It generally meets twice a month. The main purpose of the first meeting is to approve or review and report, depending on the subject and amount, the items on the agenda of the plenary session and the commissions of the Municipal Council, the second meeting is to inform on and monitor the Municipal Investment Plan 2008-2011. The matters

discussed have been previously prepared and informed upon by the Executive Committee.

The City of Barcelona is decentralised into the districts in which the city is geographically divided: Ciutat Vella, Eixample, Sants-Montjuïc, Les Corts, Sarrià-Sant Gervasi, Gràcia, Horta-Guinardó, Nou Barris, Sant Andreu and Sant Martí.

The highest governing body of each district is the District Municipal Council, chaired by a manager appointed by the mayor. It is composed of a minimum of 15 and maximum of 23 councillors in terms of the number of residents in the district and according to a scale. In addition, the mayor delegates his or her powers to a manager, appointed on the proposal of the municipal groups, so that they can be exercised in the territory of the district. These municipal councils have the powers to report and propose plans, programmes, budgets, urban planning instruments affecting the district and the distribution of costs assigned to them.

The districts are territorial bodies for the devolution of management and decentralisation of citizen participation.



Organisational Management

The executive municipal government of the City of Barcelona is directed and coordinated by the city manager, who is ultimately responsible within the executive structure that the services aimed at citizens provided by the City of Barcelona are effective, efficient and respond to the needs of the city. At the same time, he or she is responsible for planning, organising and delivering public services to ensure compliance with the objectives defined by the Municipal Government.

Among other functions, the city manager evaluates and monitors the implementation of municipal plans, the development of invested resources and the actions aimed at complying with the objectives of the municipality, as well as implementing and monitoring the municipal group budget and investment.

The executive municipal government is divided into nine functional sectors, territorially into ten districts, and from the point of view of functional specialisation into a set of entities with their own legal structure, such as local autonomous bodies, public company agencies and business corporations. Both sectors and districts are run by managers appointed by the mayor.

The nine functional sectors are:

- a) **Education, Culture and Welfare:** Education, culture, sports, citizen participation, youth, women, use of time.
- b) **Social Action and Citizenship:** Social services and civil rights.
- c) **Urban Services and Environment:** Street cleaning, urban solid waste and sanitation; maintenance; paving; public lighting and water; maintenance of parks, green areas and beaches; energy savings and renewable energy; environmental education and participation; pollution reduction and monitoring.
- d) **Prevention, Security and Mobility:** Public safety, fire prevention services and civil protection, mobility, circulation and public transport, road discipline and safety, parking.

- e) **Urban Planning, Infrastructures and Housing:** Urban and regional planning, urban landscape, infrastructures, housing.
- f) **Economic Development:** Economic development of the city, employment and innovation, trade, network of municipal markets, consumer affairs, tourism, information technology.
- g) **General Service and Regional Coordination:** Central administration, heritage, coordination of districts.
- h) **Human Resources and Organisation:** Human resource policies and administration of personnel and organisation.
- i) **Finance:** Finance; accounting; budgetary and taxation management; coordination of companies, autonomous bodies and dependent entities; investment control.

The Executive Committee is the official managerial body of the executive municipal government. It is chaired by the First Deputy Mayor acting on behalf of the mayor and the city manager is his or her vice president. The Committee is composed of all sector and district managers and its main functions are to coordinate the actions of the different sectors, establish general management criteria, prepare and report on issues that have to be subject to different official government bodies, and inform managers of the policy guidelines and priorities of the municipal government.

Public bodies and municipal companies are functionally integrated into the field of one of the activity sectors according to the services they provide and are coordinated with the sector manager in question.

Citizen Participation

The City of Barcelona ensures citizen participation, especially in areas that most directly affect the quality of life of citizens, through various participation bodies and mechanisms.

The citizen participation bodies are the City Council, District Citizen Council

and Sector Councils, which can be citywide and at district levels.

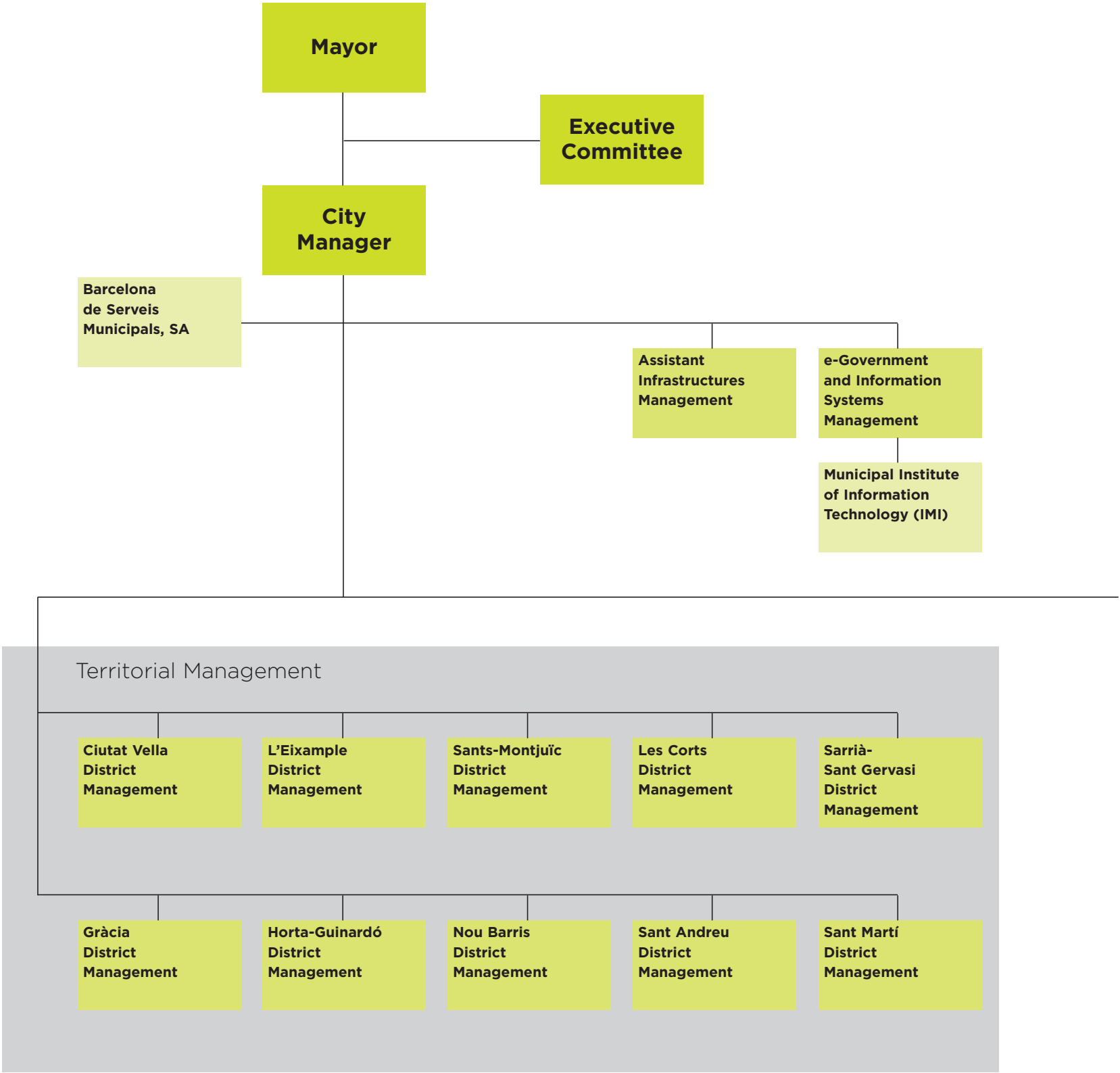
The City Council, comprising members of the most representative economic, social, cultural, professional and neighbourhood bodies, is a body for discussion of the Municipal Action Plan, municipal budgets, major city projects and result indicators of municipal management. It meets twice a year in a regular session and provides supports to the District Citizen and Sector Councils.

The District Citizen Council is the top advisory and citizen participation body in each district in all matters relating to its jurisdiction. It is composed of district representatives, entities, associations and citizens in its area.

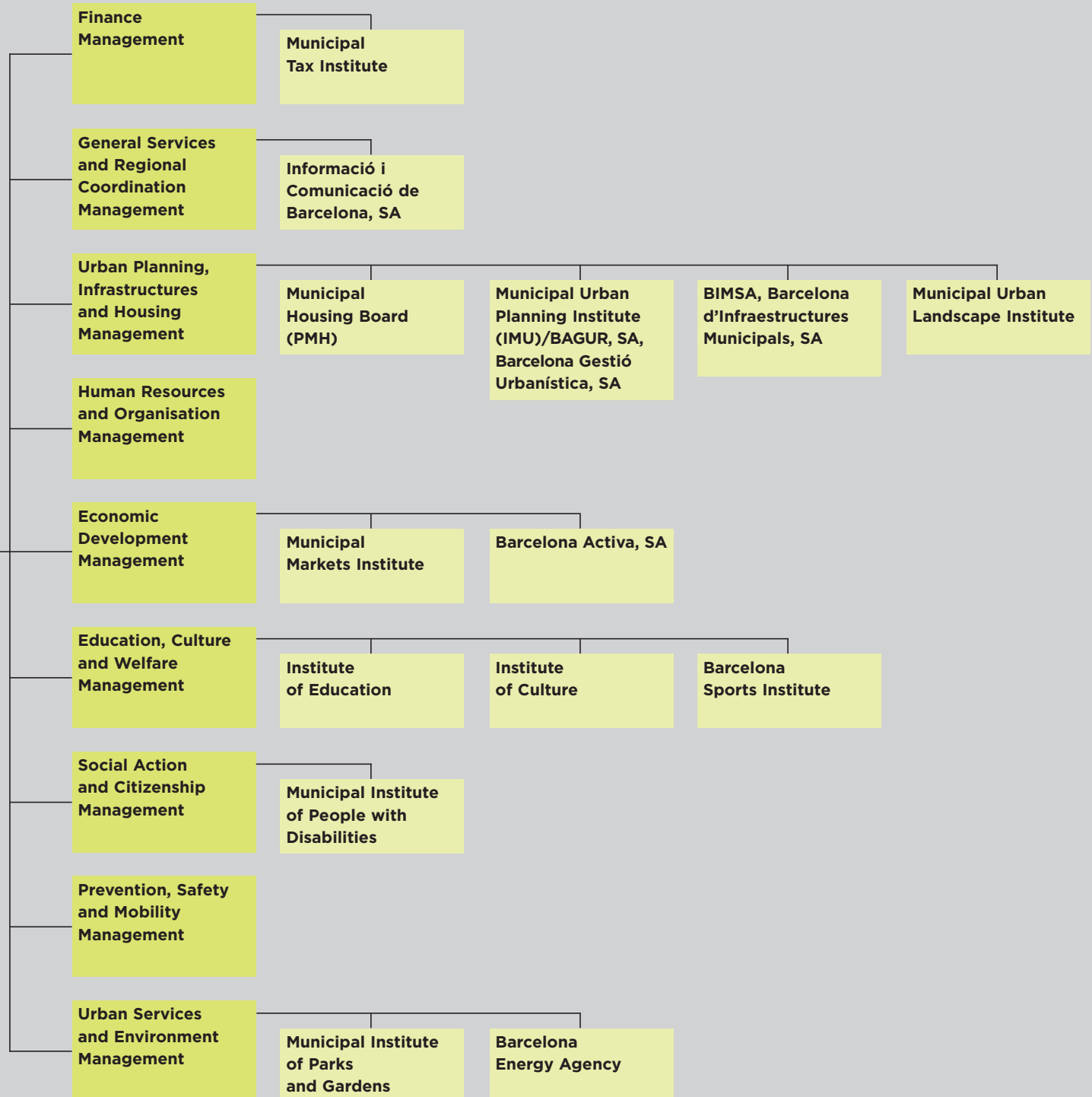
The Sector Councils are composed of councillors from the different political groups, entity representatives and prestigious figures from their respective sectors. Some examples are the Social Welfare Council, School Board, Immigration Council or Mobility Pact. The Councils issue reports on municipal actions relating to their fields, promote

participatory processes and report of their activities to the City Council.

Citizen participation mechanisms are diverse. By public hearing, which may be citywide or by district, citizens can propose to the municipal administration the adoption of certain decisions and receive information. Public hearings on the state of the district are held at least every two months, and each year a special public hearing is held on the budget and tax ordinances. For its part, civil initiative is the mechanism through which citizens can request that the City of Barcelona undertake a particular public interest activity under its municipal jurisdiction so that they can provide financial resources, assets, rights or personal labour. Thirdly, non-profit civil institutions, organisations and associations may exercise municipal powers in cases of activities and services subject to indirect management through public tender. Finally, the City of Barcelona and its districts can ask the opinion of citizens on matters within their jurisdiction through public consultation.



Sector Management





Education, Culture and Social Welfare

First Deputy Mayor:

Mr. Carles Martí i Jufresa

Education Councillor:

Ms. Montserrat Ballarín i Espuña

Women and Youth Affairs Councillor:

Ms. Elsa Blasco i Riera

Uses of Time Councillor:

Ms. Inmaculada Moraleda i Pérez

Culture Delegate:

Mr. Jordi Martí i Grau

Sports Delegate:

Mr. Pere Alcober i Solanas

Manager:

Mr. Marc Murtra i Millar

This Sector is the executive arm of the Department of Welfare and Territorial Cohesion. Both department and management have been created during this mandate with the aim of promoting and making visible the municipal government's commitment towards social cohesion, coexistence and creativity in our city.

The Sector places equal emphasis on social care and promotion, and it does so with the management of infrastructures and facilities and the organisation of over 4,000 annual sports or cultural events. Therefore, it has a major impact on the services that the City of Barcelona provides to citizens. It is in turn responsible for the revitalisation of the citizen association network through services and links with over 4,500 associations in the city. It administers the provision of annual grants and promotes participatory processes taking place in the city. It also manages 15% of the municipal budget, with a workforce of about 2,400 people, the equivalent of 18% of workers in the City Council.

Registered bodies:

- **Institute of Culture**
- **Institute of Education**
- **Barcelona Sports Institute**

During this mandate, the City Council has definitely undertaken to promote full access for citizens to public services, regardless of income level and family situation. A close working relationship with districts has been established given that the Sector has a strong territorial impact and visibility. With the launch of a new management model, the relationship of the Sector to the territory is closer and more coordinated.

In the field of education, we are working to improve facilities, increasing the number of childcare centres and fostering an educational city. To promote the principles of proximity and quality, we are promoting sports policies as a key element of human development, coexistence and projection. We have also opted for innovative policies to promote the independence of young people through policies reconciling working life, a focus on women and the demand for a new model on the uses of time. We are continuing to make progress on processes that facilitate the best conditions for cultural production and access to culture. Other main areas of activity in the Sector are the strengthening of participatory democracy, the continuity of actions in terms of cooperation and the challenge of strengthening immigration policies.

In the spring, the staff working in the different offices of the Education, Culture and Social Welfare Sector moved to the building at Passeig Sant Joan 75. This new location encourages and facilitates teamwork in order to promote our new management model.

Education

In matters of education, progress continues at the rate stated in the objectives set in the PAM:

- **Nursery schools:** The forecast schedule is being followed to increase the number of places in municipal nursery schools. Five new nursery schools were opened, which implies 405 newly created places. There is also a continuing commitment to maintain a

high level of quality in both the educational and architectural model.

- **Lunchroom grants:** There were 12,322 new grants for providing school meals, which means that 31,610 children are now being benefited.

- **Improving the transition process to employment:** The first Innovation, Professional Training and Company Conference was held.

- **Promotion of environment education plans in neighbourhoods:** Support continued for district plans to obtain the complicity of social and educational agents in districts to continue the work done in schools.

- **City of Barcelona Educational Project:** Under the theme "Democracy, Education and Citizen Participation", the 10th City of Barcelona Educational Project Conference (PEC) was held in the city. [See graph 1]

Women

The following actions are being undertaken to reach the goals established in the PAM:

- **Promoting gender equity in all areas:**

The Gender Equity Plan was presented at the plenary session in June, which included the Equal Opportunities Plan and the Interdepartmental Commission on Gender Mainstreaming.

- **Improving strategies for the participation of women and to increase their visibility:** The Second Congress on Women was held, in which over 1,000 women participated in its preliminary process and more than 2,000 people registered, with over 500 contributions.

- **Strengthening care, protection and recovery of female victims of male violence:** Work began on the Municipal Emergency Refuge Centre for women and their children needing a place to begin their recovery process.

A model of individual care is being developed that is able to cater to more women. The priority area of intervention is Ciutat Vella, but intervention actions have already begun in the district of Sant

Marti, which borders the Eixample, and exploratory research will be made in the district of Les Corts.

• **Develop a model of individual care for female sex workers:** The integral plan was strengthened to tackle sex work and the goals set were achieved or even exceeded.

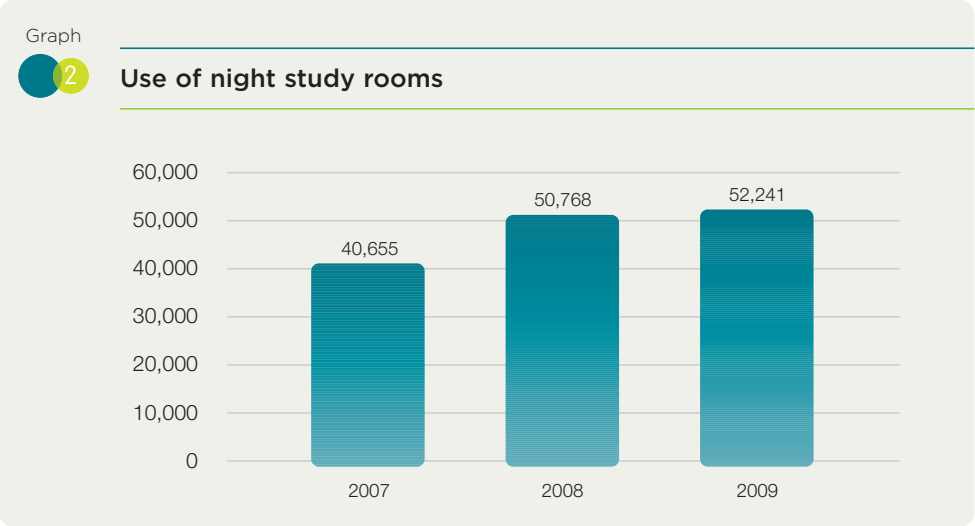
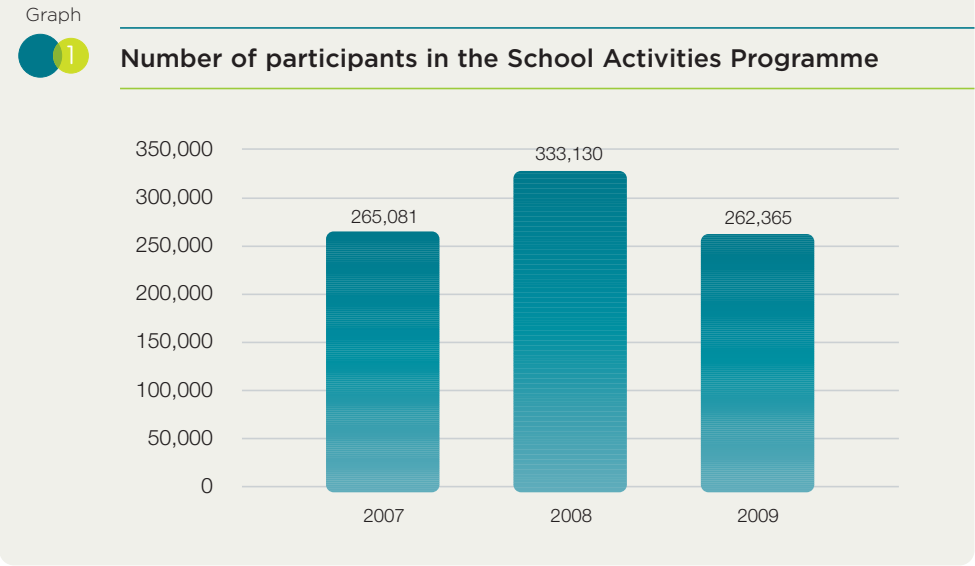
Youth

Access to information and increased night study rooms were some of the priorities of this year.

• **Plan for youth facilities:** The Fontana Youth Space was opened in the district of Gràcia and the Garcilaso Youth Information Point in the district of Sant Andreu.

• **Information and communication:**

- Priority was given to new information and communication technologies:
- The audiovisual festival for young creators VisualSound was held, as well as the 26th edition of the Youth Tourism Show.
 - Improved youth website, with 186,431 visits. The VisualSound Festival website received 9,248 visits and the websites of the Youth Information Point (PIJ) network and Youth Tourism Show 2009 received 5,221 visits.
 - 45 “Joven, Infórmate y Participa” (Young, Be Informed and Participate, JIP) points were opened in public secondary schools, under a collaboration agreement with the Catalan Government.
 - The “Infórmate” information campaign was launched, with activities for choosing the most suitable academic path.





- **Youth housing office:** The Youth Housing Service was incorporated into the general network of the city's housing offices.

- **"Good Evening Barcelona":** 12 temporary night study rooms were opened, in addition to the seven that are open all year round.

[See graph 2]

- **Empowerment of youth associations:** 130 applications were dealt with in the annual call for grants, with a total 125,000 euros: 14 agreements with entities, with a total of 308,900 euros, and 27 projects supported by BCN Youth Exchanges, with a total of 37,540 euros.

Uses of Time

The objectives are being achieved on schedule.

- **"Neighbourhood time, shared educational time":** Regarding the social use of school playgrounds, 18 new activity playgrounds were opened with the collaboration of different educational and social agents in each territory.

- **Extending the Enterprise Network on New Social Uses of Time (NUST):** 16 new companies joined the network, in which the pilot programme is being introduced to measure the implementation of time policies.

- **Creation of European Cities Network on Uses of Time:** 51 representatives.

- **Local agreement on time:** The congress entitled "Where is our time going? Future scenarios" was held.



Sports

The organisation of world-class, popular events was one of our priorities:

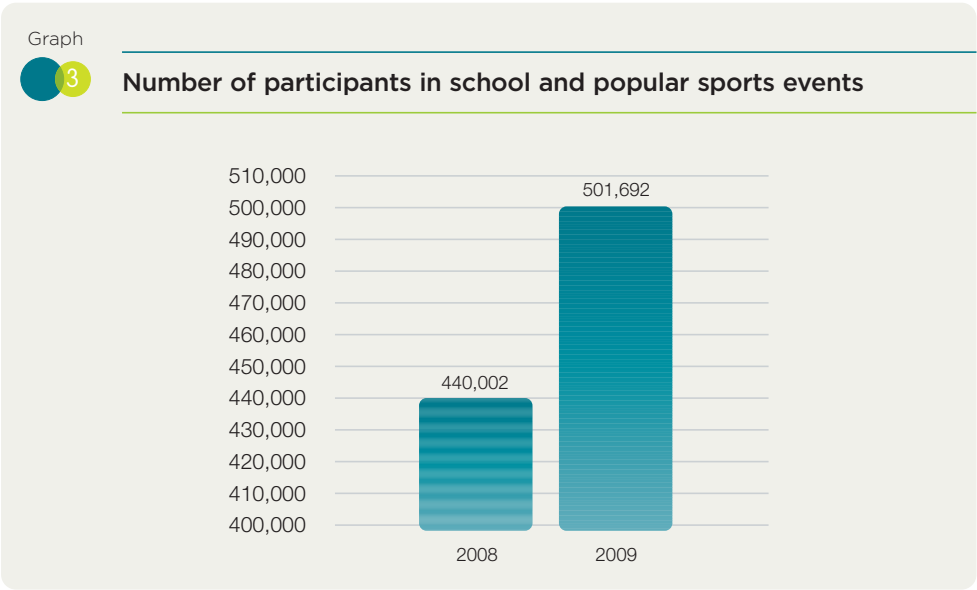
- **Consolidation of Barcelona as a host city for world-class events:**

- **Celebration of the 1st Global Sports Forum,** an international space for reflection on the dimensions of the sports world through conferences and presentations.

- Final and start stages in the city of Barcelona of the Tour de France 2009, with huge public participation and organisation of a yellow “wave” that accompanied the cyclists along the route.
- Organisation of the Snow Show exhibition in Palau Sant Jordi.
- Celebration of 21 international City of Barcelona trophies.
 - **Popular sports calendar:** Participation and presence in popular sports events significantly increased – for example, in the athletic events held in the city, such as La Mercè and Nassos races or Marathon and Half Marathon. In all cases, expectations were greatly exceeded and registration had to be closed before the official deadlines. Nearly 160,000 people took part in popular sports events. The increase in participation numbers also meant an increase in the quality of the organisation of the events being offered to the public.
 - Grants were awarded to 24 entities for city sports projects amounting to 646,921 euros and to 25 entities for the organisation of international City of Barcelona trophies amounting to a total of 389,522 euros.
 - **A sports centre at a maximum of 10 minutes from home:** Work began on the

municipal sports centres Borbó Cotxeres in the district of Horta-Guinardó and Via Favència in the Nou Barris district. Enlargement and improvement work was completed at the Can Toda Municipal Sports Centre. The construction of two new municipal sports centres should also be mentioned: Putxet Centre in Sarrià-Sant Gervasi and Parc de la Ciutadella Centre in Ciutat Vella.

- **Promotion of sport in school:** With respect to activities in school time, work continued on the educational potential of sports practice and the acquisition of healthy habits in children and young people through a plan supporting physical education in schools, involving more than 27,000 students across the city. Among the activities outside school hours, the plan emphasises sport in school, with a coordination council comprising approximately 400 organisations and schools. Moreover, another year of the Barcelona School Games reached a record participation, and the Olympic Campus events again became one of the most popular summer activities for the public. [See graph 3]
- **“Dance Now”:** Campaign to promote dance in schools for children.





Culture

Management continued to provide support to cultural activities in accordance with the objectives set:

- **More culture, closer:** Work was carried out on times, season tickets, prices and channels to facilitate access to culture. Museums were opened on Sunday afternoons. The library card system was set up, making it the first cultural discount card in the city. The Culture Channel was consolidated and the cultural Widget was created. The 2nd edition of “The Night of the Museums”, with 74,000 attendees, and the 2nd edition of “Montjuïc by Night” were some outstanding individual events.

- **Barcelona, more cultural laboratory:** Work began on factories for the creation of La Central del Circ, El Graner, L’Hangar, Fabra i Coats, La Escocesa, Ateneu Popular de Nou Barris and La Seca. The work of cultural production and dissemination was provided with support of 4.5 million euros. Live music was promoted and new culture spaces were created, such as Sala Paralel and Canóndromo Meridiana.

- **City of parties and festivals:** Support was given to arts and participative programmes in the main celebrations of the city with the following results:

- **Carnival:** The great carnival cavalcade in the city this year paraded along Rambla Guipuzcoa and involved 46 groups and a total of 2,640 people. Esbart Sant Martí was the official specially designed group to commemorate the 50th anniversary of the Carnestoltes Giants, and rumba was the official music for yet another year. Prizes were awarded to the eight winning groups, with a total of 20,000 euros.

- **Grec Festival:** The 33rd edition of the Grec, under the artistic direction of Ricardo Szwarczer, staged 60 shows, 18 of which were original: 22 theatre productions, 10 dance, 29 music and a circus show, as well as an installation in La Capella, Obrador d’Estiu in Sala Beckett and the Festival’s already classic collaborations with libraries. In this edition, 19 shows were sold out and 60,923 tickets were sold out of a total capacity of 110,785 – i.e. 55% of all seats.

The Grec Theatre continued to be the epicentre of the festival, but this year it was joined by the Mirador del Grec, a new small-format outdoor theatre space. The Festival was also active in other areas of Montjuïc, such as the Mercat de les Flors, Lliure Theatre, CaixaForum and Miró

Foundation, as well as other cultural facilities in the city such as MACBA, CCCB and Picasso Museum. The Grec also continued to collaborate with the Romea Theatre, TNC, Sala Muntaner, National Library of Catalunya, L’Auditori, Caldera, Borras Theatre, former Fabra i Coats factory and Plaça del Rei. New discounts and season tickets were also introduced.

- **Mercè Festival:** La Mercè 2009 filled the streets of Barcelona with celebration. More than 600 activities were held over five days, from 75 circus companies and street theatre troupes, in Montjuïc Castle and Ciutadella Park, to 100 concerts, Asia Festival or more participatory activities such as the Pyromusical, Parade and Correfoc fireworks parade. The entire festival attracted approximately 1,600,000 people.

La Mercè 2009 offered a large and international programme in which Istanbul was the invited city. This year’s event also strengthened our commitment to local artists participating in the festival. The poster for La Mercè 2009 was designed by Pati Núñez and the opening speech of the festival was given by Montserrat Carulla and Vicky Peña.

Barcelona Acció Musical (BAM) is an independent music festival that is now in its 17th edition, with 74 musical shows programmed on seven different stages.

The open day in most of the city’s museums was also successfully held for yet another year.

- **La Casa dels Entremesos:**

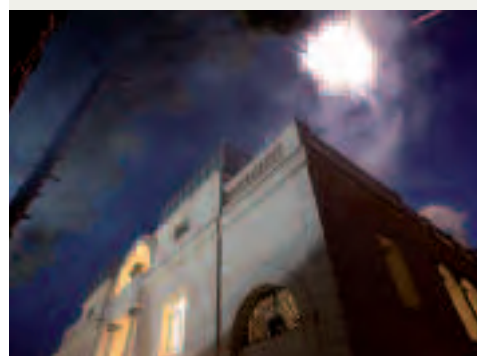
This exhibition and information space of imagery and popular traditional culture of the Ciutat Vella was opened.

- **Improved quality of cultural facilities:**

Efforts were made in improving infrastructures and cultural projects of the Picasso Museum and Barcelona City History Museum. Work began on the future site of the Barcelona Design Hub and refitting of the Blue Space in the Museum of Natural Sciences. Spaces were remodelled in the Marès Museum.

The Military Museum at Montjuïc Castle was permanently closed with a popular festive day. And support for the future cultural project of consortium facilities was strengthened: MACBA, CCCB, Lliure Theatre, Tàpies Foundation, Miró Foundation, L’Auditori, Mercat de les Flors and Maritime Museum, with an investment of 30 million euros.

- **The reading city:** New this year was the strengthening of literary festivals, with highlights also being the opening of the following libraries: Can Saladrigas



in the district of Sant Martí, La Marina Sagrera-Clotet in Sant Andreu and Zone Nord in Nou Barris, representing an increase of 6,406m2 in terms of libraries. Work also began on seven new libraries. Lastly, the Millennium library management system was promoted with improvements in the loan service.

[See graphs 4 and 5]

- **Creation of Barcelona Culture Council:** The participatory body for cultural policy in the city was launched.
- Various actions continued to be carried out, both in terms of natural and architectural elements, in **Güell Park** so that it can be more faithful to Antoni Gaudí’s original project, and work was awarded and begun on the future **Born Cultural Centre**.

Citizen Participation

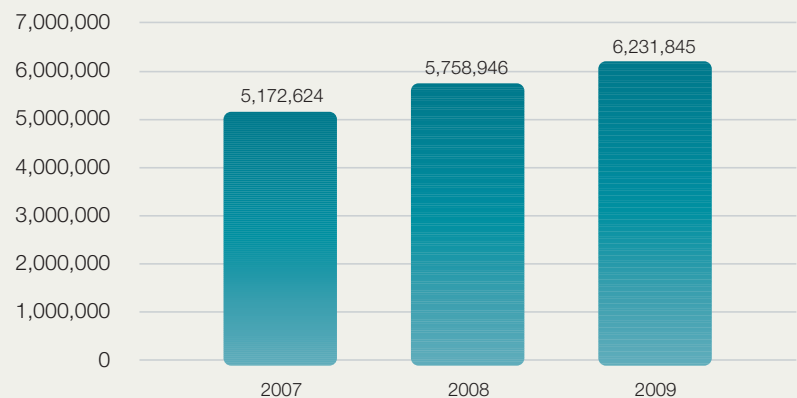
All these actions continued to be strengthened to achieve the goals establish in the PAM:

- **Participatory processes:** A referendum was carried out on the future Diagonal with over 30,000 people participating. The process lasted out over three months and there were various ways to vote.
- **Torre Jussana Association Service Centre:** With the creation of the First Council, this service opened its doors with a new model of joint management between the City of Barcelona and Barcelona Association Council.
- **“Blog Barcelona”:** A space for virtual participation was created.

Graph

4

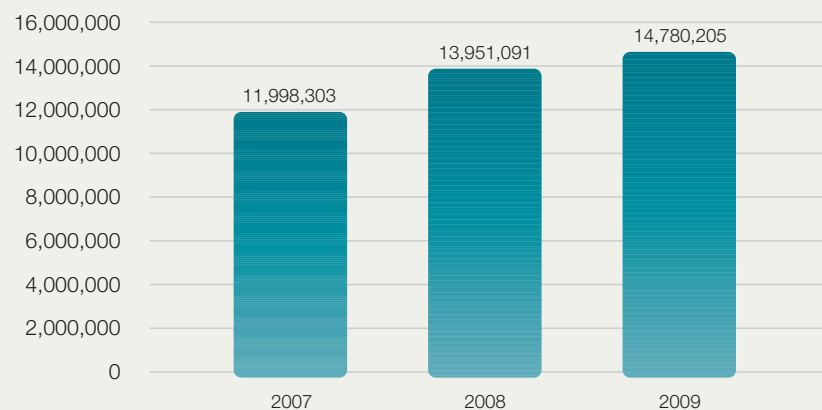
Use of council libraries



Graph

5

Users of municipal and council facilities



- Barcelona was the venue for the meeting of the **Organising Committee of the International Observatory of Participatory Democracy**.
- A **practical guide for the establishment of District Councils** was created.

International Cooperation

International cooperation projects continued to mark much of the action taken:

- **Master Plan for International Cooperation and Solidarity 2009-2012:** Approved unanimously by the Plenary Session of the City Council. Commitment is expected to reach 0.7% of the Council budget for cooperation in 2011.
- **Strengthening direct cooperation projects in the Mediterranean area:** In line with the nomination of Barcelona as the headquarters of the Union for the Mediterranean, rebuilding work was completed in the Al-Nasser neighbourhood in the city of Gaza, where the Barcelona Peace Park was created, which was destroyed shortly after its opening, although a study for its reconstruction has already begun. Simultaneously, an institutional statement condemning Israel's attacks on the Gaza Strip was made. There was also participation in the "Decolonisation" exhibition at the College of Architects in Barcelona, which brought together various collaboration projects.
- **Calle de Barcelona in Havana:** Work was completed and inaugurated of the reform of the first section of this street. Support was also given to the strategic reengineering plan of the city of San Salvador.
- Promotion of direct cooperation projects with preferred areas of Africa:
 - **N'Djamena (Chad):** Work began on a cooperation project on solid waste in the city.
 - **Maputo (Mozambique):** Work continued on the planned construction

of a civic centre and the creation of the municipal archive for the city council.

- **Establishment of scholarships for young volunteer workers:** A government measure was approved determining the creation of scholarships for young volunteer workers, with a hundred scholarships in two years.

Immigration

New measures were applied to each objective:

- The **International Year of Intercultural Dialogue** (2008), which hosted 105 activities, ended, including the exhibition "Connected Barcelona, Transnational Citizens" on migratory growth and urban practices.
- **Accompanying programme for family regrouping:** The accompanying project for regrouped families was introduced in six districts with a result of 1,443 people contacted, 63 young newcomers welcomed for summer Catalan classes, 456 participants in initial meetings to prepare for family reunions and 420 family groups in process. Group information sessions were expanded in the districts of Nou Barris, Horta-Guinardó, Sant Andreu and Sant Martí. And the programme entitled "Barcelona welcomes you in summer" was created, aimed at children between 12 and 17 arriving in the city for family regrouping who are not at school. The service of issuing housing reports for families who have been reunited handled 6,237 applications.
- **Work Plan of the Municipal Immigration Council of Barcelona:** The **Immigration Award** was approved and established, with over 40 organisations and associations working in this field applying.
- The New Citizenship website was set up as an instrument of social cohesion, integration and information portal for newcomers.



Table



Indicators

Culture	2009	2008	% variation
Users of municipal and council facilities	14,780,205	13,951,091	5.94
Museums (municipal and council)	6,670,426	6,249,920	6.73
Exhibition centres (municipal and council)	455,844	331,475	37.52
Theatres (municipal and council)	140,471	129,593	8.39
Archives (municipal)	11,529	13,487	-14.52
Auditoriums (council)	1,157,913	1,259,014	-8.03
Libraries (council)	6,231,845	5,758,946	8.21
Information service (municipal)	112,177	208,655	-46.24
Sports			
Number of participants in school and popular sports events	501,692	440,002	14.02
Number of registered users in municipal sports facilities (annual)	178,915	183,413	-2.45
Number of visitors to sports website	413,459	353,326	17.02
Youth			
Number of visitors to youth website	436,481	415,492	5.05
Number of users of night study rooms	52,241	50,768	2.90
Number of signed rental contracts (Youth Housing Service)	159	233	-31.76
Women			
Number of women attended	18,256	17,418	4.81
Immigration			
Number of requests received in housing availability information	10,798	6,236	73.16
Number of requests received in terms of information on social issues	4,865	9,100	-46.54
Uses of Time			
Number of uses	35,479	19,994	77.45



Barcelona social



Social Action and Citizenship

Second Deputy Mayor:

Mr. Ricard Gomà i Carmona

Health Delegate:

Ms. Isabel Ribas i Seix

Civil Rights Councillor:

Mr. Joaquim Mestre i Garrido

Manager:

Ms. M. Glòria Figuerola i Anguera

The mission of the Sector of Social Action and Citizenship is to ensure that all citizens of Barcelona are able to live with dignity in our city; that is, independently and according to the life project of each person in terms of equality and social justice and the full recognition of civil rights. Moreover, with the institutional guarantee of access to health and social resources facilitating human development and a commitment to cross-cutting actions to ensure inclusion in matters of employment and housing, with the creation and maintenance of solid social bonds (affective and community) providing the foundations of lives and suitable cross-cutting actions in terms of housing to ensure inclusion and decent accommodation in situations that require it.

Affiliated entities:

- **Municipal Institute of People with Disabilities**
- **Public Health Agency of Barcelona**

The Sector of Social Action and Citizenship is part of the six areas of the city's field that, together with its ten districts, form the structure of government that the City of Barcelona has provided to serve the city.

With current spending at 147,015,000 euros, the Sector comprises the Directorate of Social Action, which is in turn structured by Executive and Technical Directorates, the Directorate of Civil Rights, Health Directorate, Directorate of Social Participation and Municipal Institute of People with Disabilities.

This year has seen further progress in the commitment to social inclusion, welfare, health, the promotion of civil rights, opposition to all forms of discrimination and the promotion of solidarity.

Work was also carried out on defining and implementing models and procedures with a clear focus on citizenship and service positioning for the city's 10 districts and 73 neighbourhoods and as a guarantee to meet the needs of citizens in any area of the city.

It is worth highlighting the work aimed at improving the technical, organisational and budgetary conditions to ensure the deployment of the **law on social services** and the **law to promote personal empowerment and care for people in a situation of dependency**.

This challenge can be seen in different lines of action:

- **Negotiating funding** with the Catalan Government to reduce the gap between Barcelona and other Catalan cities. The contribution under the Basic Social Services Agreement was 24,288,278 euros (in 2008 it was 22,017,113 euros).
- **Increased spending on social action** to address current social needs, with a budget of 94,880,000 euros.
- **Maintaining the level of investment** required to introduce progressively the model of Basic Social Services.
- Final approval of the **Barcelona Municipal Institute of Social Services (IMSSB)** in the Municipal Plenum of October, which from 2010 should allow for more efficient management of basic

social services in the city, under the highest quality criteria and ensuring equity.

- Policies should be also mentioned in matters of **support and networking with social organisations**, embodied in a municipal contribution of 2,463,743 euros in accords, 3,715,584 euros in agreements and 1,087,428 euros in grants to a total of 273 entities.

Directorate of Social Action

This section includes the Executive and Technical Directorates.

Work was carried out to increase human resources for implementing the law on social services and law to promote personal empowerment and care for people in a situation of dependency and to rethink the actions for covering the needs of citizens and providing social services.

The objectives set were the following:

- To promote strategies to improve basic social services and specialised care services to meet social needs and ensure the new legal framework
- To continue the deployment of the municipal framework for community action
- To consolidate the Social Services Consortium of Barcelona
- To cooperate with social action networks

Basic social services:

- **CINTRA project:** Development continued at a technical and operational level of the key priority elements of the strategic design of the model of basic social services (internal catalogue, circuit and organisation of social service centres). All these elements were implemented within the framework of the project for experimental social service centres, which was developed in three centres in 2009: La Marina, Barceloneta and Fort Pienc. Mid-term evaluation of the project was carried out in June and final assessment in December, which allowed for validation of

what was undertaken, the identification of areas for improvement and the incorporation of changes and appropriate corrective measures before full implementation scheduled for 2010.

- **Information systems plan:** Apart from applications directly aimed at managing specific services, we must highlight the work done on priority projects for the development of the model for basic social services: management agenda, previous appointment system and social action information system (SIAS) to replace the current one. These two projects will involve a substantial change regarding the accessibility of centres and management of information service processes.

- The **Leadership Development Plan for Social Service Centre Directorates** was completed in 2009 and the **Management Development Plan for Territorial Social Service Directorates** was launched. This line of work with management figures is considered essential in the process of managing change.

- **Contributions:** 30 million euros were assigned in order to progress during this mandate towards achieving the 41 social service centres that Barcelona must have once the new laws have been deployed. Moreover, the allocation to develop the information systems plan was six million euros, mainly for having interconnected management computer applications and updating computer equipment.

- **Home care services:** The new model implying three modes of care – welfare, preventative and socio-educational – began to be implemented in May, with the clear aim of facilitating, under the criteria of regional balance, a more independent daily life for people in a situation of dependency and families with children and teenagers at social risk.

[See table 1]



- **Law to promote personal empowerment and care for people in a situation of dependency:** Assessment was carried out on cases of high dependence (Grade III) and severe dependence (Grade II, Level 2 and Level 1), with 28,625 applications considered eligible from the 54,303 received since the beginning of the law's implementation. According to the expected gradual increase until 2015, when deployment of the law will be completed, and in order to ensure care in already assessed cases, the teams at social service centres were strengthened with over 31 more professionals.

- **Care for newcomers:** The Service for Migrants, Foreigners and Refugees (SAIER) continued with its daily activity. 17,889 people were served, of which 12,823 were new registrations. The signing of a new agreement to increase the number of professionals in social care service and the comprehensive reform

of the Paral·lel facility will enhance the ability for care and improve accessibility. [See table 2]

- **Emergency and social emergency service:** Closely coordinated with the city's fire brigade and police services, a new service model was introduced in November establishing a single reference centre in the city with the challenge of having the services and resources to meet emergency situations and emergencies that occur. 1,481 people were served in 2009, representing an increase of 95.13% over 2008, when 722 people were served.

Vulnerable People

In caring for people in vulnerable situations, the Network of Social Integration Services has been consolidated and there are plans to continue expanding its services and resources to include customised

Table



Attention to social service centres (CSS)

People served	55,188
Care units conducted	192,040
Individual care programmes (PIA) conducted	10,004
Households with homecare services	10,271
People served by homecare services	12,465

Table



Intercultural social integration

People served in SAIER	17,889
Care units in SAIER	49,767
Intercultural mediation service	
Interpersonal mediation interventions	2,341
Neighbourhood and community mediation interventions	61
Host language services	
Newcomers enrolled in Catalan courses	28,771
Newcomers enrolled in Catalan courses from SAIER	1,097
Phone translation interventions	697
Face-to-face translation interventions	n.d

integration itineraries according to the situation and needs that are presented: evening reception, daycare, soup kitchens, integration housing, etc. This year, the service for detecting and caring for people at risk of social exclusion treated 4,291 people. [See table 3]

Childhood and Adolescence

The Care Team for Children and Adolescents (EAIA) of the Eixample-Gràcia district was divided in two, making it now 12 facilities in the city addressing the risk situations of children and adolescents that for specific reasons cannot be assumed by the family. Furthermore, a Core Team Specializing in Children and Adolescents (ECIS) was also established.

Also in 2009, the first family space for 0-3 year olds and the open centre

for children, located at Carrer Huelva 36 and municipally owned, were set up.

In the summer vacation period, 44,094 children participated in the various categories of summer *casals* (residences), camps, camping, hiking and stays outside Catalunya. [See table 4]

The Elderly

Home care service was provided to 10,524 households with older people and telephone assistance to 42,153 people, representing a coverage of 12.69% of people over 65, and the number of sheltered housing apartments rose by 157, making it now a total of 925 and allowing older people to maintain their autonomy by ensuring they have the necessary support services. [See table 5]

Table



Care for vulnerable people

Places in shelters	738
Places in inclusion housing	114
Places in daycare centres	235
People served by SIS teams	4,291
People sheltered in nursing homes	3,566
People served by inclusion housing	162
People served by daycare centres	2,444

Table



Childhood

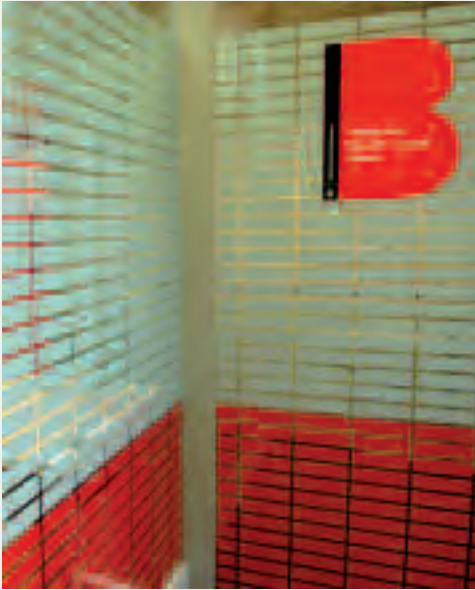
Children served by EAIA	3,361
Consortium open centres	14
Number of campaign enrolments	67,478

Table



Social care for the elderly

Older people served by telecare service	42,153
Households with elderly people served by homecare service	10,524
Older people served by "Respir" programme of temporary stays	517
Older people receiving emergency care	490
Older people in council housing with services	1,085



Barcelona Municipal Institute of Social Services (IMSSB)

The creation of the Barcelona Municipal Institute of Social Services is part of the **process of deepening and continuously improving municipal social policy** that seeks to provide a more agile, flexible and specialised response. Thus, the **aim of IMSSB** is to promote, organise and articulate, both internally and externally, the process of providing basic social services under municipal responsibility and aimed at citizens, within the parameters of quality and equity that should continue to contribute to ensuring the welfare of all people living and coexisting in our city.

The IMSSB creation process began in April and continued throughout the second half of the year with the implementation process, which was conducted without any deviations from schedule. **Final approval** of the creation of the IMSSB took place in a Municipal Plenum on 2 October.

The members of its Governing Council were appointed in November and December, represented by politicians, technicians, union members and people from the social fabric of the city (two people of recognised standing in the field of social action). The Executive and Technical Directorates for Social Action jointly developed their **Regional Social Action Plans** from May to December.



Social Services Consortium

The year 2009 saw the consolidation of the Social Services Consortium, an entity that includes the participation of the Catalan Government, as a **community service and space for training and the coordination of resources** and as a tool for **administrative cooperation** in the fields of both specialised social service **planning** and social service **management** specialised in housing matters.

The year also provided a major boost to the **Master Plan 2008-2013** and initial assessment has already been made of the forecast government actions in the Plan.

The Consortium has significantly increased its budget over the past three years, moving from a budget of 300,000 euros in 2006 to **42.89 million euros** in 2009, a budget in which 98.88% was spent.

In 2009, the Consortium also controlled the management and direct management of **12 centres** for the care of people with disabilities, **30 centres** for the care of children at risk and the homeless, the **Can Puig Therapeutic Community**, a **shelter for female** victims of male violence, and **management control** for assessing individuals in situations of **dependency**.

Directorate of Civil Rights

The aim of this Directorate is to extend the effective and real exercise of all civil rights and to incorporate into the city and in all areas of municipal activity a perspective of human rights and the culture of peace. In this regard, progress was made in the consolidation and projection of actions in both the area of the city and at an international level in order to position Barcelona as a pioneer in the development of local public policies on human rights.

A proposed **Citizens Charter of Barcelona** was drafted that will end up defining the rights of citizens, collective guarantee compliance.

The diagnostic phase of the **Municipal Plan for Lesbians, Gays, Bisexuals and Transsexuals (LGBT)** was also presented. Work has focused on the fight against homophobia, the care for dependent people in this group and the definition of a public space without discrimination or violence.

Report O of the **Barcelona Human Rights Watch** was presented as a significant step forward in the perspective of seeing and understanding the city from the viewpoint of human rights.

The first people in the "**Barcelona City Retreat**" programme were welcomed, providing temporary shelter to defenders of human rights who are persecuted in their respective countries because of their militancy.

The relationship with international institutions was consolidated and has become part of the **Standing Committee of the European Coalition of Cities against Racism** of UNESCO. A series of actions with the European Agency for Fundamental Rights were also developed.

Quality responses to the public continued to be provided by the **Non-Discrimination Office** (OND) and **Religious Affairs Office** (OAR) in defending fundamental rights and equality, and prevention and training actions in terms of rights were also created. [See table 6]

Health Directorate

The Health Directorate was consolidated within the Sector of Social Action and Citizenship and carries out the orders of the Health and Management Office of the Sector.

- **Participation:** There was participation in the 10 District Councils and analysis began of self-help and support groups in the city in order to structure the services and place more importance on civil organisations.

- **Health Promotion:** The “Health and School” programme continued and its content was updated. The government measure “Physical Activity and Health” was also promoted in collaboration with the Barcelona Sports Institute and Barcelona Health Consortium.

- **Neighbourhood Act:** Specific programmes were developed in Poble Sec, Roquetes, Santa Caterina and Barceloneta to reduce inequalities in health matters.

- **Vending Healthy:** A programme promoting vending machines with healthy food was set up in municipal buildings.

- **Health Prevention:** The new Drugs Action Plan 2009-2012 was approved, placing considerable emphasis on care for alcohol dependence and young people.

- Strong impetus was given to the **process of continuous improvement**, maintaining ISO 17025 accreditation in the Laboratory and ISO 9000 certification of Food Inspection Services.



- **Health Care:** Monitoring is being made on the agreement signed between City of Barcelona and the Catalan Government for the provision of facilities within the city. Work has begun on primary care centres, both in terms of expansion and new creation. Highlights include work on the following primary care centres: Carmelitana and Horta in the district of Horta-Guinardó and the foundation stone was laid for enlargement work at the Ciutat Meridiana and Borrell primary care centres. [See table 7]
- **Municipal Healthcare Institute (IMAS):** The process of converting the IMAS was finalised and its ownership has now changed, now becoming 60% owned by the Catalan Government and 40% by the City of Barcelona.

Directorate of Social Participation

This Directorate proposes the following objectives:

- To strengthen the structure of the Civic Agreement for an Inclusive Barcelona
- To strengthen social action networks and create new ones
- To increase the visibility of the Municipal Social Welfare Council, Advisory Council on the Elderly, Municipal Council on the Roma People of Barcelona and Municipal Council on Gays, Lesbians and Transsexual Men and Women
- To enhance opportunities for participation of the elderly
- To promote the international dimension of social inclusion under the leadership


Table	
	Civil rights
Non-Discrimination Office	
Situations addressed	707
Cases filed for rights violations	291
People receiving training	778
Religious Affairs Office	
Dissemination and awareness events	27
Information requests met	282
Support and company actions	211

Table	
	Health
Baby vaccination cards	
	15,152
Vaccination cards for children over one year	
	10,743
Disease prevention, case studies of tuberculosis	
	704
Food inspections	
Number of inspections	8,452
Establishments inspected	4,087
Resolution of proceedings	1,927
Drug addiction	
New visits	2,947
Treatments	216,059
Visits to harm reduction places	233,890
Syringes distributed	328,180

and presence of the City of Barcelona in various European and global networks

The Barcelona Association for Social Action (ABAS) was integrated into the Civic Agreement for an Inclusive Barcelona (ACBI) during this year, thus making it a great tool for an inclusive city and an expression of the participatory model of municipal government. The Governing Council of the ACBI sets the strategic lines of social action. It is structured upon working committees and reports on its work done within the framework of an annual meeting. Currently, it is composed of 420 entities and has six consolidated social action networks: Sociowork Placement, Shelter, Care for the Homeless, Open Centres, Family Caregivers and B3 (Barcelona, Benefits and Welfare) and the process of forming new networks has already

begun: Culture for Social Inclusion and Housing and Inclusion. [See table 8]

Municipal Institute of People with Disabilities

The Municipal Institute of People with Disabilities, which this year celebrated its 30th anniversary, works in a cross-cutting manner with the other directorates and departments with the following objectives in mind:

- To promote personal autonomy and independent lives for people with disabilities through services that enable them to enjoy everyday life, access to education, work and leisure
- To guarantee them physical accessibility, communication and mobility

Table

Directorate of Social Participation		
	Number of support calls	Audience
Advisory Council on the Elderly	20	1,141
Municipal Council on the Roma People of Barcelona	4	413
Municipal Council on Gays, Lesbians and Transsexual Men and Women	6	163
Municipal Social Welfare Council	75	2,372
Barcelona Association for Social Action	2	32
Civic Agreement for an Inclusive Barcelona	10	2,150
	117	6,271

Table

Services of Municipal Institute of People with Disabilities (IMD)	
People served by Public Service Care (SAP)	15,200
People informed by IMD	25,097
EAD employment contracts	182
People attended in residence homes	38
Children served by Early Childhood Interdisciplinary Team (EIPI)	451
People with disabilities served by CSS	3,416
People with disabilities served by SAD	903
Door-to-door transport service	
Number of users	3,115
Number of trips	292,495



- To promote accessible and affordable housing
- To promote citizen participation, support social, educational and employment promotion and foster associations

• **Housing Programme for People with Disabilities:** The programme was developed for incorporation into the Barcelona Housing Plan 2008-2016.

• **Institute Advisory Board:** It is worth mentioning the role played in the Board by people with disabilities, representing 50% of its members.

• **"Recommendations for improving social care for people with mental disorders in the city of Barcelona":**

The Barcelona Social Watchdog created this study, while at the same time a pilot project began for the transfer of 10 plots of land from the network of urban gardens in Barcelona to entities of people with disabilities.

• **Support Services:** The beach service benefited 252 users and 174 children with disabilities attended the activities of the summer holiday campaign. [See table 9]

Support Departments

The Sector of Social Action and Citizenship has a series of techno-structure departments to achieve its objectives: administration and personnel, communication, research and knowledge, technical services and legal-technical secretariat.

Highlights of the activities of these departments were:

• **Research and Knowledge Department:**

It edited two issues of the journal *Barcelona Societat*, with number 16 dedicated to interculturalism and number 17 devoted to gender inequalities. It actively worked together with the Department of Vulnerable People in the working group of homeless people in the Eurocities network, which held two meetings this year, in Bergen in March and in Barcelona in September. And finally, cooperation with the rest of the Sector was a highlight in defining

and supporting the new management model by objectives within the Barcelona 2.0 project.

• **Communication Department:**
Its mission is to increase knowledge and awareness of the Sector’s services. Therefore, digital communication was enhanced in two ways: on one hand, updating and maintaining existing websites, and secondly, the reformulation and creation of new websites related to specific projects. There was an increase of more than 375,000 visits to websites in the Sector over the previous year.

Archive and Document Management

This year, in order to meet future challenges, the City of Barcelona redesigned its management model for the Council. **Barcelona 2.0** is the new form of providing municipal services and a new model for district archives and sectors has been established within this context.

Therefore, we must particularly mention the archive that, under the Directorate of Municipal Archives System, has the mission to develop the **Archive and Document Management Project**, which comprises the implementation of archive policies to incorporate a document management method for all active and semi-active documents generated by the Sector of Social Action and Citizenship, and also handle, evaluate, preserve, make available and disseminate the documentary heritage it has custody over.
[See table 10]

Broadly, the project’s objectives are:

- To be familiar with the documentation generated in the Sector as a result of the functions entrusted to it.
- To implement a document management system.
- To create the Sector’s Main Archive (documentation of 5-15 years from its creation).

Table



Indicators of archive and document management

Number of ordinary documentation transfers	2
Transfer volume (ml)	5
Number of consultations in offices	6
Number of training/information sessions	2
Number of users of sessions and consultation offices	35
Documentation described in archive management software (document units)	147
Number of audit interviews	15
Technical reports	2

Table



Indicators

Social action	2009	2008	% variation
Basic social services			
Number of interviews in social service centres (1)	192,040	176,275	8.94
Number of households with homecare service (2)	12,446	10,393	19.75
% coverage of telecare service (> 65 years) (3)	12.56%	11.43%	9.89
Number of people served in soup kitchens (4)	11,278	11,496	-1.90
Dependency law			
% of requests for grade rating evaluation	100.00%	100.00%	0.00
Individual care programmes (PIA) initiated	10,275	10,145	1.28
Individual care programmes (PIA) completed	6,797	8,229	-17.40
Newcomers			
Number of people served in SAIER (4)	17,889	21,103	-15.23
Childhood			
Number of children at risk served by EAIA (4)	3,361	3,207	4.80
People with disabilities			
Special transport service			
Number of trips	292,495	253,750	15.27
Public health			
Number of people served in addiction treatment programmes (belonging to Barcelona Public Health Agency)		6,121	–
Number of plague control actions	2,623	2,627	-0.15
Civil rights			
Number of cases opened for rights violations	1,027	1,182	-13.11

(1) Cases corresponding to the different months incorporated into the accumulated data are registered following the date of delivery of the monthly piece of information.

(2) This indicator reflects the number of different households served.

(3) The same indicator is a cumulative value; therefore, the information to consider is from the month of December.

(4) This indicator reflects the total number of people served, but the same person may have been served in different months.



Economic Development

3rd Deputy Mayor:

Mr. Jordi William Carnes i Ayats

Manager:

Mr. Mateu Hernández i Maluquer

Management of Economic Development Services of the city in both external and internal relations and municipal activities in the fields of Commerce, Consumer Affairs and Tourism.

Management of the current crisis and preparation for recovery were the two main vectors of economic development for the City of Barcelona in 2009, a year of profound disruption in economic activity, probably the greatest on record. Despite the intensity of the global crisis, the diversification of our business network and foreign standing of our companies have meant that most economic indicators have evolved more positively than in the rest of Spain.

The Economic Development Sector is structured around the strategic priorities that are described below and is the driving force of programmes and policies through the various instruments available to the City of Barcelona (Barcelona Activa, 22@Barcelona, Institute of Barcelona Markets, Mercabarna and the Directorates of Commerce and Consumer Affairs, International Economic Relations, Strategic Coordination and Programmes, and Communication and Prospects). Moreover, participation by the City of Barcelona in a wide range of public and private collaboration platforms, such as the Barcelona Tourism Board, Barcelona Design Centre, Barcelona Digital, Barcelona Aeronautics and Space, Barcelona Logistics Centre, BioRegion of Catalunya or Barcelona Media, is also essential for fulfilling the strategic objectives proposed in the Municipal Action Plan (PAM).

In terms of activity in municipal economic development, the year 2009 involved:

- Implementation of the roadmap associated with the agreements for the **Quality Employment Pact of Barcelona**, signed in 2008 with the UGT and CCOO trade unions, Fomento and Pimec business organisations and the Catalan Government's Department of Labour, and renewed this year with the addition of the municipal political groups of ERC, ICV-EUiA and PSC, implying an investment in active employment policies and the creation of companies of around 23 million euros.

- Renovation of spaces for the creation of companies and employment at the **Glòries Entrepreneurship Centre** and **Sant**

Agustí Convent and the streamlining of procedures through electronic processing.

- Support for over 2,100 business projects and the growth of 396 innovative companies, with particular emphasis on the impetus for new initiatives, such as **BioEmprenedor XXI**, which has created companies in strategic sectors such as the life sciences.

- Accelerating the deployment of the **Consulados de Mar**, or Sea Consulates, to promote Barcelona at an international level.

- Completion of a new dimension in the international economic development of Barcelona provided by the momentum of the **Barcelona Economic Triangle (BET)**, which in its presentation at the Expo Real trade fair in Munich also included the Baix Llobregat and Vallès areas and 22@.

- Implementation of an ambitious operation of urban and economic development in the Zona Franca area of the city with the beginning of the **Barcelona Innovation Zone** on the former site of the SEAT factory, now set aside for cultural, food and life sciences industries.

- Start of the **"Do It in Barcelona"** initiative to attract entrepreneurial talent and researchers.

- Inauguration of the renovated **Llibertat Market** and beginning of renovations at the Ninot, Sant Antoni, Encants, Sants and Bon Pastor Markets, representing the largest investment in renovation of municipal markets in the city's history.

- Start of a new vision of Christmas to enhance Barcelona's own specific nature, develop its business potential and **make Barcelona a global tourist destination**.

- Completion of the first stage of the **Strategic Tourism Plan** of Barcelona with the identification of the main challenges faced by tourism in the 21st century.

- Establishment of the **Technical Tourism Committee** of the City of Barcelona, led by the Economic Development Sector, to help improve managing the impact of tourism on the city by coordinating the various municipal bodies involved.

- **Continuing with all the trade fairs** usually held in Barcelona, promoting some, like the Motor Show, and creating new spaces for global businesses, such as The Brandery and The Hit.

Affiliated entities:

- **Municipal Markets Institute**
- **BCN Activa**
- **22@**
- **Mercabarna**

- Promoting new **urban clusters** with the beginning of Barcelona Media Park and the opening of research and study centres on media and communications at the Pompeu Fabra University, Media Pro offices and small businesses in the 22@Barcelona district.

- **Transformation of Mercabarna** as the city's own means of managing the most competitive food unit in southern Europe.

Developing Quality Employment

The Economic Development Sector, through the local development agency **Barcelona Activa**, this year unfurled a set of highly innovative and wide-ranging instruments to address the economic situation and rising unemployment. Therefore, short-term impact was pursued, but there was also work carried out on structural areas to advance the necessary change of the economic model.

Within the current economic context, the actions of the agency become highly relevant in the creation of employment and business fabric development. Consequently, the agency is a promoter, coordinator and leading executor of the Barcelona Quality Employment Pact 2008-2011. Within the framework of the Pact, the deployment of the **Action Plan 2009**, with Barcelona Activa acting as technical secretariat and with a budget of 22.8 million euros, provided services to over 92,000 users, 27% more than expected.

- A score of programmes were initiated for the **creation of employment**, providing services to 53,649 users.

- Around 18,000 jobless people have participated in the **"Activate Yourself for Work"** scheme since its inception in November 2008, aimed at guiding and training the unemployed.

- New innovative and globally focused **job placement** programmes were launched for 235 unemployed people who had greater difficulties in returning to the job market,

such as those over 45 and those from industries undergoing processes of restructuring.

- **930 unemployed people with professional qualifications were hired** to develop activities and services of general interest in growth sector areas such as tourism, culture, environment, information or services to individuals and the community.

- With the provision of **greater choice in terms of training** for jobless people, 196 vocational training courses were given and these trained 3,542 people.

- **Professional qualification programmes** were developed through training courses for 284 early school leavers, with the aim of motivating these young people and improving them with skills in jobs with a future.

- Within the framework of the **"Neighbourhood Job"** programme, a socio-economic employment regeneration strategy was launched in neighbourhoods requiring special attention. It provided services for 1,714 users and specifically dealt with young people with learning deficits, women and other more vulnerable groups.

- The **Sant Agustí Convent** was remodelled to host activities promoting inclusive employment and entrepreneurship that will serve 12,000 people per year.

Developing Human Capital

In order to boost human capital, Barcelona Activa was strengthened by expanding its activities, with the latest generation of professional career guidance and the promotion of culture and work values in the city. It also consolidated its professional development programme and launched the New Careers Space as a meeting point between supply and demand for labour.

Progress in this area can be summarised as follows:

- 65,609 users were provided with service in human capital **development programmes**.



- The **government measure for career guidance, placement and development for young people in Barcelona 2009-2011** was launched. Among other objectives, it will provide initial academic and professional guidance to all secondary school and vocational training course students in the city's educational centres (more than 22,000 students).

- In collaboration with the Barcelona Education Consortium, a **programme to promote success in school and work values** among high school students was developed, with 909 participants from secondary schools and vocational training courses. Over 10,000 students are expected to be involved by 2011.

- The **programme for professional progress and skills development** was consolidated with 744 activities and 15,232 participants. Four sector days were held to provide in-depth information about the job market and career opportunities in fields such as aeronautics, logistics, food and creative and cultural industries.

- Deployment began of the project entitled "**Next Generation Career Guidance Antennas**" with the launch of the first "Antenna" at the University of Barcelona.
- A **new system to access over 5,000 job offers** in the city was launched, in collaboration with the Infojobs website. This job offer service will expand with the addition of other websites such as Manpower and Infofeina.

- Transfer was made of the **New Careers Space** content and career guidance methodology platform to the National Public Employment Service in order to extend it throughout Spain.

Creating Companies

Support to entrepreneurial initiative was characterised by a large increase in services and support to entrepreneurial people, made possible through remodelling, increased capacity and launch of innovative new programmes in the **Glòries Entrepreneurial Initiative**

Centre. Likewise, the year was marked by significant progress in simplifying administrative procedures for both the creation of new businesses and access to funding.

In this context, the most important activities of Barcelona Activa were:

- Agency programmes and activities aimed at **promoting the creation of companies** had 29,697 participants and 2,132 new projects were provided with support.

- The line of work for **creating companies in strategic sectors** of the city, such as the media, ICT and biotechnology, was strengthened with programmes like the Microsoft Pre-Incubation Programme, CreaMedia and BioEmprenedor XXI, driven in partnership with entities connected to each sector. The programmes had 50 participants.

- **Inclusive entrepreneurship programmes** were expanded to facilitate the creation of companies among groups with the greatest difficulty or most vulnerable, such as people older than 40, changing sectors such as trade or construction, and other specific groups, e.g. beneficiaries of microcredit projects requiring additional support for consolidation. A total of 154 participants accessed these programmes.

- The **School for Women Entrepreneurs** was launched in the Sant Agustí Convent, an ambitious programme that this year provided support to 279 women for their business ideas.

- There was significant progress in simplifying and **streamlining procedures** for the creation of new companies. This was done in collaboration with the Spanish Ministry of Industry, Trade and Tourism and Catalan Government, which meant that Barcelona Activa's **procedural access and starting point (PAIT)** was the first in Catalunya to deal telematically with the creation of limited companies in less than 10 days, thus reducing creation times and costs. In total, 124 new companies were set up through PAIT in 2009, 68 of which

were New Venture Limited Companies and 56 in the form of Limited Companies. Moreover, Barcelona Activa was recognised by the Ministry as best national PAIT.

- Progress was made in **facilitating access for funding** viable business projects, with new agreements signed with financial institutions such as Banc de Sabadell and Microbank.
- Work continued on the **transfer of expertise** in promoting the creation of companies to other environments. In this area, the agency collaborated with the provision of experience and knowledge in the construction of the Inicia website for the Catalan Government to support entrepreneurship in Catalunya.

Business Growth

In order to boost business growth, Barcelona Activa expanded its range of programmes and activities through coordination and cooperation with all agents promoting business growth. It also became more involved with the specialisation and sectorisation of offers, promoted through support for strategic management growth, incubation of innovative companies, access to growth funding, globalisation, expansion of sales ability and business cooperation.

The actions of the agency were manifested in various ways:

- Its set of **programmes for business growth** had 13,089 participants from 1,500 companies and support for business growth was given to 398 companies (micro, small and medium) and incubation environments hosted 116 innovative companies.
- A wide range of activities was carried out to promote **business cooperation** and encourage networking between companies and the emergence of new business and collaborative opportunities. Highlights were meetings in major events with companies from sectors such as aviation, fashion and design.
- **Entrepreneur Day** was consolidated as a major platform for relationships, business opportunities and

entrepreneurial and business growth. This year's edition was highlighted by the success of the call: 6,525 participants in more than 120 activities and the involvement of over 70 entities.

- The **internationalisation of companies** in the city was promoted by two technology and innovation bridges, one in the USA (Silicon Valley and Seattle) and the other in Nordic countries (Sweden and Finland), as well as a trade mission to Dubai, and two two-way technology bridges with German and Chinese companies. Likewise, an agreement signed with the Plug&Play incubator helped four young innovative companies from Barcelona travel to Silicon Valley.

- **Access to funding** was made easier, with preparation for investment through intensive high-level programmes and investment forums with the broad participation of national and international investors and funders. Specific investment forums were also organised in the mediatech, clean energy and health sectors, and a business meeting was held with international investors who were in the city for the final of the **Eurecan European Venture Contest** for innovative companies, which the city hosted for the third consecutive year. The Innoactiva programme was also designed to improve access of companies to public funding for R&D&I activities, as well as the Barcelona Venture Hub programme, which will be launched in 2010 with the aim of promoting international investment for innovative projects in Barcelona, facilitating temporary installation in the city and contact with high potential projects.

- **Support programmes for growth** management were expanded, with advanced business training, counselling and mentoring of integral projects and programmes for promoting growth, such as the Growth Academy, SeedRocket or School of Women Entrepreneurs.
- The expansion of the sales ability of companies was promoted as a driving force for growth, with the **Global Growth Programme** high-level, international seminar.



Technological Dissemination and Training

Barcelona Activa extended and specialised the choice of training on the Internet and new technologies from **Cibernàrium**, a reference tool for technological dissemination and training, with 10 years of experience and characterised in 2009 by the following actions:

- It provided services for **62,227 participants**: 38,021 participated in 2,647 short training capsules and workshops, 2,565 followed 212 tailor-made group itineraries and 21,641 used the resources independently.
- **Hours were extended**, which now means that over 12,000 more participants can be served per year.
- The Directorate General of the Information Society for the Catalan Government **recognised Cibernàrium as a collaborating centre** for the accreditation of skills in information and communication technologies (ACTIC).
- The project for deploying **Cibernàrium Antennas** was launched, promoting digital training and dissemination of proximity to various municipal facilities, such as libraries or civic centres.
- The range of courses of the **"Internet Summer"** training programme was expanded, with 17 courses and 330 participants. The programme is held during the month of July and is aimed at education professionals, SME entrepreneurs and workers and web design professionals.
- The **"Jo Faig Cibernàrium"** initiative was launched, a public competition involving the presentation of multimedia proposals for the new Cibernàrium communication campaign.

Trade Promotion

Barcelona supports local trade as an element of social cohesion; therefore, it has improved shopping choices and has made these as accessible as possible to consumers.

In 2009, it continued to strengthen its **model of urban shopping areas** – there

are currently 24 – by promoting the conditions for maintaining local, quality shopping choices that are concentrated and diversified. It supported associations and worked on improving the urban environment by analysing and replacing shortcomings in the existing commercial network. It also continued to promote the participation of new businesses by providing them with access to ICTs.

The following factors were highlights within this field of action:

- Christmas and spring campaigns promoting **local shopping**, with ads on the major television and radio channels, as well as in newspapers and specialist magazines. The Christmas campaign was revitalised by several joint projects with the Barcelona trade sector to transform the city into a world-class destination also during this time of year.
- **Promotional products** were distributed among traders: 200,000 paper bags, 400,000 tickets for Barcelona Zoo and 350,000 bookmarks on the occasion of Sant Jordi's Day, made by schools involved in the "Trade in Schools" initiative.
- The **"Trade in Schools"** educational programme was jointly launched with the Directorate of Commerce and Consumer Affairs and Institute of Education of the City of Barcelona, aimed at primary schools and early years of secondary school in order to encourage knowledge of the cultural, social and historical environment through trade in the neighbourhood and city and educate students in terms of critical, responsible consumption.
- The **12th edition of the "Barcelona, la millor botiga del món" awards** aimed to recognise the work of traders, business initiatives and commercial forces existing in the city.
- A new **continuous municipal cleaning programme** was launched to eradicate graffiti and stickers on shutters, windows and shops doors.
- The **Municipal Consumer Information Office** (OMIC) served 55,247 people (43,508 inquiries and 11,739 complaints, mostly related

to telecommunications, urban leases, purchase of electrical household appliances and air transport).

Regarding the steps taken, 73% were solved directly by the OMIC and approximately 20% were referred to the Consumer Arbitration Board.

- Service was improved for new traders and especially newly arrived traders, with special attention placed on **integrating them into the associative fabric** of Barcelona.

- Projects were launched to **support urban shops** most affected by major infrastructure work.

- **The association network continued to be strengthened** through fashion shows, trade fairs and other unique events, as well as new commercial areas as the driving force of progress for local trade.

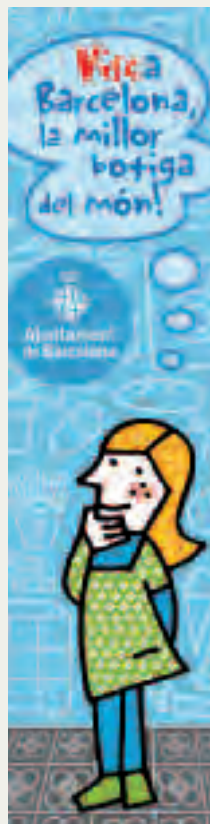
- Work continued on **boosting competitiveness** through occupational training, support for the creation of new businesses and international best practice actions, such as Retail Tour or presence in MAPIC, Europe's leading trade fair.

Municipal Markets

The **Barcelona Municipal Markets Institute (IMMB)** continued with the actions it formulated in the Municipal Action Plan 2008-2011 to improve, strengthen and modernise municipal markets and convert them into competitive commercial facilities. In this regard, highlights included the following actions:

- **Renovation of markets:** The Llibertat market was remodelled; the temporary markets of Sant Antoni, Encants, Ninot, Sants and Bon Pastor were built, and work began on Encants Vells-Fira de Belcaire. Afternoon opening hours were also extended for the markets being remodelled.

- The **New Market Bylaw** came into effect to modify the market map through the introduction of new specialty groups likely to bring more supply to current demand. In keeping with the new ordinance, an agreement was also reached with traders who have stalls



selling animals on the Rambla in order to convert these facilities.

- **Improved services:** Home delivery was introduced in 13 markets, information stands in 11 and wireless Internet in six.
- Over **85 promotional actions providing support to associations** were carried out for market stallholders, such as Christmas, Sant Joan and Sant Jordi campaigns, as well as the Modernista and medieval markets of Concepció and Santa Caterina, the campaign celebrating 40 years of Carmel Market, "Dijous groc" and other discount price campaigns and participation in the Degusta trade fair.
- **Civic, charity and cultural activities** were launched, with approximately 60 performances, such as participation in Food Bank collections and funds for UNICEF or participation in neighbourhood festivals and the TV3 Marathon. Thirty promotional health activities were also held, associated with the consumption of market products and environmental responsibility.
- **Recycling and use of renewable energies** was promoted, with the implementation in all markets of the resources necessary for the proper segregation of waste (except those in the process of being remodelled) and distribution of 200,000 reusable bags among consumers.
- Barcelona led a **collaborative project between markets in the Mediterranean** in which Marseilles, Genoa and Turin participated to promote the role of markets as the driving forces of local development.
- A television programme was jointly developed with Mercabarna and TV3 to promote the Barcelona municipal markets as **points of healthy eating**.

Mercabarna

Mercabarna carries out a dual function: first, as a City of Barcelona resource it manages the public service of the city's main fruit & vegetable and fish markets and, second, it promotes and manages a variety of services under its jurisdiction in the Complementary

Activities Zone of Mercabarna-Flowers and the Slaughterhouse.

The following actions were highlights during the year:

- A **strategic plan to boost Barcelona's food cluster** was launched together with 22@, Zona Franca Consortium and Assocom (Mercabarna Dealers Association).
- The **marketing of products** was particularly affected by the global economic situation. Although activity at Mercabarna-Flowers and the Slaughterhouse was reduced, the main fruit & vegetable and fish markets saw increases of 1.7% and 3.8%, respectively, in terms of product volume sold.
- The **model for solid waste management** was fully consolidated, allowing for recycling of 80% of waste generated by Mercabarna activity. A new **biological treatment plant** was also opened, further enhancing the process of waste disposal.
- Scheduled actions in the **internal and external mobility of the food unit plan** continued to be promoted.
- An audit was carried out that will result in an **energy plan** as a model for the use of alternative energy and energy efficiency.
- 523 unemployed people were trained in various agribusiness trades and **continuous training** was provided to 1,454 business professionals located in Mercabarna. As a reference centre for training in this sector, there was collaboration with the Catalan Government's Education Department for the development of vocational teaching in the food industry sector.
- Agreements were signed with institutions and universities, such as with the Zona Franca Consortium to **promote research** between Mercabarna companies.

International Development/Consulados de Mar

With a mission to promote increased flows, exchanges and economic relations abroad in order to boost the economy

and business leadership, the Economic Development Sector undertook the following actions:

- **Participation in 31 events abroad to promote Barcelona and its companies**, including Business Bridges in Istanbul and Singapore/Kuala Lumpur; economic survey missions in Paris, London, Alexandria, Cairo, Cape Town, Seattle, New York, Tripoli, Damascus and Abu Dhabi; investment workshops in Zurich and Hamburg; the promotion of air routes to New York, and participation in international trade fairs and conferences that are global benchmarks in their sectors, such as MIPIM in Cannes, Bio 2009 in Atlanta, Innovation and Design Tech (IDT) in Hong Kong, Expo Real in Munich, Routes in Beijing and the World Forum for Direct Investment in Vilnius, Lithuania.

- **Increased international air connections** with Barcelona, with the introduction of three new international destinations: Islamabad, Lahore and Vancouver, in collaboration with Barcelona's Air Route Development Committee (CDRA).

- **Promotion of the Barcelona Economic Triangle (BET)** to jointly promote the major economic knowledge area comprising 22@, Alba Park in Cerdanyola del Vallès and Aerospace Park and Mobilitat DeltaBCN in Viladecans. The Expo Real international trade fair in Munich hosted the first promotional campaign for investors of this powerful economic area.

- **Support was given to 41 international investment projects** interested in introducing themselves in Barcelona.

- **Work continued on enlivening the foreign business community** based in Barcelona, with six specific actions with consulates and foreign chambers of commerce (Barcelona Update), five networking activities with the business community and professional foreign residents, various actions to welcome foreign students of the internationally renowned business schools IESE and ESADE, and 41 two-way bridges and business agendas for institutional and business delegations from abroad.



- Within the framework of the **Consulados de Mar** project, which began in 2008 to **achieve a real presence in cities that are the driving forces** of major economic zones and to attract financial projects and activities to Barcelona, the network was expanded to 14 international cities. Offices were opened in Copenhagen, Los Angeles, Mexico, Cairo, Dubai, New Delhi and Hong Kong in 2009.

Promoting Strategic Sectors

The Economic Development Sector expanded and launched new initiatives to promote competitive development to create quality employment in strategic interest sectors for growth in Barcelona. Consequently, its most important points and actions were:

- The **22@** innovation district currently has 1,463 companies.
- The **3rd Urban Cluster Conference** was held, with approximately 700 participants and Paris and Israel as guests.
- **Cluster boosting** of media, ICTs, medical technology, energy and design was promoted, initiating the strategic design cluster plan.
- The international innovation exhibition **Hit Barcelona 2009** was attended by 2,010 people (27% from abroad and 25% investors).
- Innovation was promoted with the launch of the **22@ Urban Lab** project, whereby the 22@ district becomes a research area of innovative solutions for companies in areas such as urban development, education and mobility. Pilot tests were held in 2009 of electric lighting with Endesa and electric vehicles with Sunred.
- Cooperation between companies and the research world was strengthened with the **Synergys** project, through which three activities were organised involving 155 companies and 825 researchers.
- The **22@CreaTalent** pilot programme was launched for the creation of talent, including nine schools in Poblenou, 80 training workshops,

500 students, 200 parents, 150 teachers and 60 experts.

- Support was given to the 2nd edition of **IN22@** (22@ International Network), an initiative aimed at strengthening links between local professionals and international community professionals present in or passing through the city, part of the **"Good Will Ambassadors"** programme, a network of professionals from various countries working with 22@Barcelona to connect with and retain international talent.

- The **National Aeronautics and Space Week** was organised, which, as well as including a comprehensive range of professional activities in the aviation and aeronautics sector in the year in which Terminal 1 was inaugurated at the airport of Barcelona, also included the Red Bull Air Race, which attracted over 1.4 million people.

- The **promotion of strategic sectors** was launched in collaboration with 12 public-private platforms: Barcelona Aeronautics & Space Association (BAIE), Barcelona Digital Foundation (FBD), Barcelona University Centre (BCU), Barcelona Design Centre (BCD), Barcelona Logistics Centre (BCL), Barcelona Medical Centre (BCM), BioRegion of Catalunya (BioCat), Mediterranean Diet Foundation (FDM), Environmental Forum Foundation (FAMB), Barcelona Tourism Board (TB), Barcelona European Finance Centre (BCF) and Barcelona Media Innovation Centre. Highlights of the result of these collaborations were the Barcelona Innovation Festival and Barcelona Design Tour, with BCD, the Aeronautics and Space Week, with BAIE, and the development of a strategic tourism plan 2015 for the city of Barcelona, with TB.

- New **corporate headquarters** were attracted to the city, including Prointec, Aggaron, Official Nursing College, Catalan Agency for Consumer Affairs, ICNET Consulting, Delaware, ESABE Informàtica Distribuïda SL, Mid Ocean Spain SL, HCC Global Financial Products, Zyland, Voxel Group, Anfoss, Realtech, Neo Advertising and UOC R&D.

- New **buildings** were inaugurated: 22@Interface Building, GAES, Catalan

Employment Service, Vila Casas Foundation, UPF-CDTI Tànger, Melon District Residence and UPC Tech Talent Centre.

Promoting Events

The Economic Development Sector also promotes the staging of national and international events as a driving force for attracting economic activity, talent and international positioning of the city. Therefore, it gave support to institutions presenting bids for Barcelona and facilitated the adaptation of institutions organising events in the city. It also works closely with other operators in the city, including the **Barcelona Convention Bureau, Fira de Barcelona, Barcelona Chamber of Commerce, Port 2000 or Zona Franca Consortium**.

The following actions undertaken during the year were highlights:

- **The Brandery** was created, a new urban fashion show to which the city is committed in order to boost a sector for which Barcelona should be a clear benchmark.
- **Hit Barcelona 2009** show, which promoted the placement of the city on the international map of innovation.
- **Support was given to conferences** such as the Mobile World Congress (55,000 attendees), EIBTM, incentive business travel conferences (10,000 participants) and SIGCOMM, with a series of conferences on communication networks.
- In collaboration with Fira de Barcelona, **support was given to shows** such as the International Logistics Show, Meeting Point, International Motor Show or Bridal Week, all deeply rooted events in the city.
- The **Barcelona brand** was promoted, with support for events such as O80 Barcelona Fashion and Barcelona Is Fashion and Mango Barcelona Awards.

Promoting Tourism

In collaboration with the Barcelona Tourism Board Consortium, comprising the City of Barcelona and Barcelona Chamber of Commerce, the **strategic**

tourism plan 2015 for the city of

Barcelona was tackled, to be presented and launched in the second quarter of 2010. The plan will contain, as a result of a long process of reflection, the kind of growth and tourism management model for Barcelona, with particular attention to the effects and impacts of this sector on the city in different areas and forms of coexistence.

With over six million visitors generating more than 12 million overnight stays in the city, tourist activity of Barcelona was very significant and positioned the city among the first in Europe in terms of city tourism.

Moreover, promoting tourism in the city through the **Barcelona Tourism Board** was characterised by:

- **469 promotional actions** were carried out for Barcelona as a world-class tourist resort and 93 were aimed at promoting holiday tourism, with trade missions and presentations in Russia, United States, Germany, Switzerland, Austria, Sweden, Turkey and Dubai.
- With over two million cruise ship visitors, Barcelona became the **first cruise ship port in Europe** and the fourth worldwide.
- The city hosted **1,857 meetings, conferences and conventions**, with 576,157 delegates.
- Promotion was boosted of the **Barcelona Shopping Line**, unique in the world for its commercial content and positive mix of culture, architecture, commerce, food and services. It comprises 167 shops, five department stores, seven shopping centres and 15 commercial areas spread over five kilometres.
- As part of the **Christmas Shopping in Barcelona** campaign, a service was launched through Barcelona Tourism Board offices to refund Value Added Tax (VAT) to non-EU tourists.
- The **"Barcelona Premium"** programme was launched to attract tourists with high purchasing power and position Barcelona in the market segment of exclusive travel and luxury tourism.
- **Management of tourism products** continued, including the Barcelona Tourist Bus (with about two million users), Colón



Monument Vantage Point, Barcelona Card, Catalunya Tourist Bus, Barcelona Walks, Barcelona Pass, Night Tourist Bus, Barcelona Bici, Barcelona Mar, Barcelona ArqueoTicket and Barcelona Scooter.

Studies and Research

The **Directorate of Employment Studies and Economic Activity** completed various reports and studies on economic research that helped to outline a detailed approximation of the economic reality of the city and anticipate opportunities and challenges from different perspectives.

The following reports were included within this line of work:

- **"The Barcelona Observatory"** and **"Barcelona in Figures 2009"**, extensive collections of the potential and position of Barcelona as a globally competitive city.
- **"Socioeconomic Dynamics in Barcelona"**, detailing the current distribution of activity in the city's area.
- **"Report on the Knowledge Economy and Creative Economy in Barcelona"**.

- **"SMEs in Barcelona"**, a study on the business structure of SMEs in the city.

- **"Commerce in Barcelona 2008"** and **"Company Services in Barcelona"**, a thorough analysis of the situation and development in both sectors.

- **"Study on Commercial Sector Training Needs"**, a study conducted in collaboration with the commercial fabric of the city to define a qualification training plan for professionals that is required by this sector.

- **Studies on the needs of employment and local development** were begun in the territorial units of Sants, Sagrera, Prim-Bon Pastor and Ciutat Vella as a basis for developing new strategies for local development.

- The **Second International Conference on Benchmarking** for pioneering cities around the world was organised, dealing with creative industries as an element of competitiveness, the role of local strategies in the development of creative cities and the generation, attraction and retention of talent.

Table



Indicators

Tourist activity	2009	2008	% variation
Number of tourists in hotels	6,476,033	6,659,075	-2,75
Number of overnight stays in hotels	12,817,170	12,485,198	2,66
Hotel occupancy rates on rooms	72	76.3	-5,08
International spending by credit card (in thousands of euros)	1,400,337	1,463,827.7	-4,34
Passenger and freight traffic			
Number of airline passengers	27,311,765	30,208,134	-9.59
Tons of goods in airport traffic	91,078	104,239.3	-12.63
Number of cruise ship passengers	2,151,000	2,074,554	3.68
Number of cargo containers in port traffic (TEU)	1,800,214	2,569,549	-29.94
Tons of goods in port traffic	41,793,734	50,545,130	-17.31
Employment and business activity			
Number of registered unemployed people (31 December)	101,069	74,304	36.02
Number of contracts registered in employment offices (OTGs)	756,279	889,354	-14.96
Number of people registered in Social Security	1,021,073	1,063,252	-3.97
Number of participants in employment programmes	53,649	30,553	75.59
Number of people trained	3,542	1,802	96.56
Number of projects supported in company creation	2,132	1,379	54.60
Trade and consumption			
Number of consultations in OMIC	55,247	60,176	-8.19
Number of claims handled by OMIC	11,739	13,377	-12.24
Number of visitors to remodelled markets	7,008,462	5,814,655	20.53
Number of property transfers in markets	396	358	10.61



Urban Planning, Infrastructures and Housing

Fourth Deputy Mayor:
Mr. Ramon Garcia-Bragado i Acín
 Housing Delegate:
Mr. Antoni Sorolla i Edo
 Manager:
Mr. Ramon Massaguer i Meléndez

The group that makes up the Urban Planning, Infrastructures and Housing Sector covers planning, land management, projects, licensing and monitoring of works and infrastructures, all of which lead to the great changes that transform Barcelona into a liveable city. Barcelona is committed to “variable geography”, which ranges from relatively small realities – neighbourhoods – to its metropolitan area and region. Its urban projects combine specific and highly visible actions in local areas with large urban transformations that can affect the entire city and metropolitan area. The city has consolidated an infrastructure development model and has combined its requirements with those of its inhabitants, combining high-quality public space and life quality with infrastructure development.

Affiliated entities:

- Municipal Urban Planning Institute (IMU)
- Municipal Housing Board (PMH)
- BAGUR, SA, Barcelona Gestió Urbanística, SA
- Municipal Urban Landscape Institute (IMPU)
- BIMSA, Barcelona d'Infraestructures Municipals, SA
- Mies van der Rohe Foundation

The objectives this year were to facilitate, improve and ensure housing for people; promote and develop urban planning in the city through the drafting of practices for planning, urban management and projects, building permits and activities and other procedures; promote the urban conversion of neighbourhoods; transform spaces in the city; rehabilitate historic quarters of the city; consider new proposals for neighbourhoods requiring special attention; enhance recovery actions that bring personality to neighbourhoods; transform industrial spaces at a neighbourhood level to maintain and improve public art in Barcelona; ensure the architectural heritage of the city; incorporate new computer technologies; cooperate with other entities for urban development, and promote, develop and monitor the infrastructures in the city.

Planning

A total of 112 plans were approved this year using our different planning tools and representing a total area of 673,375m².

- **Amendment to General Metropolitan Plan (MPGM) in the area of Tres Turons:** Initial approval of the MPGM in the area of Tres Turons in order to:
 - Develop Tres Turons park as a strategic green area in the city.
 - Establish a new park model in the central spaces and a series of entrances at the perimeter spaces of pedestrian traffic.
 - Unencumber certain perimeter areas with existing buildings in accordance with the proposed urban model.
 - Build new housing to accommodate affected residents.
 - Adapt zoning category of facilities.
 - **Special Urban Plan (PEU) to modify planning in the city block of the Guinardó Market:** Final approval to modify urban planning conditions of the facilities provided with the new functional programme presented and

to include an underground public parking area under a section of the green zone.

- **PEU defining and specifying the building parameters of the facility in the centre of the Olympic Village neighbourhood in La Farinera of “Can Gili Nou”:** Final approval with the aim of specifying the location, planning conditions and building schedule of the 7@ facility in the Urban Improvement Plan (PMU) for Taulat 5-11, Ciutat de Granada 1-5 and Doctor Trueta 164: “Can Gili Nou”.
- **PMU for subsector 9 of the PMU to reform the interior of the Llull-Pujades-Ponent sector:** Final approval in order to finalise the general and specific guidelines established in the PMU, defining the planning of parcels comprising the subsector.
- **PEU for Vall d’Hebron Hospital:** Final approval of the proposal to define the type of healthcare facility, public ownership of land and construction planning.
- **PEU for former Alchemika factory:** Final approval to define ownership, use and building conditions of all the facilities on the site: residence and daycare centre for the elderly, neighbourhood centre, library and kindergarten.
- **PEU for the block comprising Aiguablava, Maria Zambrano and Passeig del Bosc de Roquetes:** Initial approval with the aim of defining building conditions and assigned uses in both new and existing facilities, as well as reclassification of land zoned for streets and facilities to provide a coherent solution to system distribution in relation to the surroundings.
- **MPGM for buildings 13b-17 at Carrer Sant Pere Més Alt 28, Carrer Amadeu Vives 1 and Carrer Ciutat:** Final approval with the aim of improving the surroundings of the Palau de la Música Catalana, creation of a hotel on the corner of Sant Pere Més Alt-Amadeu Vives, remodelling the La Salle Comtal school and classifying as a facility the parcel at Carrer Ciutat 1, which is owned by the Catalan Government.
- **PEU for Carrer Natzarret 119-129:** Final approval with the aim of defining

the type of healthcare facility, public ownership of the land and construction planning.

- **PEU for new Barcelona Encants**

Market: Final approval in order to establish urban planning conditions of the land for a community facility to enable the implementation and relocation of the Encants Market. Develop the site for the facility located near the National Theatre in sector 1 of the Plaça de les Glòries MPM and its surroundings, without altering sector borders or zoning and following the general guidelines of the Amendment regulations.

- **MPM for Carrer Juan de Sada**

and surroundings: Provisional approval, planning of site for greater environmental and urban quality in the following aspects:

- Expansion of green areas in the consolidated dense urban fabric.
- Planning of residential gross floor area to resolve unfinished construction networks.
- Locate new facilities that are provided.
- Define a new civic space to complete the pedestrian routes and create a new quality public space in the neighbourhood.
- Redefine the road network to achieve a balance with existing streets.
- Protect the heritage elements of the special group of structures in Carrer Sants.

- **PEU and MU land located at Carrer**

Roger 48-64: Final approval with the following objectives:

- To transform the land zoned as Code 17/7 to carry out the decisions in the General Metropolitan Plan (PGM) and create a new public facility building.
- To define building conditions and define assigned uses to the facility to be located in the area.
- To incorporate a section classified as Code 6b to create a block interior that is open to the public by allowing for a right of way through the facility.

• **PEU to enlarge Faculty of Law:** Final approval in order to determine the construction and conditions of use to enlarge the Faculty of Law and adjust the urban classification of the sector as a result of the proposal.

- **MPM for the north of Ronda de**

la Guineueta Vella: Provisional approval in order to redevelop the north side of the Ronda, located in the neighbourhood of Canyelles, to adapt its urban qualification in accordance with existing applications, improve links between the open spaces of the neighbourhood and Collserola forest areas and introduce subsidised housing.

• **PEU for below ground planning of the construction of a rainwater tank regulator under public spaces in the area of Mar Bella:** Final approval.

- **PEU for Passeig del Litoral between Carrer Josep Pla and Rambla Prim:**

Final approval in order to adapt planning of the future transformation of Barcelona's seafront to extend Rambla Prim to the sea, adapting zoning in accordance with the pre-existing classification to be maintained.

- **PMU for La Escocesa block (22@):**

Initial approval, providing for the amendment of the regulatory profile of Parcel 11 to enable the integration of the building across the street in Carrer Pere IV into the new management plan.

• **PEU for facility land planning of the parcels at Carrer D 2-14 (Zona Franca prison):** Final approval with the aim of volumetrically ordering the land to house the Zona Franca Jail.

• **PEU to define ownership, type and planning of solar facility in Carrer Natzarret within the university campus of Vall d'Hebron:** Final approval in order to permit construction of future cancer research building in Vall d'Hebron, defining its volume and floor area according to its accompanying functional programme and calculated within the corresponding programme of the Vall d'Hebron medical centre.

• **MPEU to manage the land of the former Cotxeres Borbó, within the UP3 area, for a municipal sports centre:** Final

approval in order to define building conditions of the facility according to requirements of the functional programme that extends existing planning provisions.

• **PMU of UA2 MPM in the area of Plaça de les Glòries-Meridiana Sud:** Final approval with the following objectives:



- To define the land upon which to build residential blocks that benefit from some form of public protection scheme.
- To modify existing classifications in order to adjust the volume to a more appropriate building depth for housing and the land slopes.
- To create an underground sports facility in the open area.

• **PEU for extending underground occupation of the system of open spaces in the Nord-Glòries sector:** Initial approval in order to enable the implementation of technical spaces in the basement for the installation of air conditioning and hot water production machinery.

• **PMU for the southern half of the block bounded by Avinguda Diagonal and Carrers Badajoz, Bolívia and Ciutat de Granada:** Final approval in order to determine building conditions for the facility, delimitation of open spaces and basement planning. The programme includes a primary healthcare centre (CAP), mental healthcare centre, neighbourhood centre, subsidised housing and, in the basement, parking for residents and municipal tow truck.

• **PMU for the block bounded by Carrers Bolívia, Bac de Roda and Perú and virtual extension of Carrer Provençals:** Initial approval with the aim of pedestrianising Carrers Fluvià and Provençals and establishing guidelines for the provision of infrastructures in 22@.

• **PEU and MU to regulate municipal kindergartens:** Building use and management of the group of 12 kindergartens located at:

- Avinguda Roma 98-106
- Carrer Melcior de Palau 134-436
- Carrer Joan Güell 114-126
- Carrer Reis Catòlics 38
- Avinguda Vallcarca 227-229
- Carrer Nou Barris 14
- Carrer Vesuvi 35
- Carrer Ciutat d'Elx 17
- Carrer Fluvià 253
- Carrer Perú 135
- Rambla Prim 215
- Carrer Concili de Trento 249

• **PEU for planning the Gaudí Centre Shelter for children and teenagers at Carrer Larrard 45-51:**

Final approval in order to create a new care facility by making use of an existing building.

• **Specific amendment to PGM in the Carmel neighbourhood and surroundings:**

Provisional approval with the following objectives:

- To improve general access to the city and surrounding neighbourhoods, as well as within the Carmel neighbourhood.
- To increase urban facilities, open public space and parking spaces.
- To reduce the amount of substandard housing and low-quality urban accommodation, as well as the high density housing in the area.
- To improve the quality of public spaces and landscape areas, improving provisions in the streets and gradually lessening negative impacts or accentuating new positive effects.
- To open the neighbourhood to urban operations taking place in adjacent areas, especially in Tres Turons park and renewal of Clot neighbourhood.

• **PEU for planning of construction work at Passeig Maragall 29-35:**

The aim is to create an open space and public facility within the block, as well as adjusting the volume and regulating the basement.

• **PEU to define the gross floor area of technical services at Carrer Tànger 99 for the location of a central air conditioning system:** Initial approval in order to define and plan the gross floor area of technical services, as well as defining surface area and location of an underground element in the adjacent green area.

• **MPGM in the area of Sagrera Station:**

The objectives are:

- To adjust planning.
- To classify the railway system covered by an open area on land located in the vicinity of the Bac de Roda bridge, motivated by an increase in covered rail surface area.
- To modify the road network between Sagrera Station and Rambla Prim in order to adapt it to the Station project.
- To define building use and conditions of the railway facilities both above and below ground.

- To plan a volume of 180,000m² of additional buildings.
- To transform 20,000m² of hotel and tertiary sector gross floor area into officially subsidised housing.
- To transfer 15,000m² of gross floor area set aside for tertiary use to the other side of the street, providing access to the station in order to reduce the concentration of gross floor area.

• **Specific PGM amendment in the area of the old quarter of Poblenou (22@):** The objective of this proposal is to preserve the historic fabric of Poblenou by reviewing some aspects of the PGM or non-executed measures and adapt the urban general planning regulations covering the metropolitan area to the reality of the area in question.

• **PEU to define and specify the building parameters of different facilities in the industrial area of Can Ricart (22@):** Final approval in order to determine the planning conditions and building schedule of the different elements comprising the 7@ facility in the main sector of the Can Ricart premises.

• **PEU and MU to define ownership, type and basement planning of the facility located in Carrer Provença:** Initial approval, with the following objectives:

- To adjust urban classification of the corner at Carrers Provença and Casanova.
- To increase the project by 9,047.70m², of which 3,047.70m² are above ground.
- To define the type of facility.
- To establish planning of the building.
- To create underground passageways in Carrer Provença, between Villarroel and Casanova.
- To establish temporary economic conditions for development.

• **PGM planning amendment of a discontinuous area: A) Palau Meca (Carrer Montcada, 19), B) Casa Macaya block, C) Pasatje Clip:** Provisional approval with the aim of the City of Barcelona acquiring various spaces for public use, one as a facility (Palau Meca) and the others as public gardens (interior of Casa Macaya block), within the collaboration framework between the City of Barcelona

and "la Caixa" and according to an agreement signed on 16 May 2006.

• **PMU to regulate the installation of external elevators in housing blocks in the neighbourhood of Ciutat Meridiana:**

Final approval in order to enable the introduction of external elevators in housing blocks that lack them, with the urban and architectural conditions to which the introduction of new vertical communication clusters must be adjusted.

• **PMU to regulate the installation of external elevators in housing blocks in the neighbourhood of Navas:** The objective is to facilitate the introduction of external elevators in housing blocks that lack them, with the urban and architectural conditions to which the introduction of new vertical communication clusters must be adjusted.

• **PMU to regulate the installation of external elevators in housing blocks in the neighbourhood of Congrés i els Indians:** Final approval with the aim of reordering the public use of private space at the intersection of Carrers Pardo and Can Ros and standardising subsequent actions that may be made to introduce elevator clusters.

• **PMU for facility planning of the MPGM (Parcel F) for the Sant Andreu Barracks sector:** The objective is to define the destination, planning conditions and building schedule of the facility located in Parcel F of the urban improvement sector in the specific amendment to the PGM for the Sant Andreu Barracks sector.

• **PEU and MU to define and specify the building parameters of the facility land located in the block bounded by Carrers Sancho de Ávila, Zamora, Almogàvers and Joan d'Àustria (22@):** The objective is to define building conditions and use as a university residence, teaching facility and funeral home on the land classified as 7a and 17/7 in the block bounded by Carrers Sancho de Ávila, Zamora, Pamplona and Almogàvers.

• **PEU for below ground planning at Ronda General Mitre and Carrer Muntaner:** The objective is to plan the below ground area that will remain after covering the intersection of Ronda del Mig and Carrer Muntaner.



- **PEU below ground management of the Menéndez Pelayo gardens:** The objective is to build an underground public car park with a capacity of 300 places distributed over four floors.

- **PEU and MU for below ground management of Plaça Salvador Allende in the Carmel neighbourhood:** The objective is to plan an underground car park with an approximate capacity of 214 spaces distributed over three floors.

- **MPGM to incorporate the parcel at Carrer Escorial 177-179 into the system of subsidised housing:** The aim is to incorporate the parcel into the Code HD/7 subsidised housing system and reorder the land currently zoned as facility system 7a to provide a coherent solution to the distribution of both systems and areas related to their surroundings.

- **PEU of area E13 of the Special Plan (PE) of Barcelona's seafront in the Carles I and Avinguda Icària sector:** The objective is to define ownership, use and building conditions that should govern reserved land to help locate the Diàleg a la Fosca Foundation, headquarters of the Barcelona Tourism Board and Hotel Association on a section of the E13 facility sector.

- **PEU and MU kindergartens:** The PEU aims to define the use and planning of the construction of a set of four kindergartens located at:

- Carrer Sant Antoni Maria Claret 138-146
- Carrer Provença 408-418
- Carrer Olzinelles 73-79
- Carrer Europa 39-41

- **PEU and MU for facility planning and use in the block bounded by Enric Granados-Rosselló-Aribau-Còrsega:** The objective is to determine the type of public ownership, educational facility and building conditions of the parcels for the construction of a municipal kindergarten.

- **PEU for underground system of open spaces in Nord-Glòries sector:** The objective is to enable the implementation of technical spaces in the basement for the installation of air conditioning and hot water production machinery.

- **PEU to define the type of facility and volumetric planning of a building located at Sant Gervasi de Cassoles 60-66 and**

Teodora Lamadrid 7-15: The objective is to urbanise and transfer part of the parcel affected by the road, adjust the buildings so that they officially align and reorder the volumes, preserve the buildings of greater interest and reduce the depth of buildings, relocate land classified as 13a to have the entire front of Teodora Lamadrid free for the creation of a nursing home.

- **PMU for the block bounded by Carrers Pere IV, Badajoz, Almogàvers and Ciutat de Granada (22@):** The objective is to transform the block.

- **PMU for the block bounded by Carrers Bolívia, Bac de Roda, Perú and virtual extension of Provençals (22@):**

The objective is to define the volumetric planning of the block.

- **Amendment to sector 8 PMU of the MPGM to transform the Zona Franca Marina:** The objective is to specify the zoning areas for subsidised housing and adjust the gross floor areas of uses and blocks and the economic study with the subdivision studies.

Projects

- **Executive urbanisation project for the UA2 area of the first belt in the district of Horta-Guinardó:**

The objective is to redevelop Carrers Villar, Escornalbou and Vinya between Ronda del Guinardó and Carrer Renaixença (BAGUR, SA).

- **Development project for a rainwater tank in the area of sector 1 of Torre Baró:**

The project includes defining the construction work in the new Plaça Eucaliptus of an underground repository for collecting, processing and storing rainwater and phreatic water, in combination with a future car park (BAGUR, SA).

- **Stage D of development project for the neighbourhood of Bon Pastor:**

The objective is to redefine and improve public space with the definition of new road sections and the establishment of new pedestrian areas (BAGUR, SA).

- **Development project for the Audiovisual Park Campus:** The works



include the urbanisation and infrastructures of the Audiovisual Park Campus, located between Carrers Tànger, Bolívia, Roc Boronat and Ciutat de Granada (22@).

- **Development project for Carrer Mercè Rodoreda:**

One stage is being developed of the Torre Vilana urban development project, corresponding to 245m of Carrer Mercè Rodoreda. The work includes paving, sewage systems, public lighting and configuring the slope that forms at the corner of Carrer Bellesguard with hydroseeding and the burying of electrical and telephone lines.

- **Executive urbanisation project for Plaças Wagner and Llongueras:**

The project includes construction of an underground car park (REGESA) and the work necessary to carry out urban planning works, ensuring the standardisation of materials to be used in different work units to achieve optimum results and combine technical and economic aspects.

- **Urbanisation and infrastructure project for Carrer Zamora, between**

Almogàvers and Llull (22@): Includes additional urbanisation and infrastructure works for Carrer Zamora, with a width of 20m to the street from existing and future façade alignments scheduled in the plan.

- **Urbanisation and infrastructure project for Carrer Àlaba, between Almogàvers and Tànger (22@):** Includes additional urbanisation work in accordance with Special Infrastructures Plan (PEI) guidelines for surfaces and the installation of new below ground services.

- **UA D38 urbanisation project for the area of Passeig de la Zona Franca:**

The project involves urbanisation work on pavements and green areas around Carrers Cisell and Encuny and Passeig de la Zona Franca.

- **Urbanisation project for Carrer Adrià Gual, between Salvador Alarma**

and Josep Maria Jujol: Urbanisation of this section of the street, expansion of a section of Carrer Vallpar and construction of stairs between Adrià Gual and Vallpar, as well as planning of green area between zones.



- **Executive project of section between Via Augusta and Mandri:** Reducing the area devoted to road traffic and circulation speed (BIMSA) in order to minimise:

- Excessive traffic noise
- Very narrow width of pavements
- Inadequate transverse permeability
- Presence of architectural barriers

- **Project for the section between Carrers Sardenya and Cartagena:**

The objective is to define the remodelling of the urban area consisting of the section of Ronda del Guinardó between Cartagena and Sardenya and the south entrance of the Rovira tunnel (BIMSA).

- **UA4 construction project and AA38 MPMG for the sector of Oreneta Park:** (BAGUR, SA).

- **Construction and rehabilitation project for the market building and structure of the new Born Cultural Centre project:** The project envisages the creation of platforms at street level to preserve the archaeological site. The objective is to carry out the work of restoration and rehabilitation

of all structural elements with pathological conditions and the construction of the new structure required to implement the Cultural Centre project on the ground floor of the market (BIMSA).

- **Segregated urbanisation project for the block interior bounded by Carrers Palamós, Tamaríu and Aiguablava and A and B building blocks in the neighbourhood of Trinitat Nova, Stage 1:**

The objective is to transform the space by adapting it to future buildings and minimising maximum differences in slopes and existing architectural barriers (BAGUR, SA).

- **Tank annex of the executive urbanisation project for Can Framis gardens:** Creation of a pump tank in Can Framis gardens (22@).

- **Basic implementation project for supplying medium voltage power to the former Sant Andreu Barracks:** The objective is to define the basic project and create a medium voltage electrical network infrastructure on public streets to include FECSA electricity

supply studies for the future buildings on the land of the former Sant Andreu Barracks (BAGUR, SA).

- **Executive urbanisation project for UA4, Llacuna axis (22@):** The project arises from the desire to unify the public space based on the existing beds in the already created green zone outside the scope of the project.

- **Executive project for Sòcol building:** The project's objective is to define the construction of a building with three above ground floors to act as a facility comprising a neighbourhood library, neighbourhood centre with multipurpose hall and auditorium. At a later stage, an office building of eighteen above ground and three underground floors will be constructed (BIMSA).

- **Executive project for new Encants Market in Barcelona:** The project's objective is to define the construction of the future Encants Market in its new location, in the former Bosquet dels Encants, at the junction of Meridiana and Castillejos, with the aim of improving the current conditions of both market workers and users and maintaining a sense of outdoor shopping through the construction of a large 24m-high triangular roof (BIMSA).

- **Executive project for new set of facilities in former Alchemika factory:** The project's objective is to define the facility building located between Carrers Sant Antoni Maria Claret in the district of Horta-Guinardó and Indústria in the district of Sant Martí, to include a residence and daycare centre for the elderly, neighbourhood centre, library and kindergarten (BIMSA).

- **Urbanisation project within the scope of the MPGM in the sector of the area around Carrer Esteve Terradas:** The main objective is to establish an integral path in the large green area that defines current planning ahead of health and hospital facilities.

- **Construction project to build an underground car park and new urbanisation in Carrer Cantàbria:** The aim of the project is to construct an underground car park and urbanisation in Carrer Cantàbria, between Carrers Huelva, Menorca and Pont del Treball.

- **Executive project for the section between Carrers Balmes and Mandri for the remodelling of Ronda del Mig, Ronda General Mitre and Travessera de Dalt:**

The project's objective is to reduce the space devoted to road traffic and circulation speed and remove architectural barriers by narrowing the roadway, eliminating existing slopes and placing a median to separate the two directions of traffic (BIMSA).

- **Project for the interior courtyard of Bayer block:** The project involves the urbanisation work for the Bayer interior courtyard in the Eixample, between Carrers Calàbria, París and Viladomat.

- **Urbanisation project for the roof and adjacent areas of railway access at Sants Station:** The project provides for the execution of a double-height roof to differentiate the area of Metro Line 1 from the area corresponding to the four ADIF Iberian gauge tracks (BIMSA).

- **Executive project for car park and logistics activity area in Sant Josep-La Boqueria Market below Plaça Gardunya:** First of the interventions planned in the vicinity of Plaça Gardunya (UP0), foreseeing the construction of a housing block (UP1), new Massana School building (UP2), enlargement of Boqueria Market and urbanisation of Plaça Gardunya.

- **Urbanisation project of the MPGM in the area of Avinguda Hospital Militar-Carrer Farigola, corresponding to UA2-UA3-UA5-UA6, Stages 1 and 2:** The project involves the urbanisation of Carrer Farigola up to Mare de Déu del Coll and intersection with Carrer Medes. The urbanisation project includes paving, landscaping, services and lighting (BIMSA).

- **Redefined urbanisation project for former Sant Andreu Barracks:** Including new topography and infrastructure of the open spaces for public use (BIMSA).

Urban Management

- **Expropriation project via a joint appraisal process corresponding to the isolated "B" action of the**

Amendment to the Special Interior Renovation Plan (MPERI) for the Raval in Plaça Gardunya and its surroundings and the administrative concession for a car park in the square: Approval of the draft joint appraisal process implies the emergency declaration of occupying the affected property and rights. Payment or deposit of the assessed amount will lead to the procedure of occupying the building.

- **Subdivision project for the polygon in action "A" of the MPGM for the Raval Special Interior Renovation Plan (PERI):** The objective is to implement the requirements of the Raval PERI.

- **Subdivision project for the UA3 PMU of the Ronda de Dalt MPGM.**

- **Subdivision project including basic compensation of the PE for the buildings at Carrer Mont d'Orsà 53, 53b and 53c:**

The objective is to regulate the physical configuration of the buildings and transfer cost and tax free the land set aside to become roads to the City of Barcelona in order to carry out its urbanisation.

- **Standardisation project for the properties located in block number 2 of sector A bounded by Carrers 60, A and 1 of the Zona Franca industrial zone:** The aim of the project is to adapt the parcels within the area while maintaining their urban classification to suit the physical configuration and current cadastre. The cancellation of specific registry taxes is also requested.

- **Subdivision project for the polygon in the urban action of area 1 of the MPGM for Carrer Motors 2-40:** The project's objective is to implement the requirements of the MPGM. The procedure is the resolution of the allegations made against the initial approval of the project.

- **Subdivision project for the polygon in action "A" of the Raval MPERI in Plaça Gardunya:** The project's objective is to guarantee the fair distribution of benefits and taxes between owners of the properties included in the process of equal distribution and free and compulsory transfer of land for incorporation into the public domain.

- **Subdivision project in the form of basic compensation for the polygon in the urban action of the MPGM for the area bounded by Carrer Feixa Llarga 14-20 and Carrers K and 50 in Zona Franca (Akzo Nobel):** The aim is to supply free and free of tax to the City of Barcelona the land set to become green area and carry out its urbanisation.

- **Voluntary subdivision project in the form of cooperation of the PEU for the planning of new facilities in the parcels in Carrers Provença, Casanovas, Villarroel (current fire brigade building), Consell de Cent and Comte Borrell and Pasatje del Mercat del Ninot:**

A subdivision project in the form of cooperation of the PEU for these properties, formalised in a public deed dated 1 July 2009.

- **Municipal initiative of economic subdivision project to amend the PGM for the urban transformation of the Zona Franca Marina:** The objective of the land subdivision project is to award each of the fourteen development sectors of the Marina's MPGM participation in urbanisation costs resulting from the PEI, assuming that the distribution of spending allocated among the owners of each sectors will be defined and formalised in detail in the corresponding subdivision projects of the aforementioned sectors.

- **Statutes and guidelines for action for the constitution of a compensation board for the PAU 2 MPGM in the former Sant Andreu Barracks.**

- **PMU subdivision project for the block bounded by Cristóbal de Moura, Maresme, Venezuela and Puigcerdà:** Approval of mutually accorded extra-procedural agreement in order to set a fair price and payment terms for the expropriation of the property at Plaça Sarrià 2. Total amount of 3,241,177.18 euros, of which 1,295,704.26 has been assigned and 1,045,472.92 is still pending.

- **Subdivision project for the polygon in the urban action of sub-area "A" in the Rec Comtal sector, as part of the MPERI for the eastern sector of the historic quarter of Barcelona.**

- **Subdivision project in the form of cooperation between the PAU of PMU**

of the parcels located in Carrers Pedreres and Mare de Déu del Coll: The plan is to award the sole property resulting from private use to the owners of the land provided in proportion to their rights and the transfer of land set aside for roads to the City of Barcelona.

- **Direct occupation procedure for the property at Carrer Pujades 97, classified as 7@:** Early transfer of the property will allow for the rehabilitation of the building located at Carrer Pujades 97, included in the PE for the protection of historical/artistic architectural heritage of the city of Barcelona. [See Graph 1]

Participation

During the year, progress was made on the participation mechanisms available to the public to intervene in projects for urban development in the city of Barcelona. Thus, the Urban Planning Department identified and managed the participatory processes related to the following actions:

- **Strategic Residential Area (ARE) of Vallbona:** A monitoring committee was formed consisting of municipal technicians and neighbourhood entities

Graph



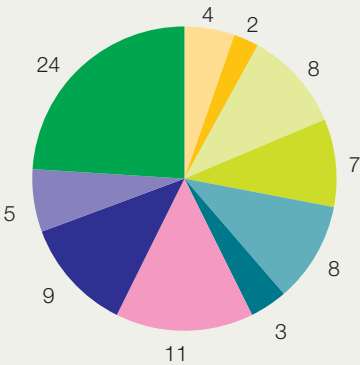
Urban plans finally approved in 2009

	MPGM	ACCORDING TO MECHANISM					ACCORDING TO INITIATIVE		
		Agreements	PMU	PEU	Other	Total	City of Barcelona (with 22@)	Other administrations	Private
1st quarter			3	3	14	1	21		
2nd quarter			1	4	22	1	28		
3rd quarter				2	4		6		
4th quarter	6		10	11	1	28			
Totals	6	4	19	51	3	83	50	7	26

MPGM: Amendment to General Metropolitan Plan
PMU: Urban Improvement Plan
PEU: Special plans, interior renovation plans, special urban plans, amendments and others
Other: Housing plan, amendments to ordinances and statutes

By districts

- Ciutat Vella
- L'Eixample
- Sants-Montjuïc
- Les Corts
- Sarrià-Sant Gervasi
- Gràcia
- Horta-Guinardó
- Nou Barris
- Sant Andreu
- Sant Martí





in the area of Vallbona to define the basic criteria that should guide the drafting of the Master Plan. With the completion of the committee's work, the process was closed with a project presentation open to all citizens and a neighbourhood meeting in which members of the committee submitted the proposal to the residents of the neighbourhood of Vallbona.

- **Meridiana Dog Track:** Work continued for the monitoring committee constituted for drafting the MPM for the area of the Meridiana Dog Track. Monitoring was also carried out on provisional repair work in the area and intervention on the centrepiece of the Dog Track, under the national plan E for stimulating the economy and employment.

- **Navas Barracks:** Work continued for the monitoring committee constituted for the development of the Navas Barracks project.

- **Transformation of Avinguda Diagonal between Plaça Francesc Macià and Plaça de les Glòries:** A broad participatory process was defined to allow all citizens to participate in the process of defining the new Diagonal. The participatory process includes several stages:

- Information stage, with information sessions and the creation of a dedicated website for the project.

- Contribution stage, with the participation of various sectoral and regional councils of the city, individual citizens through a specific document and children and young people through workshops.

- Return stage, in which municipal officials respond to all the submissions received during the previous stage.

- Presentation stage and discussion of alternatives, at which time the proposals created by the technical team from the studies and public input are made public, explained in detail and discussed.

- Public consultation, with all citizens finally being called to vote for the proposal they like the most to transform Avinguda Diagonal.

- **Sagrera Suburban Railway Station:**

A committee was formed to monitor the development of the project to build the new station.

- **Fabra i Coats:** The monitoring committee is still working to develop the project of the former industrial area of Fabra i Coats.

- **Plaça de les Glòries and surroundings:**

The monitoring committee continues with the development of the proposed amendment to the General Metropolitan Plan in the Glòries area through its following working groups: mobility, investment monitoring, urban planning and facilities.

- **Transformation of Barcelona FC land:**

The monitoring committee continues work on defining the proposed amendment to the General Metropolitan Plan in the area of land belonging to Barcelona FC.

- **Prat Vermell Marina:** The monitoring committee continues to develop the project in the area of the Prat Vermell Marina.

- **High-speed train in the city of Barcelona:** The following four area monitoring committees continued working on the development of the high-speed rail (LAV) project in the city: by sections, Torrassa-Sants, Sants-Sagrera, Sagrera-Nus de la Trinitat and Nus de la Trinitat-Montcada. Four specific monitoring committees were also formed for the Sants-Sagrera section (Mallorca-Trinxant, Mallorca-Padilla, Bruc-Provença and Provença-Nicaragua) for above ground work in the ventilation and security shafts. And the following two sectoral working groups were formed for the Sagrera-Nus de la Trinitat section: planning, facilities and future mobility and monitoring of works, investment and existing mobility.

- **Tres Turons:** The monitoring committee is still working on project development in the area of Tres Turons.

- **Transformation of the area of the former Trinitat Vella prison:** A broad participatory process has been defined in order to carry out this transformation. The process includes an initial information stage, with the creation of a dedicated website and call for an assembly open to all citizens, and a second stage of collecting proposals through a participation document and discussion sessions with citizens. A monitoring



committee was also formed to define the basic criteria of the proposed amendment to the General Metropolitan Plan that will guide the transformation.

Other

The book *Art públic de Barcelona* (Public Art in Barcelona) was published a few days before Christmas by the Urban Planning and Infrastructures Sector, together with the City of Barcelona and its Publishing Services Department, with the aim of disseminating this important urban heritage. This reasoned catalogue is divided into nine chapters, ranging from the 1400s to the present, and includes a general bibliography and biographies of various authors. The book's texts were written by 268 specialists from different areas of the world of culture. It contains a total of 1,800 entries, including groups of monument and individual items, and offers an overview of the evolution of Catalan sculpture and its presence in public spaces, a presence that ranges from a merely ornamental role to that of defining new urban spaces. *Art públic de Barcelona* is a key tool in urban and social cohesion in the area and an element of identity and the recovery of collective memory.

- **Amendment to the ordinance on public attendance referring to premises where prostitution is exercised:** Initially adopted to amend the second transitional provision relating to premises where prostitution takes place and to introduce other changes in the wording of certain items to make them consistent with the transitional provision that it modifies.
- **Completion of the strategic map of the sector.**
- **Analysis of the service catalogue of the Urban Planning and Infrastructures Department.**

Housing

The Municipal Council Plenum approved the new **Barcelona Housing Plan 2008-2016** in May 2009, a tool for planning and scheduling aimed at meeting housing

needs and promoting social coexistence, as well as standardising the urban planning, social and housing policies of the Council. The three main objectives of the Plan are:

- To improve access to housing for people in need
- To assist people in maintaining their residence through processes of rehabilitation
- To provide timely financial assistance to people at risk of losing their residence

The Plan is intended to be structural rather than interim and aims to lay the groundwork for action on housing policies targeted at different segments of the population. Therefore, it is addressed to people in general and gives precedence to the right to housing over the right to property. The Plan is also one of the basic instruments of municipal social policy, while at the same time making comprehensive and crosscutting housing proposals (not just in terms of construction). Its development is based on seven main points:

1. To increase land set aside for affordable housing
2. To meet social housing demands by increasing and diversifying the supply of affordable social housing
3. To improve the conditions of housing stock built
4. To promote private housing rental
5. To intervene in social dysfunctions in the housing market
6. To innovate in terms of construction and promote sustainability in building and eco-efficiency
7. Proximity, public services and participation

Planning and subdividing to promote social housing

Work continued on the drafting and adoption of planning for reserved land aimed at social housing in order to increase the area for affordable housing in Barcelona.

- Planning was initially and tentatively approved of a gross floor area of

660,183m² for the construction of 3,365 open market housing units and 4,845 social housing units. Some of the plans are: ARE of Vallbona Master Plan; MPGM for the neighbourhoods of Roquetes, Trinitat Nova, Canyelles and Rambla Caçador; PMU for sector 14 of the Marina; MPGM for Tres Turons Park; PMU for Bolívia, Bac de Roda, Perú and the virtual extension of Carrer Provençals in 22@; PMU for sub-sector 4 of Llull-Pujades-Ponent PERI in 22@; MPGM for north part of Guineueta Vella; MPGM for Juan de Sada and surroundings, and MPGM for Prim.

- Final approval of planning for a gross floor area of 59,444m² for developing 237 open market housing units and 841 social housing units. Some of the plans are: UA2 PMU for Glòries-Meridiana Sur; PMU for UA2 planning of seafront; PEU and regulatory MU for Camp del Ferro, Berenguer de Palou and Pare Manyanet facilities, and PMU for Avinguda Diagonal and Carrers Badajoz, Bolívia and Ciutat de Granada.

Subdivision was also carried out to obtain a gross floor area of 89,773m², representing an area for 237 open market housing units, 709 protected and 132 social housing units.

Promoting social housing

Regarding the creation of new social housing, actions were carried out in all areas of the promotion in accordance with the provisions of the Barcelona Housing Plan, requesting and granting licenses, starting some construction work and finishing other work. [See Table 1]

Social housing licenses

The following licenses were granted: 16 officially protected housing units at Carrer General Vives 6 (BAGUR, SA); 13 at Carrer Estudiant 21-27 (Comapa Inmobiliaria, SLU); 50 at Plaça Gardunya 1-8 (Foment de Ciutat Vella); 19 at Passeig de la Exposició 34-38 (Fundació Foment Habitatge Social); 31 at Carrer Leiva 85 (Fundació Família i Benestar); 58 at Carrer Pujades 145-155 (Habitatge Entorn); 214 housing units for relocating people after remodelling at Carrers Palamós 54, Aiguablava 62, Plaça del Carme 1 and Entença 304 (INCASÒL); 20 officially protected housing units at Pasatje Calafell 6 (INCASÒL); 32 housing units for the elderly at Carrer Còrsega 363 (Municipal Housing Board); 15 protected housing units with officially approved prices at Carrer Sant Pere Més Baix 67 (POR FONT, SCCL); 64 officially protected housing units at Carrer Almogàvers 199 (PROHA, SCCL); 55 housing units for young people at Carrer Ali Bei 100 (Proviure CZF, SL); 54 protected housing units at Passeig de la Vall d'Hebron 120 (Puigfel, SA); 78 housing units for people affected by urban construction work at Carrers Garrotxa 40 and Segur 2 (REGESA); 32 officially protected housing units at Carrer Reina Amàlia 38 (REGESA), and 12 at Escultor Ordóñez 97 (Souca, SA).

Improving the conditions of housing stock built
Major work permits were granted to rehabilitate 760 housing units and permits for minor work were granted to rehabilitate 2,235. A total of 22,218

Table



Table summarising social housing actions in 2009

	Total protected housing	New protected housing	Social housing	Relocation housing	Area (m ²)	Gross Floor Area (m ²)
Works completed	855	234	276	345	22,006	83,693
Works begun	1,195	932	231	32	26,750	11,675
Licenses awarded	763	384	87	292	15,313	75,368
Licenses requested	777	331	218	228	15,280	72,150
Total	3,590	1881	812	897	79,349	347,969
Handover of keys	810					
Licenses pending at 31/12/09	1,157					
Works under construction at 31/12/09	2,428					



housing units in the city benefited from the grand total of all rehabilitation processes, and work was carried out at a cost of 106,435,064 euros, of which a total of 25,262,206 euros was in the form of public subsidies.

The assistance programme to install elevators began in September and was one of the new actions in the year in terms of rehabilitation. Work was carried out with a total investment of 13,831,719 euros, of which a total of 6,674,112 euros was in the form of public subsidies. There were 336 files created, representing a benefit for 3,936 housing units, and 181 files were completed in December.

Promoting rental housing

The functions of the city's Housing Offices helped to strengthen and unify the activities of rental housing stock and the management and processing system of aid for rental payment. The year's activity can be summarised as follows:

- 330 housing units added
- 297 contracts signed
- 215 ADIGSA housing transfers.
- 45,207,266 euros in aid to pay rent, corresponding to 22,844 grants processed and 19,156 approved

Intervention in social dysfunctions in the housing market

There were 43 new cases of possible real estate mobbing detected and remain under investigation, while a total of 48 are being processed. In addition, 65 new cases were processed for overcrowding and/or substandard housing and 43 remain open and are being monitored.

Innovation in sustainable construction and promotion

Various measures were carried out in terms of sustainability, both in defining criteria and the incorporation of actions in new subsidised housing developments.

Highlights included:

- Initial approval of urban master plan for eco-neighbourhood of the ARE of Vallbona.

- Completion of construction work for social housing units in Carrer Mare de Déu del Port, incorporating micro gas, integrated photovoltaic strips on façade, reusable construction systems, etc.

- Commencement of work by the Municipal Housing Board of Barcelona (PMHB) for a building in Carrer Navas de Tolosa to house social housing units, kindergarten and civic centre. The project includes an air conditioning system that provides for the supply of heating and cooling through a cogeneration process and power saving measures in the electricity network. These will also help to reduce CO₂ emissions and primary energy consumption, since their yield is 216%.

Proximity and services to citizens

Ten Housing Offices were opened, providing services to the 179,804 people who visited the offices and 84,984 who made phone enquiries, while the website received 652,834 visits.

The dedicated register for people requesting social housing in Barcelona began operating on 3 February and 22,840 new applications were accepted by the end of year, representing a registered total of 19,049.

The activity of the Social Housing Council can be summarised by two plenary meetings, four meetings of the Standing Committee, three meetings of the working group for drafting the Barcelona Housing Plan and a workshop on the draft plan for housing in Catalunya. In addition, a monitoring committee was constituted to monitor the register and its decisions, a monitoring committee on the dignified use of housing and a working group on rehabilitation. Eleven informational newsletters were also distributed.

Participation

Special attention was given to public participation in drafting new planning documents aimed at major transformations in neighbourhoods and proposing a large number of new housing units, as well as the monitoring of development projects through special committees formed by neighbourhood

associations in the corresponding areas, districts and representatives from the Housing Department. Special highlights were the participatory processes of the ARE of Vallbona, the new division of land at the former Trinitat Vella prison and development of the project and construction work at the former Sant Andreu Barracks.

BIMSA

a) City-wide actions

During 2009, BIMSA, as executor body of the main activities of investment and infrastructure of the City of Barcelona, followed a programme of actions commissioned by the City of Barcelona corresponding to the development of the Municipal Action Plan (PAM) 2008-2011.

The company achieved the objectives that were set, which were aimed at carrying out the actions assigned with the highest degree of efficiency in all three aspects of guaranteeing compliance with deadlines, ensuring economic and financial balance and ensuring the architectural and functional quality of the works.

Works completed

- Remodelling of Ronda del Mig at the southern opening of the Rovira Tunnel: demolition of the Horta viaduct.
- Previous work for Mas Guinardó facilities.
- Fòrum-Sagrera connection. Section II: urbanisation of Carrer Sant Ramon de Penyafort at the section between Carrers Llull and Cristòfol de Moura.
- Besòs seafront: removal of pre-load soil from Litoral-Besòs platform.
- Plaça de les Glòries: ancillary actions in the area of the Design Centre.
- Plaça de les Glòries: improvements of roads with the provisional adjustment of the interior area of the ring road for the circulation of buses.
- Born Market Cultural Centre: micropiling work.
- Sants MPGM: underpasses for Rambla Badal and Carrer Riera de Tena and glass enclosure of the seafront façade of the railway access roof at Sants Station (Badal area).

Works in progress

- Urbanisation of Carrer Martí i Franquès.
- Dolors Aleu socio-medical facilities in the district of Sarrià-Sant Gervasi.

- Can Calopa Social Centre.
- Plaça Lesseps surroundings.
- Remodelling of Ronda del Mig at the southern opening of the Rovira Tunnel: urbanisation of Ronda Guinardó between Carrers Sardanya and Cartagena.
- Remodelling of Avinguda Mare de Déu de Montserrat with Carrer Cartagena.
- Mas Guinardó facilities.
- Underground car park in Carrer Galícia in Trinitat Vella and library structure.
- Fòrum-Sagrera connection. Section I: semi-roof in Gran Via and Carrers Extremadura, Sant Ramon de Penyafort and Cristòfor de Moura.
- Besòs seafront: urbanisation of the seafront between Rambla Prim and Carrer Josep Pla and conditioning of green area.
- Besòs seafront: urbanisation of Diagonal-Besòs Interuniversity Campus.
- Plaça de les Glòries: Design Centre (Stage I).
- Plaça de les Glòries: detour of access road and services affected by new Encants Market.
- Born Market Cultural Centre: rehabilitation of market building and construction of new structure.
- New fire station at the entrance to Porta Forestier de Montjuïc.

Works in project stage

- Executive project work for earthmoving and previous land conditioning to build the perimeter structures forming the surroundings of the Marine Zoo.
- Executive project work for the new group of facilities in the former Alchemika factory: neighbourhood centre, kindergarten and library structure and enclosure corresponding to first stage.
- Executive project for the section between Carrers Balmes and Mandri for remodelling Ronda del Mig, Ronda General Mitre-Travessera de Dalt (Via Augusta-Balmes).
- Executive project for Sòcol building in the area of Plaça de les Glòries.
- Urbanisation project for roof and annex spaces of railway access at Sants Station: façade and roof on mountain side.
- Executive project for underground car park in Menéndez Pelayo gardens.
- Basic and executive project for an underground car park in Carrer Thous and urbanisation of green area, roads and surroundings.
- Remodelling project for Carrer Pi i Maragall.
- Executive project for Nova Mar Bella Park.



- Urbanisation project for railway roof between Carrer Riera Blanca and Plaça de Sants.
- Drafting of executive project for new underground roads and draft project for above ground roads in the area of Plaça de les Glòries.

Single actions: Social Service Centre Plan

As part of the investment programme 2008-2011, the Social Action and Citizenship Sector plans to implement its Social Service Centre Plan in order to introduce a new model of basic social services in Barcelona. The Sector has expressed its desire for BIMSA to manage the reform and construction of the new facilities.

The roadmap of the future facilities that will serve the 73 neighbourhoods of Barcelona includes a total of 41 actions, of which 36 will be directly managed by BIMSA and the remaining five by other operators, although coordinated by BIMSA, which will also carry out the installations. Thirteen actions were completed in 2009, while six are currently in progress, eight are in project stage and nine scheduled to begin.

b) Local area actions (implementation of District Investment Plan)

On the occasion of the introduction of Barcelona 2.0, BIMSA has assumed management since the year 2009 of projects and works within the District Investment Plan for those districts that do not have their own company mechanisms to carry them out, such as Sants-Montjuïc, Les Corts, Sarrià-Sant Gervasi, Gràcia, Horta-Guinardó, Sant Andreu and Sant Martí.

Works completed

- District of Les Corts: Urbanisation of Carrers Taquígraf Martí, Jaume Roig and Regent Mendieta and Pastatje Ametllers and repair of Carrers Baldri Reixac and Pasqual Vila.
- District of Sarrià-Sant Gervasi: Urbanisation of Carrers Freixa, Modolell, Rector Ubach and Pàdua, Baixada de Blanes, Pasatje Blada and itinerary of Fuente de la Budellera.
- District of Gràcia: Urbanisation of Carrers Sant Josep Cottolengo and Ramiro de Maeztu, Pasatjes Alió and Amunt and the area around Llibertat Market (Stages I, II and III).



- District of Horta-Guinardó: Slopes of Carretera del Carmel.
- District of Sant Andreu: Urbanisation of Carrers Vèlia, Bofarull, Matanzas, Vallès and Sant Sebastià-Sant Idelfons, and placement of noise barriers in Carrer Baró de Viver.
- District of Sant Martí: Urbanisation of Plaça Puigcerdà.

Works in progress

- District of Sants-Montjuïc: La Bàscula sports centre.
- District of Les Corts: Urbanisation of Carrer Caballero and Can Guitard children's play centre
- District of Sarrià-Sant Gervasi: Urbanisation of Carrers Camp, Gleva and Bertran.
- District of Gràcia: Urbanisation of Esteve Terradas gardens.
- District of Horta-Guinardó: Urbanisation of Unitat Park and entrances and renovation of Casal Font d'en Fargues.
- District of Sant Martí: Taulat neighbourhood centre, Concili de Trento centre for the elderly and offices for TV Clot.

Work in project stage

- District of Sants-Montjuïc: Urbanisation of Carrers França Xica (Stage I), Melcior de Palau, Tirso de Molina, Blanco, Sant

Germà and Sant Ferriol, Plaças Bonet i Muixí and Herenni and their surroundings. Urbanisation of entrances to the neighbourhoods of Can Clos and Verge de Núria (SEAT) and drain in Carrer Santa Dorotea. Sociocultural facility in Carrer Albareda.

- District of Les Corts: New changing rooms in the Aristides Maillol sports centre (Stage III). Enlargement of district headquarters. Urbanisation of Plaça Can Rosés.

• District of Sarrià-Sant Gervasi: Urbanisation of Carrers Alfons Xilè, Major de Sarrià (Plaça Sarrià-Ronda de Dalt) and Craywinkel and Plaças Cirici Pellicer and Germans Rubió Bellver. Urbanisation of the area around Plaça de la Torre and Sarrià Market. Rectoret neighbourhood centre and Vila Florida library.

- District of Gràcia: La Violeta public facilities.

• District of Sant Andreu: Urbanisation of Plaças Baró de Viver and Orfila and Sant Andreu stream. Vella Trinitat library. Can Portabella housing units. Fabra i Coats association centre (Building A). Fabra i Coats neighbourhood centre (Building C). Fabra i Coats multipurpose centre (Buildings I and J).

- District of Sant Martí: Changing rooms in Júpter football ground. Roof for Clot de la Mel sports ground. Roof for La Palmera sports ground.

Table



Indicators

Planning approved

Number of plans approved	112
Surface area (m²)	673,375

Management approved

Number of urban actions approved	36
Total surface area (m²)	1,651,390

Activity licenses

Number of licenses requested	604
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Licenses for major works

Number of licenses requested	118
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Housing

Total number of housing units	3,033
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Ajuntament de Barcelona

La Fàbrica
del Sol

Environment

Fifth Deputy Mayor:

Ms. Immaculada Mayol i Beltrán

Manager:

Mr. Jordi Campillo i Gámez

The mission of the group comprising this Sector is to use quality sustainable criteria to manage the provision of urban services and preservation of the environment, lead the commitments to improve the environment and combat climate change for a sustainable quality of life for citizens.

The Environment Sector is the driving force of a clear commitment towards sustainability by the City of Barcelona. In terms of respecting the environment and combating climate change, it is necessary to continuously improve the services that are provided and the quality of public space, encouraging citizen involvement and shared responsibility. This city model of environmental quality is synonymous with a quality of life and commitment to the future.

In 2009, the Environment Sector led the commitment towards sustainability with the introduction of a new cleaning contract for 2009-2017; rehabilitation of the Espanya Industrial Park; Green Decree for construction works; Energy, Climate Change and Air Quality Plan of Barcelona 2011-2020; inauguration of La Fàbrica del Sol (Sun Factory), or participation in the Copenhagen Summit, among many other actions. All of these were framed within five specific lines of work:

- **Green and biodiversity:** To increase and improve the quality of green spaces, stricter policies on animals in respect to ownership, protection and coexistence with people.

- **Agenda 21, commitment to sustainability:** Agenda 21 is a city project open to all and a driving force for change and shared responsibility to promote exemplary action by the City of Barcelona. It is also a civic commitment to sustainability.

- **Quality public space with environmental criteria:** To intensify cleaning, management of public space and quality of urban services and improve accessibility and mobility for pedestrians.

- **Environmental quality of the city and efficient management of natural resources:** To promote the use of renewable energy, reduce water consumption and light pollution and improve air quality and noise comfort.

- **Reduction, recycling and reuse of waste:** To improve waste collection systems and promote a plan of waste prevention and recycling.

Developed actions

Green spaces and biodiversity

We are developing a model in which urban green areas (parks, gardens and trees) generate socio-environmental benefits. In this sense, the city of Barcelona gained 3.5 hectares of green spaces last year and planted 3,365 trees and 425,276 flowers.

Rehabilitation of parks and gardens

The gardens of Portolà and Joan Raventós were incorporated as new public green spaces. The Espanya Industrial Park was also rehabilitated, as were the Tamarita and Grec Theatre gardens, and two unique buildings, the Hivernacle and Umbracle in Ciutadella Park. Work also began on the channelling of water in the Costa i Llovera gardens and rehabilitation of the Mirador del Poble Sec. Other actions related to improving the infrastructure of green spaces that began in 2009 were in Francesc Alegre, Joan Maragall, Josep Goday, Pablo Neruda, Josep M. Serra Martí Park, Rubió i Lluch Park and Taxonera Park (already completed).

Outstanding work at Park Güell

A thousand trees in the forest zone and 80 in the heritage zone were destroyed after a wind storm in January. In October and November, 4,425 shrubs and perennials and 267 trees were planted throughout the park. A comprehensive action plan for Park Güell 2010-2020 was also presented, the result of a participatory process undertaken with all stakeholders of the park during the year. Its aim is to manage use of the park to adjust the spaces and services for all users (residents and visitors), improve knowledge and presentation from the perspective of sustainability and culture, and improve the overall management of the park and public. 7,600 Mediterranean shrubs and 30 oaks were planted in November as part of this project and the "Plant for the Planet" campaign of the United Nations Programme for the Environment.

Affiliated entities:

- **Municipal Institute of Parks and Gardens**
- **Barcelona Energy Agency**

Comprehensive rehabilitation of Espanya Industrial Park

One of the most emblematic parks in the district of Sants-Montjuïc, the Espanya Industrial Park was the object of one of the most important urban renewal projects during this term in the area. Its most characteristic areas were renewed and enhanced: green areas, stands and stairs, light towers, pond, street furniture, children's play area and area for dogs. The intervention also helped improve the irrigation network and extended the use of phreatic water.

International recognition for rose garden

As part of the 15th Convention of the World Federation of Rose Societies, the rose garden in Cervantes Park was awarded the international Garden Excellence Prize, which recognises the most exceptional gardens from a historical, educational and/or visual point of view. Rose experts from around the world appreciated the beauty, history and educational value of this green space, featuring over 2,000 roses spread across four hectares.

Pet Plan (2009-2014)

The plan covers the period 2009-2014 and aims to ensure maximum protection and wellbeing for pets, maximising the benefits they provide for people and minimising the problems of coexistence with the public and conservation of biodiversity. The Pet Shelter Park will be located on Montjuïc, on a site between the Botanical Institute of Barcelona and Montjuïc Cemetery.



Quality public space with environmental criteria

The aim of ensuring the maintenance and continuous improvement of public space and urban services using quality sustainable criteria was applied to extensive improvement works in 86 streets. This included, for example, the redesign of streets, burial of power lines, improvements in accessibility or sewage, lighting points, etc. A total of 598,688m² of streets was also paved, some with noise-reduction surfacing.

Escalators

Improved access to certain neighbourhoods was reflected in the construction of 11 new sections of escalators in four locations: Jaume Cabrera, Móra la Nova, Vall d'Hebron and Beat Almató.

Commitment to greening works

The Environment Sector introduced a law to reduce the environmental and social impact of public works in progress with a budget of up to 450,000 euros. One line of action of the greening works project lies in the drafting stage of construction projects and affects the need to define a series of measures at this stage – some of them mandatory because of existing environmental regulations – aimed at reducing the environmental and social impact that construction

works in the city may have on the environment.

Environmental quality of the city and efficient management of natural resources

The Environment Sector encourages consumption patterns and performances based on savings and the efficient use of available resources.

Environmental commitment to public lighting

The award of the new contract for public lighting maintenance in Barcelona 2010-2013 is important because of its environmental commitment, reduction in light pollution in the city and increase of the energy efficiency of facilities. The stock of light installations in Barcelona has grown an average of 1.5% per year since 2005.

Ten years of solar thermal ordinance

Solar thermal energy in new constructions and rehabilitation of buildings is already a reality representing 66,000m² and has become another basic element in buildings. Solar thermal systems have gained credibility as an alternative to conventional energy at a national and international level.

New energy road map for Barcelona

The new Energy, Climate Change and Air Quality Plan for Barcelona 2011-2020 intends to address the situation of energy

Table



Lights (units)

	2004	2005	2006	2007	2008	2009
Road lighting – Districts	139,261	139,639	140,681	143,239	145,330	145,767
Road lighting – Forum	2,245	2,245	2,245	2,245	2,245	2,245
Artistic Lighting	4,861	4,682	4,005	3,351	3,800	3,800
Urban tunnel lighting	10,524	12,305	10,610	9,951	9,255	9,255
Consumption in GWh	102,146	114,456	102,809	99,374	96,820	88,908

matters, climate protection and environmental pollution, establishing a municipal strategy regarding these issues and quantifiable and measurable goals based on the definition of desirable future scenarios. It will also identify actions and projects to be undertaken to achieve its set objectives based on different strategic approaches.

Alternative water resources

The drought decree was repealed in mid-January, having been activated a year earlier to address the exceptional situation caused by a lack of rain and ending restrictions on the use of drinking water. This exceptional situation, however, helped to acquire more sustainable practices in the maintenance of the city, such as the use of phreatic water in street cleaning and the watering of parks and gardens.

The Catalan Water Agency awarded the City of Barcelona 1.81 hm³/year of below ground water for use in municipal services. The volume of water distributed in 2009 was over one million cubic metres, a similar to that of 2008, but under a normal hydrological situation. In addition, a technical plan was drafted for the use of alternative water resources in Barcelona, which provides network planning for a total of 3.56 hm³/year, 90% of the potential limit.

Rationalisation of public fountains

A plan was developed to remove 10% of public fountains within five years. Twenty-seven fountains were removed in 2009 and 19 new fountains were installed. In addition, 1,640 fountains in the city were painted and three unique fountains were restored, as well as 12 typical Barcelona fountains. Works for saving water were carried out (with resources from the Cohesion Fund of the European Union) on 42 ornamental fountains, and waterproofing and repair work was done on another 25 fountains (under the National Local Investment Fund).

Improved sound quality

The plan for the reduction of noise pollution in the city of Barcelona 2010-2020 is the culmination of a process begun with a strategic noise map, and arises from a desire to make all municipal policies tangible in regards to noise pollution so that the strategic road map can become a tool to put them into practice. The plan is a priority for the City of Barcelona to improve sound quality in the city by developing and leading programmes, priority actions and frameworks of cooperation, coordination and information to help reduce overall noise in the city, especially in areas that

Table



Water consumption

	Network water (m ³)		Phreatic water (m ³)		Sustainability index (1)	
	2008	2009	2008	2009	2008	2009
Irrigation of parks and gardens	1.176,488	1,593,026	327,398	357,027	21.77	18.31
Ornamental fountains and sheets	284,603	340,780	177,708	225,037	38.44	39.77
Street cleaning	30,820	57,760	306,319	272,554	90.86	82.51
Sewer cleaning	11,668	2,672	131,890	91,333	91.87	97.16
Public fountains	144,807	138,320	-	-	-	-
Total urban services	1,648,386	2,132,558	943,315	945,952		

(1) % phreatic water consumption out of total.



exceed limit values, and protect quiet areas against an increase in noise pollution.

Projects on the seafront

Under the Stabilisation Plan for the beaches of Barcelona, the Ministry of the Environment and Rural and Marine Affairs completed construction of a submerged dam to preserve the Mar Bella beach, whose aim is to protect the city's seafront and prevent the loss of sand that is triggered by storms.

Balance of the beach season

The good weather and consequent increase in the use of public space on the coast marked the summer season. The water quality of the city's seven beaches and bathing areas remained excellent throughout the season at 99.5%. This year saw a decline of 7% of the waste collected from the sand (representing 30.2% of the total) and an increase of 21% of waste collected from bins (52.8% of the total) over the previous year. Regarding lifeguard services, there was an increase of 24% in terms of interventions made by the Red Cross.

This season included 12,778 informational actions and 30,750 environmental awareness actions in the remodelled Beach Centre by people providing information and civic

promoters encouraging good environmental practices among users and beach kiosks or deckchair license holders. This summer also saw the opening of a new facility at the beach of Sant Sebastià, the Espai de Mar (Beach Space), a rental service that includes showers and lockers with multipurpose rooms, all adapted for people with disabilities.

Waste reduction, recycling and reuse

The new cleaning 2009-2017 contract, which came into operation in November, reflects the need to facilitate the disposal of waste generated by the public and encourage sustainable practices to preserve the surroundings and environment. Increased street cleaning and the introduction of containers that are suitable for and closer to all citizens. Organic collection was also extended throughout the city, selective collection was increased and vehicle emissions became more sustainable and less noisy.

The new contract has a budget of 1,994 million euros and will directly employ 4,061 workers throughout its term, and indirectly 1,248 workers (temporary or during the entire period).

Table



Cleaning and waste collection

	2004	2005	2006	2007	2008	2009
Urban waste (tons)	848,771	858,868	849,332	865,095	894,657	864,188
Selective collection (tons)	231,812	253,839	267,240	287,059	289,693	279,577
• Paper and cardboard	65,163	79,268	85,945	94,856	97,802	86,045
• Glass	21,675	23,859	25,901	29,917	31,285	31,479
• Packaging	11,696	12,661	14,086	17,053	18,462	18,749
• Organic	86,269	86,296	86,210	86,915	85,320	83,925
• Bulky	30,322	31,267	31,803	31,577	29,842	29,924
• Other	16,688	20,487	23,295	26,741	26,982	27,273



Social commitment to sustainability

The Environment Sector promotes local policies that incorporate principles of sustainability, reduce environmental impact and extend the culture of sustainability in the city, as well as actions to promote the fight against global warming.

Opening of Sun Factory

The Sun Factory is a new municipal facility that is born of the commitment to provide the public environmental education necessary for a more sustainable city. This is one of the most important commitments of the Environment Sector. The Sun Factory is housed in the building of the city's former Gas Plant, which has been restored with bio and eco-design criteria, making it an example in the use of renewable energy.



Agenda 21

A total of 325 organisations, companies and institutions (25 more than 2008) and 326 schools (72 more than 2008) are the signatories of Agenda 21, the "social commitment to sustainability" and the definitive tool for participation. There are 264 centres with action plans and ongoing projects in Agenda 21 for schools, the programme to facilitate the involvement of schools in building a better, more sustainable world.

Communication campaigns

During the year, the Environment Sector launched communication campaigns aimed at transmitting its values and seeking shared civic responsibility. One outstanding campaign was the deployment of the new cleaning contract, which places considerable emphasis on the implementation of the collection of organic material. Work was also carried out on the responsible ownership of pets, the importance of reconciling neighbours' rest with nightlife and on keeping beaches free from litter.

New “Magic Fountain” show

A total of 2.8 million visitors and 13,800 coaches visited the Magic Fountain of Montjuïc in 2009, the year in which a new show was premiered with music from the 1980s. More than 1,200 people also visited the interior of the facility.

Educational activities

In the context of environmental education activities for schools during the academic year 2008-2009, 395 parks activities were developed in which schools extended their knowledge of social and natural environments and positive actions related to the environment of parks and gardens were encouraged. The activity “How does Barcelona work?” also increased awareness in schools about the environment, introducing them to environmental facilities and providing resources to schools, while giving support to the Agenda 21 for schools. Some 4,000 children participated in the Spring Festival that was held in ten parks in the city’s ten districts.

Barcelona present at Copenhagen Summit

Barcelona hosted the Climate Change Talks 2009, which was attended by

more than 4,500 people, including delegation members from 181 states participating in the conference and side events on topics related to the prevention of climate change and adapting to its effects.

A delegation from the City of Barcelona, led by Fifth Deputy Mayor Imma Mayol, participated in the Summit of Mayors and Local Government Climate Lounge of the Copenhagen Summit, where Barcelona was one of the twelve cities selected to present their solutions to tackle climate change through the “Future City” exhibition on the use of solar energy.

Towards the Council+Sustainable Convention

On 18 March 2010, La Sedeta Civic Centre hosted the Council+Sustainable Convention, a turning point for improving the internal greening of municipal services and offices. The goals and future actions of the Internal Greening Plan for the City of Barcelona were defined after a lengthy participatory process with municipal workers involved in the policy areas of the Council+Sustainable Programme in 2009.



Table



Indicators

Public Space

	2009	2008	% change
Number of actions to remove paint and graffiti	218,390	244,152	-10.55

Water

Phreatic water consumption out of total water used

% in street cleaning	82.51 %	90.86 %	-9.19
% in watering of parks	18.31 %	21.77 %	-15.89

Energy

m ² of processed solar thermal plates	7,278	11,383	-36.06
kWh of consumption in public lighting	101,749,591	104,846,557	-2.95

Green and biodiversity

Number of trees pruned	69,717	59,327	17.51
Number of shrubs and flowers planted	531,369	305,328	74.03

Waste

Fraction of collected selective waste	33.60 %	33.70 %	-0.30
Number of users of green points	478,882	452,736	5.78



Prevention, Safety and Mobility

Prevention, Safety and Mobility
Councillor:

Ms. M. Assumpta Escarp i Gibert

Mobility Councillor:

Mr. Francesc Narváez i Pazos

Prevention, Safety and Mobility
Manager:

Mr. Joan Albert Dalmau i Balagué

The group that makes up the Sector of Prevention, Safety and Mobility is responsible for managing municipal services and activities related to public roads, including the Guardia Urbana (city police) and Prevention, Firefighting and Rescue Services.

Prevention and Safety

As regards Prevention and Safety, actions have followed a set of strategic guidelines:

Prevention

Map of actors in prevention and coexistence

Work was carried out on identifying actions developed in the city by both public services and social initiative organisations on matters of conflict prevention and coexistence.

Thus, more than 480 services and organisations in the city were interviewed and 360 projects developed by 196 public services and entities were identified, almost 50% of them of a social nature, which demonstrates the importance of Barcelona's community network.

The project is part of the model for creating governance networks in which the links between actors generate interdependence dynamics within a horizontal relationship and in which each actor contributes resources, knowledge and skills to create added value in one of the city's key areas: coexistence.

Guardia Urbana

Below is a list of the actions carried out by the Guardia Urbana during the year within the framework of its objectives:

Implementation of Stage 3 of Proximity Plan

The Proximity Plan, launched in 2007, was consolidated throughout the city with the deployment in the districts of Eixample, Les Corts, Sarrià-Sant Gervasi and Horta-Guinardó. The Plan is based on a deeper understanding of the realities of each area and in knowing what happens in each district as a method of planning and responding to citizens' needs. The Proximity Plan has helped to improve the quality of care to citizens in terms of civic behaviour, coexistence, prevention and quality of public space. Work has been carried out in the following areas to fulfil its objectives:

- **Proactive work** to increase awareness of any peculiarities and provide a deeper understanding of what happens in each neighbourhood in order to be able to plan and act proactively.

- **Local patrols on foot, by bicycle or scooter:** The presence of agents on the streets was increased to facilitate contact with citizen, thus increasing the sense of security and helping to detect of various problems.

- **Detection of incidents in public spaces:**

The Guardia Urbana reported 6,625 incidents on public thoroughfares to various operators during the year. This in many cases implies a faster way to resolving the problem.

- **Strengthening relationships with association network in the neighbourhood:**

The relations of the Guardia Urbana with the community and association network helped to improve monitoring of complaints and suggestions from citizens, with 3,904 visits made during the year

- **Organisational improvements:**

Each territorial unit was assigned an operational captain in charge of the neighbourhood, and communication and knowledge about the area was reinforced with local patrols to improve the response to citizens' demands.

- **Technological improvements:**

The incorporation of new PDA functions, with the possibility of including photographs, helped to improve the handling of incidents on public thoroughfares and the response in resolving them. On the other hand, PDA access to the databases of the Mossos d'Esquadra (Catalan police) and Directorate General of Traffic (DGT), which allows immediate online information access, led to improved procedures for action on traffic and safety matters.

- **Call for new agents:** There was a public call for 250 new agents this year, which helped to increase the number of agents working at a street level in local areas.

Reducing accidents

Work continued with the aim of reducing accidents in the city and, to achieve this,

teams were strengthened to monitor violations that caused the majority of accidents and control of accident points also increased. The accident rate fell by 1.35% over the previous year and 24.43% since the year 2000. In terms of fatalities, the number fell by 25.93% compared to 2000. There were 9,760 traffic accidents in Barcelona in 2009, 189 fewer than in the previous year.

- **Special teams:** The number of special control teams at night was increased in areas of highest concentration of entertainment activities, including breath and drug tests. In total, there were 141,175 breath tests, 8% more than in the previous year (130,561 preventive controls). Of these, 11,974 tested positive, a figure higher than 2008 (10,131 positive). Particular attention was paid to motorcycles to help prevent accidents of these more vulnerable vehicles, given that alcohol is a risk factor that increases the possibility of having an accident. The ratio of controls with positive results rose from 7.8% in 2008 to 8.5% in 2009, indicating some relaxation on the part of drivers about the dangers of combining alcohol and driving.

- **Increased control on offenses that cause most accidents:** Personal and technologically based controls were increased to help reduce risk behaviour such as improper turns, negligent or reckless driving, disregard of traffic lights and pedestrian crossings and lack of attention when driving.

- **Awareness campaigns:** One of the measures designed especially for pedestrians in 2008 was painted messages on roads at certain pedestrian crossings informing the public that one of every three accident deaths in Barcelona was a pedestrian. The result of the campaign was 54% less pedestrians run over at these points. The experience was repeated in 2009, but with guardrails also introduced in specific areas to direct pedestrians to safer routes. Actions were carried out at a total of 133 points.

In general, pedestrian accidents were reduced by 0.08%, while at the marked

crossings the reduction was 84.17% from the beginning of the measure to 31 December 2009.

Twenty-seven specific awareness campaigns were also created and, since June, fines now incorporate messages about the risks of the conduct sanctioned: for example, in the case of a violation for ignoring a red light, the offender is informed of the number of accidents, injuries and deaths produced in the city for this reason and requested not to become part of these statistics.

- **More control at risk points:**

Special teams were established at crossings or in areas with more conflict points in terms of circulation at peak traffic times to avoid accidents and improve traffic flow. Work was carried out in 51 areas that had accumulated a total of 710 accidents in 2008.

The accident unit of the Guardia Urbana and territorial units made proposals for improvements that reduced the rate of accidents in these areas. The effect on accidents was also assessed of the proposed improvements implemented in 2008, a total of 53 actions in different parts of the city resulting in a reduction of 43.7%.

- **Specific safety precautions**

for motorcycles: In line with accident prevention among motorcyclists, measures such as the introduction of an advanced area for motorcycles (ZAM) at various intersections across the city were effective in reducing risk situations. The main objective of the ZAMs is to avoid, as far as possible, dangerous overtaking of cars by motorcycles precisely at the moment when the light turns green.

Preventing risky behaviour involving pedestrians and cyclists

Work was carried out on both monitoring infringements by cyclists and protecting cyclists against violations by car drivers. Surveillance was increased on the use of bike lanes on some city streets where cyclist behaviour that jeopardised the safety of pedestrians had been noticed.

Informational actions were also carried out to raise awareness among cyclists of



compliance with the ordinance of pedestrian and vehicle circulation regarding the parking of bicycles in areas that may hinder the mobility of pedestrians.

There were specific campaigns to protect the most vulnerable users – pedestrians, cyclists and motorcyclists – and messages were posted on information panels of the road network to raise awareness among users of the need to respect the rules.

Tighter controls on activities generating feelings of insecurity

There were tighter controls on activities taking place in public spaces, working on the prevention of crimes and offences by increasing officers on the street and controlling the occupation of public spaces and inconveniences resulting from this. Work was done on truancy prevention and detection and action against drug use and trafficking, as well as work on detecting and caring for homeless people in collaboration with social service areas.

In the case of truancy, work was done in 21 schools, in which 26 truant children were detected and 34 for consuming drugs.

Part of the work done by the Guardia Urbana also included actions on specific behaviour that produced a subjective perception of insecurity among citizens, such as activities deriving from prostitution in the streets, the presence of con men and beer vendors or drug dealers.

In the case of prostitution, we must highlight the work done mainly at night in Ciutat Vella, with the result of 253 complaints against clients and 723 against those offering sexual services.

Regarding unauthorised street vendors, a total of 54,012 interventions were carried out, 45% more than in the previous year.

As for drug trafficking, the setting up of the Public Health Task Force in the district of Ciutat Vella in October, comprising four officers and a captain, led to a total of 113 arrests for crimes against public health.



Reducing violations of the ordinance on coexistence and civic behaviour

Work continued to ensure the coexistence of citizens in public spaces. Control was maintained on all violations of this ordinance by placing special emphasis on specific actions.

Three special operational teams were set up in the city centre in order to detect and correct violations of the ordinance: a weekend team to control unlawful street vendors in central areas of the city and Port Vell-Maremagnum; a second team to tackle violations related to alcohol or drugs and using public streets for physiological needs, especially during the weekends in the Rambla area, and a third team working every day of the week from 10pm to 2am to control violations related to street vending in the Rambla area.

Over the summer months, work was done on avoiding trouble in public spaces – monitoring the use of beaches and squares, ensuring that clubs and bars comply with maximum limits and preventing the holding of unauthorised parties – as well as on reducing noise pollution.

Throughout the year, monitoring was done on the consumption and sale of drugs to minors and special monitoring teams were set up to control areas in specific city block interiors. Outstanding were the teams in the Eixample district to prevent alcohol and drug abuse among minors. 712 areas were monitored, resulting in 504 complaints concerning drugs, 213 for alcohol and a total of 306 children returned to their parents.

The Guardia Urbana also made it easier for children who requested it to become eligible for the psycho-educational programme of the Public Health Agency.

With regard to other interventions related with the ordinance, mention should be made of the 322 complaints and 186 criminal proceedings for graffiti, with 54,012 interventions. There was also an increase in complaints against buyers.

Minimising the inconvenience of works in public thoroughfares

The 310 construction work actions in Barcelona during the summer generated a significant increase in inspections to identify items that could pose a danger to pedestrians and/or drivers. To unify criteria and facilitate proper signalling in the works, a new signalling manual was created to establish a quality standard for identifying works in public spaces and unifying the criteria required for all companies operating on public thoroughfares. The new manual includes up to 230 files, depending on the type of involvement.

Minimising the effects of large concentrations of people

The Guardia Urbana participated in several operations aimed at minimising the effects of the concentration of a large number of people in public spaces, such as the evacuation of people gathered on the city's beaches for the festival of San Juan, operational control of the festivals of Gràcia and Sants and the Mercè or New Year festivities.

Also noteworthy were the teams creation for the passing of the Tour of France through the city, with over 600 agents deployed, the celebration of the Red Bull Air Race, different operational controls of football fans in the city for the Champions League matches and protection and support service of the parade celebrating the titles won by FC Barcelona this season.

Increasing and strengthening joint operations with the Mossos d'Esquadra

Coordination increased during the year on joint operations between the Guardia Urbana and Mossos d'Esquadra, while cooperation continued with the Spanish National Police, Civil Guard and various local police forces. This coordination implies a key element in Barcelona's Public Security System, helping to



improve the levels and areas of responsibility of each police force. The increase in joint operations also rose significantly. [See Graph 1]

Citizens who had a specific team also worked together with the Mossos d'Esquadra in major events, as well as in territorial areas, coordinating actions in trouble spots where there was a local demand from residents.

In the month of March, a new statement was issued that established the planning process for teams and determines the levels and areas of responsibility of each police force.

Fostering new partnerships with other services

Work continued in the area of work coordination, seeking the cooperation of other services and organisations, both municipal and other government administrations.

Among the agreements and conventions established, it is worth mentioning the cooperation agreement between the City of Barcelona and General Council of Judicial Power (CGPJ), which has courts with telematic access to technical reports of traffic accidents.

This has led to procedural improvements, reducing processing times, optimising resources and thus facilitating a resolution.

Also noteworthy was the Protocol with the License and Inspection Services Department to establish a procedure for providing support to inspectors in cases of conflict situations.

Prevention, Firefighting and Rescue Services (SPEIS)

Below, we detail the actions taken by the fire brigade as part of its objectives:

Design of new Master Plan

The Prevention, Firefighting and Rescue Services (SPEIS)-Barcelona Fire Brigade celebrated 175 years of history in 2009. Coinciding with this date, we have tried to adapt the service to the future of a dynamic and changing society like ours.

Great analytical effort was required to design this adaptation and achieve an innovative model that could provide the Fire Brigade with the necessary tools to face new challenges in the city with full guarantees of success.





The result was the definition of a new management model that advocates the maintenance of the basic indicators of effective interventions and an increase in security conditions for citizens and firefighters.

Prevention and self-protection

Work continued on improving prevention measures in the city by following different courses of action, bringing prevention closer to citizens, working on new plans to cover risks that had not been contemplated and updating existing plans.



- **Specific emergency plans:** In line with previous years, all the existing plans continued to be updated. The Municipal Civil Protection Commission approved the Municipal Action Plan for accidental marine pollution and Municipal Emergency Basic Plan, which in addition to updating all its data also incorporated the action protocol for windstorms and heatwaves. The Emergency Plan for Ronda del Mig was also revised and expanded, becoming the Municipal Emergency Specific Plan for serious accidents in road tunnels.

Work continued on constantly updating data in all plans, reviewing the Municipal Emergency Action Plan (PAEM) for seismic risk, including risk assessment, reviewing the Municipal Emergency Specific Plan (PEEM) for accidents in passenger transport by rail and the development of a new PAEM for radiological risk.

- **Prevention campaigns:** Work on prevention and self-protection campaigns with different groups in the city, aimed at offering advice to prevent and deal with a fire.



- **Prevention in schools:** Continuation of the educational line on prevention initiated some years ago in schools. SPEIS visited schools and organised visits to fire stations.

Improved services and facilities

The following actions were carried out in terms of planning the park network in the Master Plan:

- **New Port Park:** Construction work began for this park, which will encompass Ciutat Vella, Poble Sec and port area, and will replace the existing park at Drassanes.
- **New interim Eixample Park:** An interim park was constructed within the area of the Joan Miró Park to incorporate the operational services of the former Eixample Park, while at the same time endorsing the project for the future Eixample Park at the same location in Carrer Provença.

Increasing senior staff and employees

The following actions were carried out:

- **Incorporation of new firefighters:** Thirty-five new firefighters were incorporated to expand and rejuvenate the workforce and thereby strengthen the structure of SPEIS.
- **Call for internal promotion competitions:** 19 new places for captains and seven for sergeants were incorporated to strengthen the internal structure at an operational level. Moreover, 17 new places for captains were announced.
- **Incorporation of new technicians:** Four technicians were incorporated, one of whom was for a training period, thus strengthening the internal structure of SPEIS at a technical level. In addition, six new interim technical posts were also advertised.

Mobility

One of our primary objectives is to reduce energy consumption and emissions associated with urban travel. Committed to innovation and efficiency of our services, we advocate mobility that consumes less and helps to achieve greater road safety and a better quality of life for the citizens of Barcelona.

A city that moves on foot and by bicycle

Actions favouring pedestrians:

- **215 km of Zone 30:** New areas to reduce traffic, improve the environment and increase safety for pedestrians and cyclists in Can Peguera, Horta, Poble Sec, Darró-Putxet, Sant Ramon, Camp de l'Arpa, area around Gran Via-Guipúscoa, Raval, Gòtic, Casc Antic, Vila de Gràcia, Prosperitat, Sants-Montjuïc, Sant Andreu and Pedralbes (COFEB Plan).
- **New informational signage** for pedestrians at Portal del Coneixement (Diagonal South Campus), Horta, Vila de Gràcia, Sants-Hostafrancs, neighbourhoods of Clot and Gràcia (around Plaça Lesseps and Park Güell) (COFEB Plan).
- **School roads:** Implementation in four schools in the district of Sant Martí, setting up of a committee to study six schools in Sants-Montjuïc and one in Gràcia, and under construction in one school in Nou Barris and another 11 in Sant Martí.

Actions to promote cycling:

- **200 km of bicycle lanes** by the end of this term.
- **Enlargement of bicycle lane network:** 6.6 km of new lanes, making a total of 146.8 km of bicycle lanes.
- **100,000 daily trips** around town by bicycle.
- **Improvements to existing lanes** and their connectivity.
- **20,402 dedicated parking spaces** for bicycles at 1,770 points distributed throughout the city (COFEB Plan).
- **Inauguration of the Bicycle Office** and changes to the website: www.bcn.cat/bicicleta.
- **New edition of "Bicycle Guide".**

Public transport

To encourage and improve alternative means of transport to private vehicles is one of our goals. Our main actions are listed below:

Bicing

- **Consolidation of Bicing service**, with 6,000 bicycles and 425 stations.
- **Service has been funded** by revenues received by the system of comprehensive regulation of parking.
- **Adaptation and constant improvements** in distribution logistics and state and maintenance of bicycles, with new stations, strengthening of grab bars, improved mechanics (rotating bell, new light, brake pads), more staff in the Customer Service Office, new communication channels (iPhone, SMS) and redesigned website.
- **"Two years moving with you" campaign:** Coinciding with the second anniversary of the service in order to explain its new benefits.

Metro

- **New control centre** at Sagrera Station.
- **Adapted stations:** The metro has 84 stations equipped for people with reduced mobility - 70% of total stations - and the rest will be made accessible by 2011.
- **Implementation of devices to ensure accessibility** to people with visual and hearing disabilities to TMB services and information systems.
- **New sound signalling and guidance device** (Avicus) to strengthen security for the blind.

Buses

- **Accessible stops:** All bus stops in the city have been made accessible through the National Local Investment Fund, with 2,100 new stops being adapted (COFEB Plan).
- **Adapted fleet:** 1,080 buses in the TMB fleet have been adapted for people with reduced mobility, with an investment of 130 million euros.
- **Development of new digital information system** for bus users (PIU).
- **Implementation of new exclusive lanes** for public transport on the side lane of



Carrer Tarragona (COFEB Plan), in both directions, and under the roundabout at Plaça de les Glòries.

- **Strengthening of bus services** on weekends and in summer.
- **Use of cleaner fuels** in bus fleet to reduce pollution by 30%.

New boost for electric cars

One of our goals is to encourage and promote a mobility model that respects the environment. This dynamic has strengthened the development of electric cars with the following actions:

- **Creation of LIVE Office** (logistics for the implementation of electric vehicles), an agreement with ICAEN and Endesa to promote the use of electric vehicles (EVs) in the city, a proposal for an electric pilot programme and submission to the European Union's FP7 contest, Project Green Cars (partners include UPC, IDIADA, TMB – hybridisation of existing fleet).
- **Deployment of MOVELE Plan** with the creation of 191 recharging points scattered throughout the city to offer a basic network of public charging that is uniformly distributed on the surface and below ground and in public car parks (with 18 public recharge points already operational).
- **Accompaniment policies:** New public car parks in the future will have 2% of places reserved and installations prepared for recharging EVs and there will be tax incentives of up to 75% in reducing car registration (IVTM). At a national level, the right has been approved to have an outlet in a community car park. Work is being carried out so that all new buildings have EV recharging points and the possibility that residents of Barcelona can park their electric cars for free in "green areas" (a card is being prepared).
- **The introduction of electric cars in the fleet of municipal services.**

Motorcycles

Efforts have been made to make motorcycles a safer vehicle for both drivers and pedestrians.

- **Installation of safer guardrails** for motorcyclists: Dual-line linear barriers



to prevent slipping underneath the rails in case of an accident.

- **Introduction and signage for 32 advanced areas for motorcycles (ZAM)** in several intersections, thus improving the safety of drivers and pedestrians.
- **eSUM Project:** Participation as coordinators of the European eSUM project for motorcycle road safety in cities.

Cars

Regarding these types of private vehicles, we took the following actions:

- **Increase in number of spaces in green areas:** Upon request and in agreement with local residents, 16,142 new places for residents and 2,100 places in blue line parking areas were created.
- **72,000 parking stickers** were sent for the enlargement of the third zone.
- **Renewal of 140,000 parking stickers,** 78,000 subsidised, 20,000 by 25% and 58,000 by 50%.
- **Redesign and update of www.areaverdabsmsa.cat website.**
- **53 032 parking spaces on public land,** 12,588 for residents and 40,444 mixed.
- **152 municipal car parks** with 55,893 spaces.

Implementation of technological measures

The following actions were taken to promote and improve traffic management and make it more sustainable:

- **Control system for traffic lights** through video cameras to reduce accidents at controlled points, thus reducing the number of accidents by 12.17%.
- **Renewal of network of traffic lights** in the city with an investment of 40 million euros, to be gradually extended throughout the city until 2011. The new lights are safer, more sustainable, more visible and provide significant energy savings thanks to LED technology.

Road safety

Actions were carried out that reduced accidents in the city by 1.35%. In 2009, 9,760 traffic accidents were recorded in

the city, the lowest figure since 1989.

Accidents with fatalities and injuries fell, but the number of motorcycles involved in accidents increased, representing more than a third of vehicles involved in traffic accidents (36.5%). On the other hand, the percentage of accidents with bicycles fell.

- **Breath tests** increased by 8%.
- **The introduction of an advanced area for motorcycles (ZAM)** proved an effective measure to reduce the risk situations of motorcyclists at intersections. In 2010 they will be gradually introduced in about 36 more areas.
- **Development of Local Road Safety Plan 2008/2012.**
- **APRES application:** The new APRES software application was introduced to manage risk areas, control proposed measures for improvement and carry out accident studies.
- **Signage for pedestrians:** To increase the safety of pedestrians, 910 signage modules were painted at zebra crossings with the text: "In Barcelona, one in every three deaths in traffic accidents were pedestrians. Pay attention! We are all pedestrians" (COFEB Plan).
- **Protective railings:** 3,287.64m of protective railings were installed at pedestrian crossings with higher accident rates (COFEB Plan).

Mobility Pact: consultation and participation

The Pact was established as a tool of consultation and participation.

- **Plenary sessions:** The basic indicators and mobility report for 2008 was presented in the Saló de Cent on 30 April, and the actions in terms of mobility for 2010-2011 were presented in the Auditorium of the Museum of the History of Catalunya on 10 December.
- **Informational sessions:** The informational session entitled "Impact on mobility by construction works during summer" was held on 13 July with a visit to the TMB Traffic Regulation Centre. The session on 22 July was devoted to "Mobility and tourist activity in the city of Barcelona", under the framework of the



Strategic Tourism Plan of the City of Barcelona and held in the headquarters of district of Ciutat Vella.

- **Transformation Project for Diagonal:**

Some work days were held to analyse basic data on mobility on Avinguda Diagonal, promote dialogue and consultation and agree upon 20 proposals in collaboration with the Diagonal Office. The closing session was held in Palau de la Virreina on 1 April.

- **VII Conference Series: “The vehicle of the future”:** As part of this cycle, which took place in the Picasso Museum in Barcelona, the following conference sessions were held: “Sustainability and Automobiles” (12 May, by David Gallegos), “Individual Transport” (9 June, by Ot Pi and Antoni Guerin, electric bicycles, Ricard Aguiló, Trikke, and Julià Santana, Segway), “The Electric Vehicle: Prospects and Trends” (22 September, by Víctor M. Pérez) and “MOVELE Plan: Electric Mobility Pilot Project” (27 October, by Àngel Cediell, Manel Torrent and Àngel López).

Training and informational activities

The goal is to create a reference in discussion spaces for issues on mobility and road safety in urban environments, thus the following actions were carried out:

- **Informational acts:** XVI Barcelona Forum on Road Safety, which, under the title “Motorcycles and city: Risks and possibilities on two wheels”, helped to spread Spanish and European policies on mobility and gathered together good practices to reduce motorcycle accidents in cities. XIV edition of the Barcelona M. Angels Jimenez Memorial Road Safety Award.

- **Conferences and meetings:**

Participation in the Second Conference of Public Bicycles in Sevilla and First National Road Safety Cities Meeting, organised by the Directorate General for Traffic (DGT) in Gijón.

- **Campaigns:** “Barcelona Practices Ecodriving” campaign, in collaboration with the RACC, to promote efficient driving in big cities and raise public

awareness on this issue. “Two years moving with you” campaign, communications strategy to explain to citizens the new benefits of Bicing, coinciding with the second anniversary of its introduction (banners and illuminated signs, inserts in newspapers and magazines, informational flash piece on Bicing and mobility websites).

The monthly Bicing newsletter was reintroduced as a tool for user loyalty and public opinions were encouraged through participation in the mayor’s blog. A collaboration agreement was signed with RAVALTEXT, a reintegration company for people at risk of social exclusion, to make T-shirts and bags with the Bicing logo, which were distributed during a charity Christmas event entitled “Caga Tió Solidari”. The campaign benefited from the institutional visits of municipal councillors and members of the Pact for Mobility in the Glòries Nave.

- **Civic acts and celebrations:**

Participation in the 53rd Festival of Road Safety Education, Bike Week, Bike Festival, Sustainable and Safe Mobility Week, and Mobility Game (www.bcn.cat/jocdelamobilitat). The 2009 edition of the “People’s City” in September included the children’s road safety educational game GUB and an interactive computer game on mobility and civic behaviour for schoolchildren, an exhibition of Guardia Urbana and Fire Brigade vehicles and information boards with updated maps of Zone 30 and Bicing

areas. The new model for traffic lights in Barcelona was also promoted.

- **Participation in civic events:**

Collaboration with the organisation and involvement in mobility for the Tour de France in the city, participation in the 18th edition of the Sky Festival and with the prevention and safety team at mass celebrations.

Outreach

The main objective is to promote Barcelona in international arenas as a pioneer city in European mobility policies. The following actions were carried out in order to achieve this aim:

- **Polis Network:** Barcelona held the presidency in 2009 of the Polis Network, which was joined by new Spanish cities. The advanced motorcycle area (ZAM) and MOVELE and LIVE programmes were presented in Brussels in June. The Road Safety Group met in Barcelona in October. In December, the councillor Francesc Narváez led the Polis Conference, which ended the Barcelona Presidency.

- **European projects and conferences:** Participation in the European Commission’s Road Safety Programme 2011-2020, annual IMPACTS conference in Berlin, 2nd meeting of the Optimising of Bike Sharing in European Cities Project (OBIS) and participation as a leading city in the European SUGAR project on the urban distribution of goods (meetings in Bologna, Athens and Paris).

Table



Indicators

Guàrdia Urbana

	2009	2008	% change
Number of incidents managed by SCC-GUB	335,990	328,513	2
Number of complaints for violations of ordinances	121,956	111,088	10
Total number of traffic violations	592,559	664,702	-11
Number of violations by technological means	259,455	273,708	-5
Number of traffic accidents	9,762	9,893	-1
Number of breath tests conducted	141,175	130,561	8
Number of positive blood alcohol levels	11,974	10,131	18

Fire Brigade

Number of interventions	15,720 (1)	11,984	31.17
Number of exits per station	18,409 (1)	16,909	8.87

Mobility

Number of incidents at traffic lights	26,067	24,553	6.17
City speed (km/h) (annual average)	23.5	21.3	10.3
Ring road speed (km/h) (annual average)	59.3	56.3	5.3

Public transport

Total number of passengers (in millions)	924.8	946.9	-2.3
Bus	196.0	194.9	0.6
Metro	361.6	376.4	-3.9
FFGG	79.8	81.1	-1.6
Renfe Cercanías	110.1	114.4	-3.8
Tram	23.9	23.2	3.2
Other buses	142.6	144.6	-1.4
Bicing	10.8	12.3	-12.2

(1) The increase in exits and interventions was due to strong winds that occurred during the year.





Central Services

The following departments are contained within the Central Services Sector:
General Services and Territorial Coordination, Finance, Human Resources and Organisation and e-Government and Information Systems.

General Services and Territorial Coordination

First Deputy Mayor:

Mr. Carles Martí i Jufresa

Fourth Deputy Mayor:

Mr. Ramon Garcia-Bragado y Acín

Delegate of Presidency and Institutional Relations:

Mr. Ignasi Cardelús i Fontdevila

Manager:

Mr. Eduard Vicente i Gómez

Municipal organisation is equipped with a set of centralised services that by their nature and function require single action and direction, as well as all the services that are territorially decentralised for appropriateness, timeliness and proximity to citizens.

It is the responsibility of this department to carry out the executive management of all central services as well as coordinating territorially decentralised bodies and services. Converging within this management are the administrative actions that have territorially shifted in order to improve management with the administrative activities of centralised bodies.

Municipal organisation is based on the effective and efficient functioning of a large entity, the City of Barcelona, which has to respond to all matters regardless of their importance and relevance to life in the city and the lives of the citizens of Barcelona. In this vein, the Municipal Action Plan (PAM) establishes guidelines for common actions and objectives to be achieved by the City of Barcelona by each of its corresponding areas, departments and districts. To achieve this, municipal organisation is equipped with centralised services that by their nature and function require single action and direction, as well as all the services that are territorially decentralised for appropriateness, timeliness and proximity to citizens.

It is the responsibility of this department to exercise executive management of all central services, as well as coordinating territorially decentralised bodies and services. Converging again in the Department of General Services and Territorial Management are the administrative actions that have territorially shifted in order to improve management with the administrative activities of centralised bodies, resulting in the actions that the City of Barcelona carries out to develop the PAM and improve the city of Barcelona every day.

There were many projects in 2009. Some, initiated earlier, materialised this year, while others were activated and had short-term results this year, and yet others arose in 2009 and continued this year and into the next.

In terms of the work completed, mention can be made of what was designed outside the City of Barcelona for the public, as well as internal work for the constant improvement of processes and procedures so that the operations of the City of Barcelona and responses to citizens are becoming increasingly better, more effective and more efficient.

The first group includes projects from the Directorate of Corporate Communication and Quality, in which campaigns and publications aimed directly at citizens, as well as the work of the Citizens Advice Bureau, are progressing towards the overall improvement of services to citizens.

Also ratified was the project to convert the city's emblematic Montjuïc Castle into a Centre for Peace.

Internally, there were a variety of interventions to improve the functioning and governance of the corporation, from the services carried out by the Directorate of Premise Planning, showing a clear commitment to sustainability and energy savings, to the new organisational Directorate of Archives, to optimise the City of Barcelona's complete archive system. Also worth mentioning is the new Territorial Coordination, the result and response by the Barcelona of neighbourhoods with the creation of the figures of neighbourhood technicians and territorial managers and the creation of neighbourhood councils.

Apart from the regular organisation of the City of Barcelona, and as a result of the contributions made by the Spanish government through its National Local Investment Fund (FEIL), the COFEB Office (National Local Investment Fund works in Barcelona) was set up during the year to take charge of any contracts.

Territorial Coordination Project

In November 2008, the government passed the measure "The Neighbourhoods of Barcelona", in which the neighbourhood is conceived as a local urban living space for participation. This year, the participatory model of the districts was adapted to this new reality and structure of neighbourhoods. In May, the ten territorial service managers were incorporated into the districts and two months later, the selection process ended for the 65 neighbourhood technicians, who were incorporated institutionally into the districts on 1 September.

The maximum milestone in this new territorial organisation was reached on 2 October, when approval was given to the amendment of the rules governing public participation and the rules governing the operation of districts, in order to regulate neighbourhood councils as organs for territorial participation in all matters relating to neighbourhoods, with



01 Ciutat Vella



02 L'Eixample



03 Sants-Montjuïc



04 Les Corts



07 Horta-Guinardó



08 Nou Barris

a minimum call for two regular annual sessions. During the fourth quarter, 73 neighbourhood councils were initiated in the city and 46 were constituted by the end of the year.

Responsible recruitment

The actions contained in the government measure for responsible recruitment implied a new boost for social and environmental recruitment, converting it into a reality. In April, the Responsible Recruitment Commission was set up and officially meets every three months. As a result of the implementation of this measure, a total of 44 operators (among areas, sectors, districts, institutes and companies) have billed a total of 2,745,368.04 euros through negotiated minor actions for socio-occupational integration companies whose social purpose is primarily socio-occupational integration of people at serious risk of social exclusion. In addition, social reservation in municipal contracting

was also developed by open recruitment procedures, with a total contracted amount of 1,853,730.04 euros.

Communication

Directorate of Image and Publishing

Services: Under the impetus and management of municipal co-publications with private publishing houses, 53 commercial books were published (44 by the City of Barcelona and nine co-published with other private publishers) and 64 management books.

A total of 17,563,000 municipal magazines were edited, produced and distributed within the framework of the project for general magazines.

All this accompanied by dissemination, marketing, logistics management and distribution, with a resulting number of sales of 10,600 books.

Mention must also be made of the corporate image project that aims to create, standardise and implement municipal visual identity to all



05 Sarrià-Sant Gervasi

06 Gràcia



09 Sant Andreu

10 Sant Martí

communication media for all municipal services, allowing for the labelling of 550 municipal buildings.

Directorate of Marketing: Through the campaign “Fent Barcelona” (Constructing Barcelona), work was carried out to convey to citizens what has been done and what will be done, to inform them of the PAM and the work of the City of Barcelona. With the campaign “Works 2009”, citizens were informed of the implementation of the “Fent Barcelona” plan, which includes all the works being carried out in the city, in order to inform them of how these may affect their day-to-day lives.

Citizen care

During the year, work continued to consolidate and improve services to people, increasing quality and accessibility, especially through information and citizen care services.

Along with the promotion of the citizen advice bureaus (OACs) in the city’s districts, which represent personal local

services, construction and upgrading work began on the new Citizen Advice Bureau Headquarters, integrated in the administrative building of the City of Barcelona in Plaça Sant Miquel, to extend the range of services of these bureaus.

Punt BCN information points were developed, electronic self-service terminals providing information from the City of Barcelona and city in general and also including municipal procedures. Initial work for their deployment was carried out during the year, scheduled for the first quarter of 2010, with the purchase of 45 kiosks and the selection of locations (OACs, libraries, civic centres and other facilities). The services that will be available from the day of their deployment were also developed, such as census and tax procedures, city agenda information, city map with search options, location of facilities and transport network. The incorporation of these services has also been coordinated with the Cultural Institute of Barcelona (ICUB) and Library Services Consortium.

The “Welcome to Barcelona” programme was also prepared, to begin in February 2010, with the aim that citizens who register in the city census receive a welcome greeting from the mayor and district councillor, a dossier with useful information of their neighbourhood and the possibility of doing the procedures they may need in only one step.

Maintenance and planning of premises

The three departments – Supplies, Maintenance and Premise Planning – that make up the Technical Directorate of Premise Maintenance and Planning carried out measures during the year to improve service facilities and buildings, while providing technical support to maintenance, cleaning, municipal workshop and supply contracts.

Mention must be made of the upgrade and restoration of the old right gate building of the Town Hall of the City of Barcelona to adapt it with separate entrances for the areas of the Guardia Urbana and Administration. Regarding energy consumption in municipal buildings and facilities, government saving and energy efficiency was proposed for municipal facilities and this will serve to implement the Energy Savings and Improvement Plan in Municipal Buildings (PEMEEM), which includes improving efficiency and energy savings in buildings and carrying out works to improve energy

efficiency and renewable energy installations.

In collaboration with the Barcelona Energy Agency, three lines of action were initially followed:

- **Climavenetas (Maintenance):** Trigeneration system for town halls that involves the application of cogeneration of electricity and hot water, which is compounded by the generation of cold water for cooling through absorption or adsorption processes. It is a system that allows for centralised power generation in a highly efficient and sustainable manner.
- **Collection of data on consumption in different buildings (Supplies):** As a preliminary stage to monitoring facilities.
- **Measures to improve energy savings and improvements in municipal buildings:** Installation of toilets without water consumption, timer taps, dual flush mechanisms to save water and distribution of a newsletter including best practices.

National Local Investment Fund (COFEB)

With the approval of Royal Decree Law 9/2008, dated 28 November, the City of Barcelona received 282,315,736 euros from the FEIL, with special conditions for strengthening employment, to contract work on improving public spaces, facilities and infrastructures and for essential services, environmental protection

Table



National Local Investment Fund (COFEB)

Offers	
Number of files	303
Total bids received (evaluation analysis of 8,982 applications)	2,994
Bidding contest average (207)	207 (1)
Amounts awarded (in euros)	
Total tenders	282,315,736
Total awarded	247,664,657.3
Difference	34,651,079 (12.2 % sobre licitat)
Variety of tenders	
Works awarded	303
Bidders (other companies)	120

(1) 13.5 offers/work (max 30/min 2)



and conservation of municipal heritage [See Table 1].

303 projects were submitted for the amount and divided as follows:

- Improvements in urban spaces: 130 million euros
- Facilities and services for citizens: 99.4 million euros
- Economic development: 14.6 million euros
- Improvement of infrastructures: 20.3 million euros
- City area: 17.7 million euros

e-Register: Ariadne@.2

The reality of the operation of the Register of the City of Barcelona led to a change of implementation that was developed during the year to respond to needs and implement improvements. The new application, called Ariadne@.2, provides the following innovations, among others:

- Interoperability between governments and the gradual phasing out of paper
- Incorporating the possibility of recording a bar code entry in the register, which facilitates work in some records
- High capacity of parameterisation and customisation
- Adaptation to the Electronic Government Law (LAE)
- Use of digitally signed documents
- Pre-starts
- Detection and incorporation of previously entered data
- News management

Training was provided to 729 users of the different units for the launch of the new application. Implementation began simultaneously on 14 September in all registration offices.

Executive Directorate of Archives

On 21 September, the mayoral decree was approved structuring the Executive Directorate of the Municipal Archive System, involving the introduction of

a new district and sector archive model to provide balance to archive interventions in the various fields of municipal administration.

The “Fem Dissabte” cleaning campaign was also begun on 13 July to remove excess documents, optimise municipal areas and facilitate archive work.

Under the **Archive Master Plan (2008-2011)**, the restructuring plans for archive centres began. On 4 December, the technical monitoring day of the Plan was held, attended by 35 technicians and professionals from the municipal archives.

Highlights of the new management model are participation in e-government projects, digitisation and computerisation processes of archives, adapting new facilities, work on a new plan of communication and corresponding cultural dissemination activities. In terms of participation in e-government projects, the most relevant is the electronic archive in the City of Barcelona (roadmap), the regulations for managing documents for electronic records, electronic records of licenses (construction work, activities and public roads) for inspections, contracting, human resources, agreements and government commissions.

Citizen and institutional relations

Highlights of the Directorate include a track record of consolidated actions in the city, such as participation in organising the Feria de Abril of Catalunya, Corpus Christi “Ou com balla” celebrations, awarding of the Honorary Medal of Barcelona, annual meeting of regional centre presidents in the city, Andalucía Day in Catalunya, presentation of Pilar Festival or the celebration of the Marinera Norteña contest-festival, which is now in its fifth edition.

It also assists in unique celebrations in other cities, countries and cultures that affect our city, such as the conference and exhibition opening of *Carmen Amaya* and “El Grito” celebrations for Mexican Independence Day.

International relations

After its election on 4 November 2008 in Marseille, Barcelona became the headquarters of the General Secretariat of the Union for the Mediterranean. The Barcelona Process: Union for the Mediterranean is a decisive step towards the consolidation of the Euro-Mediterranean Partnership launched in Barcelona in 1995. Its aim is to promote dialogue and cooperation between the two shores of the Mediterranean, within a stable framework of multilateral relations and monitoring of projects and initiatives for cooperation. The year 2009 saw the launch of the Secretariat and the consolidation of an appropriate structure to develop all projects that must derive from this Union.

Licenses and inspections

The new licensing and inspection model of the City of Barcelona was consolidated as a unique benchmark in the city.

Territorial Coordination Board meetings were held monthly, with the participation of districts and the Sector of Urban Planning, Infrastructure and Housing and Environment Sector, in order to provide support to the specialised references in construction work, environment and public space. The Administrative Police Board of the City met every two months.

Also launched was an electronic licensing system for the categories of occupying public space for film shoots (November 2009) and inspections (Autoritas) of districts, with a pilot scheme in the district of Les Corts. In addition, training days were held during the months of May and June for a total of 487 workers in the 10 districts.

Montjuïc Castle, International Centre for Peace

Montjuïc Castle is now a municipal facility and this year received some 900,000 visitors.

Following the closure of the Military Museum on 24 May, rehabilitation work



began to progressively convert it into an open fortress surrounded by gardens, a space for training, socialising, leisure and culture that will also house three major facilities:

- **International Centre for Peace:** A space for dialogue, training and research in the prevention, management and resolution of conflicts and the promotion of a culture of peace.

- **Space of Memory:** A space that will use themed tours to show the history of the Castle and its relationship with the city of Barcelona.

- **Montjuïc Mountain Information Centre:** This space will allow a thorough understanding of Montjuïc, the history of its surroundings and human activity since its first settlers until today.

Throughout the year, associations, federations, consulates, private companies and the City of Barcelona carried out activities to show the public that Montjuïc Castle had been returned to the city and is now a facility that offers many possibilities.

The Military Museum inventory of pieces, more than 7,000, was monitored by the staff of the Culture Institute of Barcelona and reviewed and documented by heritage professionals. On 15 October, transfer of the pieces began to their respective museum owners.

From April to November, the former official residence underwent a major transformation to adapt the old space to the new offices for the Directorate of the Castle and Directorate of the International Centre for Peace, as well as other entities involved in its activities.

Within the field of the International Centre for Peace, it is worth mentioning the meeting of more than 1,200 children in the courtyard of the Castle, organised

by the Escola Vincentian Foundation, the “Clam per la Pau” (Cry for Peace) activity during the Mercè Festival, organised by the Catalunya Voluntària Foundation, and the welcoming of children to the Peace Camp, organised by the Forum of Cultures. Two external activities held in the Centre were also important: the Experts Workshop on Environment-Security Linkages between 25-27 March, organised by CIDOB and OSCE, and the Protection Network Meeting between 12-14 November, headed by the Organisation for the Prohibition of Chemical Weapons (OPCW).

Some well-attended course were also organised: Humanitarian Negotiators (19-25 April), Forced Migrations, Civil and Military Coordination (5-10 July), Transitional Justice (28 September – 9 October) and Disarmament, Demobilisation and Reintegration of Former Combatants (16-24 November).

Needless to say, free guided tours to different areas of the Castle are offered on weekends from 11.30am to 12.30pm.

Heritage

A total of 15 property acquisition operations were carried out, with which the City of Barcelona incorporated 17,387m² of property (buildings and facilities) and land with a gross floor building area of 9,435m². Almost half the area acquired (19,129 m²) is for social housing and offices. Also of note was the acquisition of four premises for social services (See Table 2).

As for transfers and surface rights, 21 operations were carried out, which led to the supply of land and gross floor area valued at 107,231,456 for public and private operators [See Table 3].

Table

2

Acquisitions (in euros)

Multiyear acquisitions with 2009 budget	14,915,324.72
Navas de Tolosa (2006 start)	3,788,809.00
Rivière. Passeig del Migdia 182 (2006 start)	2,438,053.72
Energia 23-35 (2006 start)	8,688,462.00
Acquisitions	30,909,672.70
Bailèn-Quevedo	15,000,000.00
Hortal 12	480,000.00
Corunya 3-7	1,900,000.00
Luz Casanova 4	440,714.16
Benavent 20-22	1,545,000.00
Passatge Sant Pau 16	720,000.00
Parcel C	6,000.00
Mare de Déu del Port 179	568,589.52
Plaça Alfons Comin 11	820,000.00
Calàbria (Waldorf Cinemas)	4,377,319.90
ADIF-HOLSA Agreement	735,516.00
Rambla del Raval Rights	1,764,298.00
Sardenya 368-Indústria	820,000.00
Fastenrath 204	174,000.00
Selva 57	947,235.12
Sant Carles 6	611,000.00
Total	45,824,997.42

Table

3

Transfers and surface rights (in euros)

	m² land	m² gross floor area	Valuation
Housing	12,158	58,539	29,537,073
Social Action	1,752	6,054	4,333,690
Health		1,924	1,545,069
Other public sectors	9,413	42,650	44,003,325
Other private sectors	9,117	10,765	27,812,299
Total	32,440	119,932	107,231,456

Table

4

Indicators

Communication and quality	2008	2007	% change
Internet (in thousands)			
Number of procedures in City of Barcelona website (completed)	665.55	540.18	23.21
Number of urban planning consultation procedures (PIC)	563.64	628.85	-10.37
Personal services (OAC)			
Number of people served (in thousands)	1,237.39	1,223.24	1.16
% of people seen in <10 minutes	73.00	79.00	-7.58
Phone services (in thousands)			
Number of calls received at 010	1,820.34	2,101.50	-13.38
Number of calls received at civic behaviour number	180.75	191.98	-5.85

Finance

Third Deputy Mayor:

Mr. Jordi William Carnes i Ayats

Treasury Councillor:

Ms. Montserrat Ballarín i Espuña

Manager:

Ms. M. Pilar Solans i Huguet

The Finance Sector is the executive authority for integrating and coordinating the management of economic resources and finances of the City of Barcelona, its companies, consortiums and foundations.

Its main objectives are, on the one hand, to achieve ISO 9001: 2008 certification in the period 2009-2011 for all management processes undertaken by the Municipal Tax Institute (IMH) and, on the other, to obtain the financial resources required in accordance with the implementation of the municipal budget at an appropriate cost to the situation of financial markets and solvency of the City of Barcelona.

Liquidation and collection of tax revenues

In 2009, the collection of tax revenue fell by 0.9% over the previous year. Taxes, on the whole, increased by 0.6%, fines decreased by 14.6% and the rest of tax revenues remained stable on the whole. Therefore, it follows that the decline was due to the reduced number of fines, whether traffic fines or infractions of other ordinances [See Table 1].

Real estate tax increased by 5.9%, due to the number of cadastral units and the calculation scheme itself, by applying the 2002 official table of values to assess the rateable value of a property, involving an annual increase of the net tax base. The increase in this tax offset

the decline in payments of remaining taxes, affected mainly by the situation of the construction sector and economic conditions. It is worth highlighting that the tax on increased land value decreased by 4.2% because of a reduction of 7.4% in the average amount, while the number of transactions increased by 1.7% compared to 2008.

The reduction of taxes and public fees was due to a reduction of 38% in planning permits, while other taxes and prices were maintained or increased, for example, 5.4% in the tax for the private use of municipal public domain for companies supplying services of general interest.

The collection of tax revenue was 988 million euros, representing 93% of tax revenues collected, of which 911 million correspond to claims collected during the year and 77 million for claims collected in prior years.

On 1 January, the IMH assumed the management of the solid waste register, previously managed by the Environment Department.

To meet the objectives of management, collection and inspection of taxes, public fees, fines and other public law revenue of the City of Barcelona, its autonomous

Affiliated entity:

- **Municipal Tax Institute (IMH)**

Table



Liquidation of tax revenues (millions of euros)

	2009	2008	% Change
Taxation	743.0	738.2	0.6
Real estate	454.0	428.5	5.9
Economic activity	99.3	100.6	-1.2
Motor vehicles	72.2	74.1	-2.5
Increased land values	93.4	97.5	-4.2
Construction, installations and works	24.1	37.6	-35.9
Fines	87.3	102.3	-14.6
Other income tax revenue	231.3	231.2	0.0
Taxes and public fees	130.3	133.1	-2.1
Surcharges and interest	19.5	17.9	8.9
Administrative concessions	26.3	27.6	-4.9
TAMGREM	55.2	52.6	5.0
Total	1,061.6	1,071.7	-0.9

bodies and other entrusted public entities, the IMH generated the following activity volumes within its different management processes:

- Number of notices sent to taxpayers: 5,234,963
- Number of embargo orders on bank accounts: 362,962
- Number of embargo orders on tax returns: 1,524,967
- Number of public service procedures: 965,554

Municipal Tax Institute Quality Plan

This year we obtained new certification for the following processes:

- Database management of taxpayers
- Revenue management and control
- Management of disputes
- Taxpayer services

All the certifications obtained in previous years were also renewed:

- Management of cadastral maintenance and real estate tax
- Management of notifications
- Management of complaints and suggestions
- Collection management
- Management of registers: IBI, IAE, IVTM, garages and solid waste
- Management of liquidations and auto-liquidations
- Management of inspection and capital gains taxes
- Human resource management

Agreements with national and Catalan Government tax agencies

The collaboration that began in recent years with the National Tax Administration Agency (AEAT) and Taxation Agency of Catalunya (ATC) for the recovery of outstanding debts to the City of Barcelona improved over previous years.



- The City of Barcelona signed the agreement between the Spanish Federation of Municipalities and AEAT for the collection of tax debts and fines charged to tax refunds. This agreement led to the recovery of 12.7 million euros.
- The ATC is working with the City of Barcelona, also through the signing of an agreement, on the embargo of debtor accounts for traffic violations and violating municipal ordinances, at a non-tax level, imposed by the City of Barcelona and to be implemented outside the municipality, provided it is within the territorial scope of the Catalan Government. In this case, the amount recovered was 9.5 million euros.

Citizen services

- **Renovation of public services floor:** One of the projects funded by the National Local Investment Fund was the renovation of the public services floor in the IMH headquarters. The aim was to modernise the area providing services to taxpayers to make it more accessible, convenient and easier for procedures, in order

to reduce waiting times, facilitate previous appointments and, ultimately, make the service more accessible to citizens.

- **Service Charter:** The IMH Service Charter was issued this year, clearly illustrating the commitment and quality service that the Institute wants to maintain in terms of providing services and information to citizens.

Financing

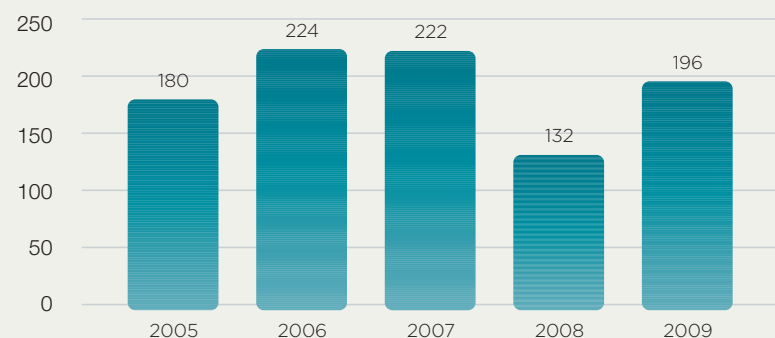
Financial markets

The Spanish market for debt issues slowed its growth in 2007 with the American high-risk mortgage crisis (subprime). The distrust generated between the operators in financial markets worsened in 2008 with the collapse of Lehman Brothers Bank in America, leading to the collapse of the amount of debt issues in the second half of the year. The year 2009 began with difficulties in funding Spain's public deficit and renewals of the debt issued by financial institutions. The market began to normalise throughout the year, but at very high financial costs [See Graph 1].

Graph



Net issues (billions of euros)



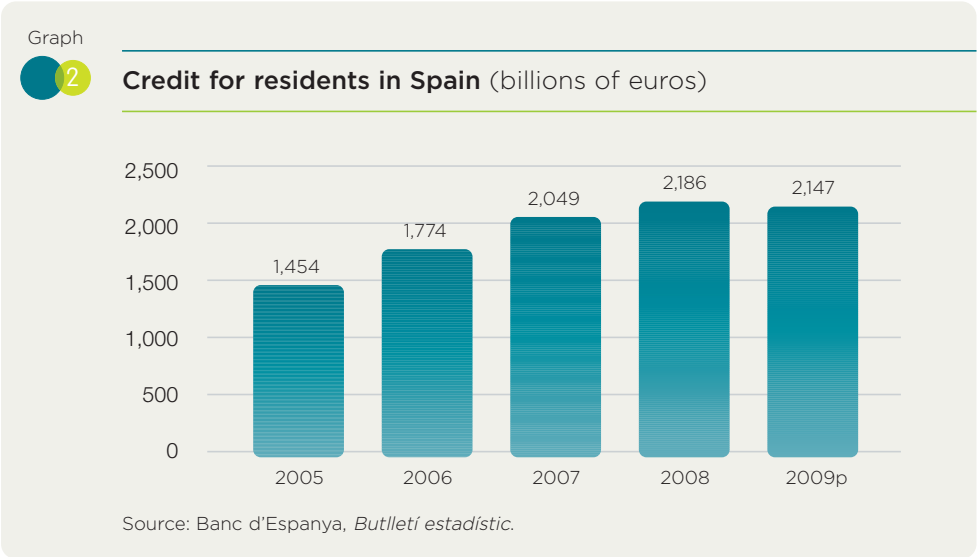
Source: Banc d'Espanya, *Butlletí estadístic*.

In 2005-2007, financial institutions made virtually all debt issues in the market of Spanish capital. Subsequently, measures to support financial institutions, and the economy in general, and declining tax revenues as a result of the economic crisis led to a rapid increase in public deficit, which requires the financing of government administrations. In 2009, 66% of net emissions corresponded to government administrations and 34% to financial institutions.

The financial crisis and the increase in defaults slowed growth in credit in 2008 to residents in Spain and,

in November 2009, credit was reduced by another 2%. Since 2006, over 50% of credit has been earmarked to finance construction, real estate activities and homeownership. Credit to government administrations represents 3% of the total, a fact that particularly affects local corporations, with few exceptions, whose only source of financing is credit with local financial institutions [See Graph 2].

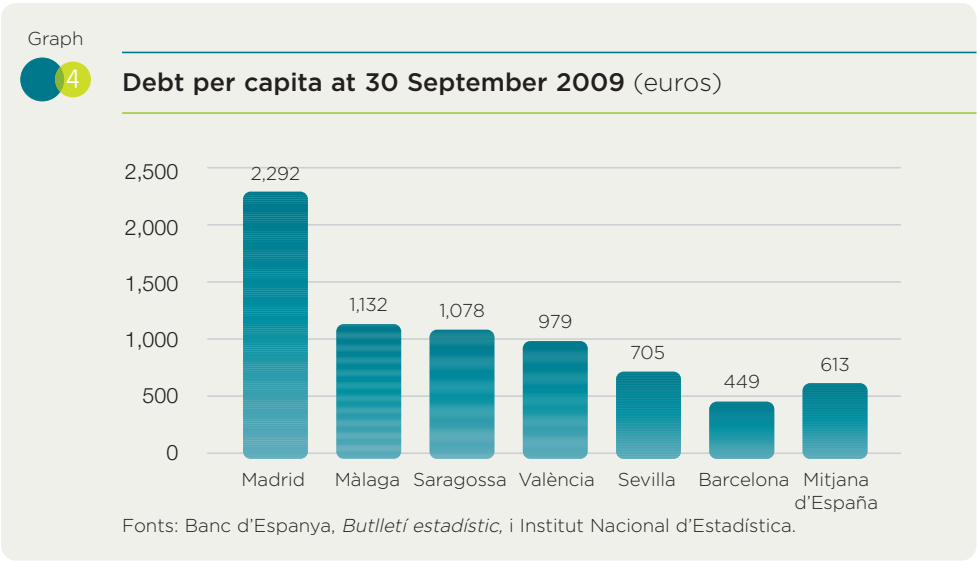
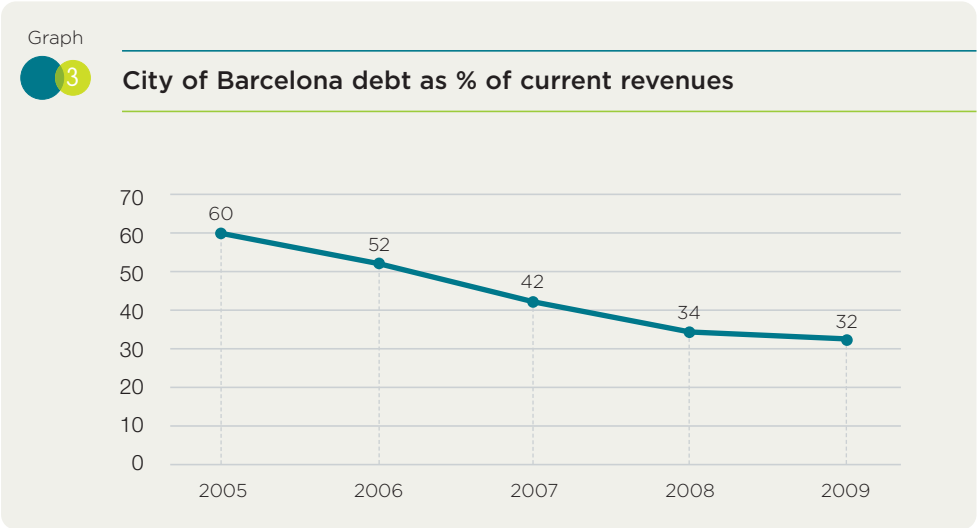
Financing the City of Barcelona
This year, the City of Barcelona was financed through a loan from the





European Investment Bank (EIB) and private placement in the euro area (Schuldscheindarlehen). The EIB loan has a limit of 100 million euros to finance various investment projects related to drainage and sewerage, traffic management, street lighting and social services and facilities. In 2009, a first tranche of 50 million was approved and 30 million euros within 12 years were prepared, tied to the implementation of projects. The second financial transaction was a private placement of 60 million euros within 20 years [See Graph 3].

The debt of the City of Barcelona was reduced from 770 million euros in 2008 to 750 million in 2009. Consolidated debt increased by 46 million euros, reaching a total of 974 million as a result of increased debt of 40 million euros to the group Barcelona de Serveis Municipals SA, and 30 million to the Municipal Housing Board, which was offset in part by a reduction of 20 million euros of debt of the City of Barcelona and 4 million euros of Informació i Comunicació de Barcelona SA [See Graph 4].





Financial costs

The financial costs of the City of Barcelona were reduced by 25.5% and went from 31 million euros in 2008 to 23 million in 2009. The main cause of this was the reduction of 19% of the average cost of debt and, to a lesser extent, a decrease of 5.5% of the average balance of prepared debt. The average cost of the City of Barcelona's debt was 3.3%, below the average yield of the government debt over 10 years of the Spanish Government, which was 4%.

Financial information

To be able to access the financial markets, it is necessary to have timely financial information, which is why the City of Barcelona has credit ratings from Moody's Investor Service, Standard & Poor's, Fitch and Rating and Investment Information.

In the first half of the year, the City of Barcelona published its Annual Report, which included its Management Report and audited and consolidated financial statements, as well as offering its biannual economic and financial data.

Table



Indicators

Debt (millions of euros)	2009	2008	% change
Consolidated debt	974.4	927.8	5.0
City council	750.1	770.1	-2.6
Administrative bodies	0.0	4.1	-100.0
Commercial entities	224.3	153.6	46.0
Guarantees	3.9	6.4	-39.1
City of Barcelona	1.1	2.2	-50.0
Administrative bodies	0.5	0.6	-16.7
Commercial entities	2.3	3.6	-36.1
Net financial costs	19.7	14.7	34.0
Financial costs	23.5	31.0	-24.2
Financial revenue	3.8	16.3	-76.7
Average cost of debt (%)	3.3	4.1	-19.5
Euribor 3 months (%)	1.2	4.6	-73.9
Public debt 10 years (%)	4.0	4.4	-9.1

Government tax revenues from the State (millions of euros)

State administration	116,773	138,932	-15.9
Income Tax (IRPF)	63,857	71,341	-10.5
VAT	33,567	48,021	-30.1
Special taxes (IIEE)	19,349	19,570	-1.1
Barcelona Management Centre	20,394	25,563	-20.2
Income tax (IRPF)	11,977	13,467	-11.1
VAT	7,439	10,986	-32.3
Special taxes (IIEE)	978	1,110	-11.7

Human Resources and Organisation

Councillor for Housing, Urbanism and Internal Regulations:

Mr. Ramon Garcia-Bragado i Acín

Manager:

Mr. Carles Arias i Casal

The work of Human Resources and Organisation is based on defining, with respect to the City of Barcelona, independent bodies, public entity businesses and municipal corporations, the policies of human resource management and organisational structures best suited to achieving set objectives and carrying out the necessary changes and improvements. In addition to addressing issues related to human resource management of the City of Barcelona, it is also responsible for designing and implementing projects of organisational transformation and improvement of management processes, in coordination with the Department of e-Government and Information Systems, and for functionally directing the human resource departments of sector management, districts and public bodies to ensure the overall coherence of the City of Barcelona and, at the same time, the specificity of each of the bodies when it comes to directing policies on industrial relations, risk prevention and occupational health.

The mission of the Human Resources and Organisation policies of the City of Barcelona is to foster a model of employment and public services aimed at providing support to a form of management based on solvency, transparency, effectiveness and efficiency, key criteria in the daily exercising of responsibilities, and to promote a model of human resource management whose functions are aimed at serving citizens, seeking excellence, assessing the quality of services it produces and being adaptable, flexible, dynamic and proactive.

The contribution of human resource management to organisation is based on:

- Providing the right number of staff according to the needs of the different areas of action
- Maintaining a balance in terms of average age of the workforce
- Technically training people to provide better services
- Renewing the model of occupation and management tools that are used
- Redesigning the selection processes to fill various job posts
- Promoting and managing development plans
- Updating information systems
- Improving internal communication to maintain the highest individual and collective motivation

Assessment of actions taken

The performance of the Department can be assessed from two perspectives: on the one hand, projects that achieve medium- and long-term objectives, and secondly, the results of daily management.

Regarding the actions to implement in order to make planned changes, assumed in 19 different projects, approximately 50% were carried out by the end of the year and only three projects were pending commencement. It is particularly important to note the introduction of our territorial management model.

As regards staff, the following were highlights:

- **Technical training of the workforce** increased by 3.4% (excluding the Guardia Urbana and Fire Brigade)
- Two out of ten people are benefiting from some **form of family reconciliation**.
- **Absenteeism** dropped by almost a percentage point, from 8% to 7.3%.
- Most **emergency plans** were introduced in municipal buildings and checks also began.
- **Risk assessments** of psychosocial factors at the municipal level were completed.
- 86% of **public post offers** were executed or are currently being managed.
- The **Training Plan 2009-2011** was designed with the aim of aligning training to the organisational priorities identified in the PAM, Plan Barcelona 2.0 and Human Resources Plan for the next three years.

Organisation

New territorial management model

The development of the “Barcelona Neighbourhoods” government measure was one of the elements that gave rise to the proposed new territorial management model. The Department of Human Resource Management and Organisation, through the Directorate of Organisational Management, launched this project, one of whose foundation for change is the transformation of district organisation to strengthen and adapt it to the new municipal management model developed by Plan Barcelona 2.0. This change of model has radically transformed municipal organisational structure and, in particular, that of districts, which until now had followed a pattern developed in the 1980s.

Structural consolidation of districts

The foundations of the new structure are based on:

- **Providing districts with a management structure** dependent on the Department to strengthen strategic planning functions in the territory and make management teams more compact.
- **Technical training and versatility** of staff.

- Ensuring that full **career paths** exist for different worker groups, from basic posts to management positions.
- **Executive District Committee:** Essential in our new scenario of making neighbourhoods more approachable and in greater coordination of political activity in the territory, together with the definition of **neighbourhood councillors** in each district of the city.
 - The **transformation of job posts** implied by this new organisational structure has meant more than 200 jobs created or covered to be able to develop the model. Final deployment in the medium term will significantly lead to technically training the districts to develop their functions with a smaller team.
 - The new organisational structure of the districts is based on four directorates: **Directorate General, Directorate of Territory**, which will have entities as interlocutors, **Directorate of Public Services** and **Directorate of Licenses and Public Space**, to manage territorial services and act as an interlocutor with the sectors that act in its field of jurisdiction.

Territorialisation of municipal services

The directorates of services in the territories are coordinated by sectors by the Department of General Services and Territorial Coordination, which also heads the Board of Managers.

The **Directorate of Territorial Services** adopted a newly created figure to enhance proximity and knowledge in neighbourhoods: the **neighbourhood technician**, who must have a comprehensive view of the territory and whose main functions are:

- **Technical interlocutor** with the network of associations
- **Territorial promotion** of municipal services and programmes
- **Technical dynamics and encouragement** of participation in neighbourhoods
- **Incident detection** and evaluation of municipal plans, projects and services in neighbourhoods

Encouraging the relationship between sectors and districts

The new service delivery organisational model means that **district departments** develop the functions related to proximity and knowledge of the territory and that **sector departments** carry out the functions of municipal service production in the territory or centrally in order to standardise city services.

Following this logic, several changes were made to municipal organisation:

- The **company BIMSA** assumed the role of integral supplier of services in districts that do not have their own company for projects and works.
- The newly created **Barcelona Municipal Institute of Social Services** integrated the management of the existing 34 social service centres distributed in the districts.
- **The Directorate of Public Service**, which functionally led the 11 citizen advice bureaus, is now managing them under its control, maintaining the territorial distribution of the service.
- **The Barcelona Sports Institute** is now responsible for managing all sports facilities with members in the city.
- **The figure of archivist** was extended to the entire municipal organisation, coordinated by a head archivist. Thus, the archive advisory service to districts, sectors and other entities will be provided centrally from the Executive Directorate of the Municipal Archives System.
- **The Technical Directorate of the Press** extended its advisory model to the activities under the jurisdiction of the mayor's office and district councillors.

Apart from these organisational changes, sectors and districts are developing two lines of coordination:

- **Establishment of agreements** on programming to plan the implementation of annual projects and operations.
- **Definition of sectorial referents** operating in the territory. These sectorial referents are able to coordinate services in the territory or work in the same

territory to provide services. They are, in turn, coordinated by district directorates [See Table 1].

Human resource management

The management objectives of the different departments involve constant efforts to achieve the best results in providing suitable staff for each job post and in the right numbers [See Graph 1 and Tables 2-4].

There was a significant increase this year in the number of people that had

to be managed to meet these needs. Mobility changed by 33.29% compared to 2008, while the overall rotation rate hovered around 3.26% in terms of the monthly average [See Table 5].

Voluntary retirement incentive plan

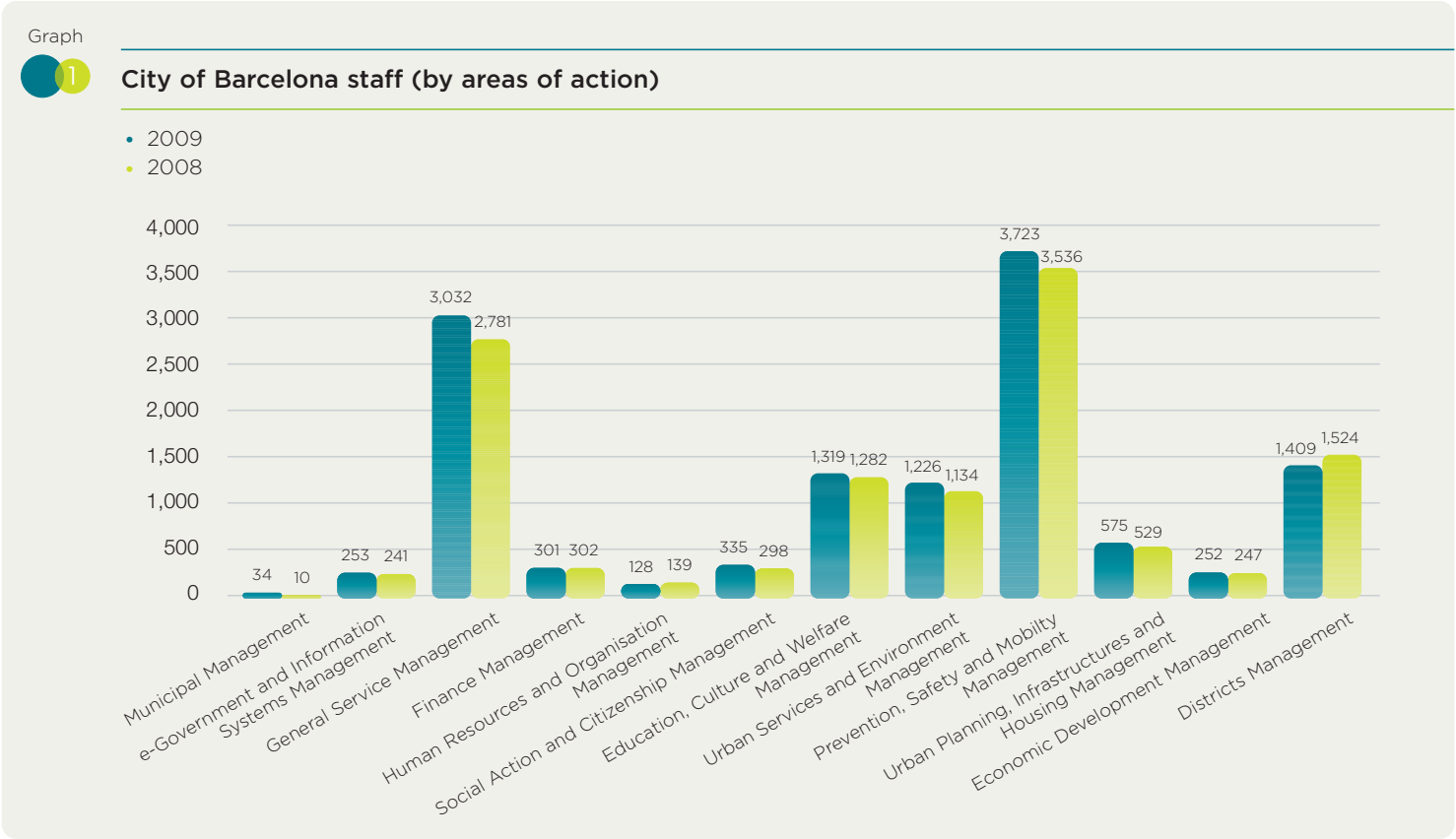
This year saw a significant reduction in incentivised voluntary retirements, due to the exclusive management of these that was legally possible for firefighters [See Table 6].

Table

1

Types of action in organisational chart

	2009	2008	% change
Creation of new job posts	39	82	-52.44
Changes in job posts	13	11	18.18
Creation/modification of organisational chart	36	28	28.57
Total	88	121	-27.27



Table

2

Overall data of City of Barcelona group staff (31 December)

Details of municipal group staff	2009	2008	% variació
Guardia Urbana (GUB)	2,819	2,659	6.02
Prevention, Firefighting and Rescue Services (SPEIS)	704	668	5.39
Other	3,741	3,652	2.44
Total City of Barcelona	7,264	6,979	4.08
Autonomous bodies	3,079	2,938	4.80
Municipal companies	2,244	2,106	6.55
Total City of Barcelona group	12,587	12,023	4.69
Professional distribution (City of Barcelona)			
Senior technicians	995	956	4.08
Middle-level technicians	1,088	1,007	8.04
Assistant administrative and technical staff	876	863	1.51
Guardia Urbana (GUB), Prevention, Firefighting and Rescue Services (SPEIS)			
Assistants and skilled workers	4,179	4,014	4.11
Auxiliary staff and similar	126	139	-9.35
% of technicians out of total workforce	28.68	28.13	1.96
Breakdown by age groups (City of Barcelona)			
65-69	94	71	32.39
60-64	690	482	43.15
55-59	1,031	919	12.19
50-54	1,100	621	77.13
45-49	1,115	907	22.93
40-44	852	1,099	-22.47
35-39	750	1,136	-33.98
30-34	1,034	974	6.16
25-29	529	673	-21.40
Under 25	69	97	-28.87
Average age	45.44	45.77	-0.72
Distribution by employment (City of Barcelona)			
Casual	315	303	3.96
Permanent	6,168	6,020	2.46
Temporary	781	656	19.05
Distribution by gender (City of Barcelona)			
Women	2,657	2,569	3.43
%	37	36.81	0.52
Men	4,607	4,410	4.47
%	63	63.19	-0.30

Table

3

Changes in staff (31 December)

	2005	2006	2007	2008	2009
City of Barcelona	6,578	6,755	6,891	6,979	7,264
Municipal institutes and companies	5,897	6,104	6,145	5,044	5,323
Total	12,475	12,859	13,036	12,023	12,587

Table



Sectorial distribution of City of Barcelona group workforce

	Municipal Management		General Service Management	Finance Management	Human Resources and Organisation Management	Social Action and Citizenship Management	Education, Culture and Welfare Management	Urban Services and Environment Management	Prevention, Safety and Mobility Management	Urban Planning, Infrastructures and Housing Management	Economic Development Management	District Management	Total
	e-Government and Information Systems Management												
Total City of Barcelona	34	22	1,147	26	128	268	106	168	3,723	165	68	1,409	7,264
Total autonomous bodies		231		275		67	1,213	1,058		162	73		3,079
Total municipal companies			1,885							248	111		2,244
Total City of Barcelona group	34	253	3,032	301	128	335	1,319	1,226	3,723	575	252	1,409	12,587

Breakdown of data

City of Barcelona	34	22	1,147	26	128	268	106	168	3,723	165	68	1,409	7,264
Total autonomous bodies	0	231	0	275	0	67	1,213	1,058	0	162	73	0	3,079
Municipal Tax Institute				275									
Mpal. Information Systems Institute		231											
Municipal Market Institute											73		
People with Disabilities Mpal. Inst.						67							
Municipal Education Institute							718						
Barcelona Culture Institute							431						
Barcelona Sports Institute							47						
Mies Van Der Rohe Foundation Mpal. Inst.								17					
Parks and Gardens Municipal Institute									1,058				
Urban Planning Municipal Institute										9			
Urban Landscape Municipal Institute										50			
Municipal Housing Board										103			
Total municipal companies	0	0	1,885	0	0	0	0	0	0	248	111	0	2,244
SPM Barcelona Activa, SA											111		
Inform. i Comunicació													
de Barcelona, SA, SPM			21										
Serveis Funeraris de Barcelona, SA			314										
Mercabarna			164										
Barcelona de Serveis Municipals, SA			1,300										
Foment de Ciutat Vella, SA										33			
Pro Nou Barris, SA										19			
SM Barcelona Gestió Urbanística, SA										82			
ProEixample, SA										29			
Barcelona d'Infraestructures													
Municipals, SA										32			
22@Barcelona, SA										38			
Agència de Promoció del Carmel													
i Entorns, SA										15			
Tractament i Selecció de Residus, SA			86										
Total City of Barcelona group	34	253	3,032	301	128	335	1,319	1,226	3,723	575	252	1,409	12,587

Internal communication

- We published seven issues of *La Municipal* during the year. One issue was entirely dedicated to 30 years of democratic rule in the City of Barcelona and contained information about the history of the City from an internal point of view.

- The “**Leading the City of Barcelona, Leading Barcelona**” convention was held and served to take stock of the year and establish goals for the next. It benefited from the presence of sector, district, institute and municipal company managers. During the event, special emphasis was placed on the concept of leadership and values of Plan Barcelona 2.0: efficiency, innovation, leadership and commitment.

- The “**My Turn To Speak**” survey was carried out to ascertain internal public opinion of the entire workforce in sectors, districts and institutes. Thirty-five percent of all staff participated. After assessing the results, the commitment was made to establish an improvement plan containing actions to improve the worst rated aspects in the survey.

- The **Barcelona 2.0 Bulletin** began to be published in October, aimed at management staff and appearing on a monthly basis, reporting mainly on the actions in previous month and those planned for next month.

- **The new intranet** was deployed to 1,700 users as a standardised work desk and with restructured content.

Table



Resource Management

	2009	2008	% change
External mobility	1,835	1,610	13.98
• Joined	1,017	862	17.98
• Left	818	748	9.36
Internal mobility	956	560	70.71
• Competitions	151	91	65.93
• Open appointments	74	19	289.47
• Other reasons	731	450	62.44
Total mobility	2,791	2,170	28.62
Data on temporary work			
City of Barcelona temporary workers	781	656	19.05
Total City of Barcelona workers	7,264	6,979	4.08
Rotation data			
Rotation rate	3.26	2.94	

Table



Early retirement

	2009	2008	% change
Guardia Urbana (GUB)	-	36	-
Prevention, Firefighting and Rescue Services (SPEIS)	35	2	1,650.00
Other	-	101	-
Total City of Barcelona	35	139	-74.82
Public bodies	-	84	-
SPEIS Specific Plan	-	17	-
Total municipal group	35	240	-85.42



Industrial relations

Negotiations continued for the **Agreement on Working Conditions for 2008-2011**. On 28 April, the Agreement on Common Conditions of Public Employees of the City Barcelona was signed, as was the Annex on Specific Workforce Conditions, which was published on 21 September 2009. Their signing meant adherence to the convention on behalf of autonomous bodies and work entities of the City of Barcelona.

The **Monitoring Commission of the Agreement** dealt with regulating criteria in terms of general staff hours, rules of procedure for the implementation of the retirement age and partial retirement of the workforce, permits and licenses, regulatory regime for holidays and rules of procedure for the implementation of extensions of active service or public servant staff. All the conditions were included in the relevant circulars.

In addition, negotiations were held on the subject of night and holiday services for **Licenses and Inspection** and an agreement was signed by the General Negotiating Board on 10 June 2009.

Finally, **specific working conditions were negotiated for personnel assigned to social service centres** and an agreement on the issue was signed by the General Negotiating Board on 9 July 2009.



Information systems

The **SAP-HR project** was begun and will be developed over two stages, with an expected duration of two years. Its objectives are **to develop a SAP environment for all information systems** in the Human Resources Department of the City of Barcelona and some of its bodies, so as to have a single integrated information system.

- **The first stage** of this system dealt with the areas of human resources, organisation, administration, payroll, budgeting, time management, electronic records and portal services. The main novelty is the integration of all information

systems, thereby increasing efficiency and consistency of information and management. Another highlight was the incorporation of an electronic record with digital signature and new time management services available to staff.

- **The second stage**, starting in 2010, will include a SAP environment for the areas of selection, training and career plans of the municipal group and incorporation of bodies.

Training, development and careers

Training and development

The **Training Plan 2009-2011** was created this year, in which three new strategic areas of training were defined: adapting to change and contributing to strategy, improving skills and updating and retraining. New lines of training were also defined according to the current context of the organisation.

The **Virtual Classroom** learning environment was improved, increasing its capacity of actions and possibility of greater concurrence for access to provide a more efficient response to identified training needs.

The **Management Development Plan** included skill assessment of the entire management team of the City of Barcelona and opportunities for improvement were identified.

Work continued on **training to improve cross-cutting skills** and update the specific knowledge of professional groups. A total of 2.25% of gross wages was set aside for staff training.

The **training that accompanied** management projects for changing to Barcelona 2.0, e-Government, management by objectives, territorial model, social services model, licenses and inspection model, etc, meant a considerable increase in the number of training activities (41%), participants (21%) and hours of training activities carried out (81%).

Grant assistance within the framework of the Agreement on Continuous Training for Government Administrations (AFCAP)



helped finance 18% of training costs and led to the training of 6,690 workers [See Tables 7 and 8].

Access and promotion

The planned processes in the field of rejuvenating and technically training the workforce were carried out throughout the year.

The project for redesigning selection and provision processes is almost

complete and began to be implemented in the first quarter of 2010, although with the technological limitations of not yet having a SAP environment system.

In the area of provisions, it is worth noting that the deployment of the new district organisational guidelines meant an overall call for a total of 153 job posts and the presentation of 497 applicants [See Table 9].

Table



Training Plan

	2009	2008	% change
Training activities	2,091	1,480	41.28
Adapting to change and contribution to strategy	736 (35 %)		
Improving skills	630 (30 %)		
Career updating and retraining	725 (35 %)		
Participants	21,399	17,661	21.17
People	6,404	5,798	10.45
Class hours	404,586	222,950	81.47

Table



Training plans (in euros)

	Costs Staff	Other Costs	Hours Working Hours	Total
General Plan	434	668	902	2,004
Guardia Urbana and Fire Brigade Plan	499	294	1067	1,860
Autonomous bodies, districts and sectors	290	327	497	1,114
Hours outside working hours		784		784
Total	1,223	2,073	2,466	5,762

Table



Access and promotion

	2009		2008		% change	
	Processes	Places	Processes	Places	Processes	Places
Competitions	57	204	95	94	-40.0	117.0
Open appointments	48	80	38	37	26.3	116.2
Internal promotion	5	33	13	166	-61.5	-80.1
Public call	11	746	14	300	-21.4	148.7
Total	121	1,063	160	597	-24.4	78.1



Table



Indicators

Staff (municipal group)	2009	2008	% change
City of Barcelona	6,623	6,659	-0.54
Public bodies			
Municipal companies	5,989	6,186	-3.18
Total municipal group	12,702	12,799	-0.76

Personnel (municipal group, as of December 31)

City of Barcelona	7,264	6,979	4.08
Public bodies	3,079	2,938	4.80
Municipal companies	2,244	2,106	6.55
Total municipal group	12,587	12,023	4.69
Index of temporality	12.63	11.95	5.69

Public call (City of Barcelona)

% executed	67.84	61.13	10.98
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Mobility (City of Barcelona)

External	1,835	1,610	13.98
Joined	1,017	862	17.98
Left	818	748	9.36
Internal	956	560	70.71
Competitions	151	91	65.93
Open appointments	74	19	289.47
Other reasons	731	450	62.44
Total mobility	2,791	2,170	28.62
Rotation rate	3.26	2.94	10.88

Absenteeism and accidents

Absenteeism rates	7.27	7.97	-8.78
Accident rates	11,810.77	12,130.36	-2.63

e-Government and Information Systems

Councillor:

Mr. Ramon Garcia-Bragado i Acín

Assistant Manager of e-Government and Information Systems:

Ms. Pilar Conesa i Santamaria

The aim of the Department of e-Government and Information Systems is to lead and promote e-government as a driving force for changing municipal management aimed at citizens, as well as innovating and improving work processes to provide agile, efficient and quality services. It is also responsible for defining strategy, developing and managing municipal information systems and telecommunications and the infrastructures that support them.

This year, the majority of projects in our e-Government and Information Systems Plans were launched. These will be key projects in the City of Barcelona's strategy to modernise and transform organisation, based on streamlining processes and using the advantages provided by technology, with the ultimate goal being to provide suitable tools to the municipal organisation to enable it to provide a more simple and flexible service to citizens.

These are all long-term projects in all cases, culminating in the middle or end of this term, and they have already begun to be developed, with initial results being provided this year.

The City of Barcelona is committed to innovation and the intensive use of ICTs as a driving force for change is evident in the fact that all the projects promoting change in **Plan Barcelona 2.0** require ICTs for their deployment.

Processes and management improvement

The aim of the Executive Directorate for Processes and Management Improvement is to design processes and procedures to improve the effectiveness and efficiency of municipal management, as well as supporting the organisation in managing change. Its goal is to ensure the integration of process reengineering and civil views in the development of systems and solutions by disseminating corporate tools and methodologies that encourage the simplification of processes.

The actions that were undertaken during the year were:

- **Defining the processes for management and awarding licensing for film shoots** associated with the implementation of the electronic procedure for filming.
- **Reengineering the selection process** of the Human Resource Department, reducing the number of activities from 148 to 40 and the volume of interactions between actors from 168 to 74.
- **Participation in redefining the relationship between sector and district,**

according to the new territorial management model defined in Plan Barcelona 2.0.

- **Integration of Procedural Catalogue** in the Process Map of the Municipal Group.
- **Design of processes and operativeness** for the National Local Investment Fund Office.

e-Government

The municipal e-Government strategy puts citizens and enterprise at the centre of municipal actions, with the commitment to **make the government more accessible to them** and provide **quality services in a flexible, easy and effective manner**. The e-Government Plan also promotes the concept of **proactive and transparent government**, and facilitates citizen participation.

e-Government Plan of Barcelona 2008-2011

The e-Government Plan of Barcelona 2008-2011 was presented in June 2008 as a major tool in this mandate, establishing three main principles: personalisation, processes and ubiquity. Many of the projects began this year, particularly in the field of processes, and final impetus was also given to the Plan's most emblematic initiative: **electronic files**, which will culminate in 2010:

- **Electronic Contract File, "e-Contract":** The information system to provide comprehensive cover to administrative recruitment procedures through the use of electronic media. The system involves removing almost 100% of the need to use paper by incorporating document and electronic signatures and establishing a relationship with third parties through electronic means. More than 5,000 contracts will be managed annually in a completely electronic manner. The system for minor contracts was also designed and implementation of the six pilot sectors/districts was prepared, while at the same time defining open procedures and negotiating to implement these in 2010.
- **Electronic license files for occupying public space for filming purposes:** This

Affiliated entity:

- **Municipal Institute of Information Technology (IMI)**

electronic file was activated and about 4,000 licenses have already been processed in a completely electronic manner through the Procedures and Services Portal of the City of Barcelona, which integrates the various agents involved: districts, Guardia Urbana and Barcelona/Catalunya Film Commission. Additionally, work has continued during the first half of 2010 on implementing the remaining licenses for occupying public space and construction permits.

- **Electronic inspection file, “Autoritas”:** Work was carried out on designing this file system, which encompasses the entire process of inspections and incorporates PDAs for actions at street level, which will imply a processing volume of some 18,000 files per year. It is expected to be deployed in January 2010.

To complement electronic files and e-Government strategy, the following **e-government categories** were activated and are commonly used for all municipal information systems:

- **e-Document:** Integrated into the Procedures Portal, to which the already existing e-documents were transferred.
- **e-Register and new input/output register (Ariadn@):** Integrating the personal and telematic register and display of electronic documents. The system of marking documents was changed, replacing stickers with printers that “number” the document that is presented. Installation of more than 300 devices in citizen advice bureaus and other registry offices.
- **Electronic board for edicts:** Currently in operation in the districts of Sarrià-Sant Gervasi, Ciutat Vella, Nou Barris and Sant Andreu.
- **e-Notification:** The introduction of certified SMS messages to give notification of fines.
- **e-Invoice:** A pilot test was carried out at the IMI.
- **e-Signature** and other electronic signatures (“portafirmas”) for senior officials and managers.
- **e-Procurement:** A unified view of the contractor’s profile was activated for innovative public procurement.
- **e-Auction:** Currently functioning in the IMI. Acquisitions were made of machinery,

officially approved standard envelopes, medium voltage electricity consumption and travel management services for a total of over four million euros, resulting in a total saving of more than one million euros.

- **e-Payment:** Available for processing through the Internet and integrated into the process of auto-payment of motor vehicle tax (IVTM). Also available for PDAs and the 010 number.

- **Gateway interoperability:** Several services were launched that are detailed below under “Interoperability”.

Progress was also made in the **mobility strategy of different municipal staff groups**, for example, the year saw the beginning of a PDA system for the local census, an information system on social action adapted to PDAs to provide care for vulnerable people and a new improved version of Incidences, Complaints and Suggestions (IRIS) adapted to PDAs for the Guardia Urbana. In addition, a pilot plan was carried out with the Guardia Urbana incorporating mobile PCs linked to the emergency system.

Interoperability: With the aim of improving management and reducing the use of paper, a total of 295,000 direct requests and data delivery between different administrations were carried out during the year [See Table 1].

Some of the exchange services that were already in use in 2009 were: proof of payment to be up to date with Social Security (TGSS) tax obligations, income level certificate with the tax office (AEAT), consultation of vehicle information with the Directorate General of Traffic (DGT) or emission of resident’s certificate of the City of Barcelona.

In the same vein, efforts were made to request information and data from citizens and businesses that were strictly necessary for the reengineering corresponding to the electronic files.

To adapt to the new legal framework deriving from Law 11/2007, the Regulatory Ordinance on e-Government (ORAE) was approved at the beginning of the year and work was done on its deployment. The necessary tasks were carried out to launch the municipal electronic office in January 2010, which is the e-mail address

available to citizens, whose ownership, management and administration correspond to the City of Barcelona in exercising its jurisdiction.

In December 2009, the **Procedures and Services Portal** offered over 800 choices between information on services and procedures in both municipal and non-municipal areas. Up to 82 procedures could be processed through the Internet and a further 26 could also be done in large part by electronic means. By the year's end, 43 procedures integrated into the register had been introduced into the Portal, as well as electronic signatures, which allowed for the attachment of electronic documents. The process of improving the Portal continued in the following manner:

- Incorporation of new procedures as a result of an internal redesign process, such as appointments in territorial services for licenses and inspections, grants for 2010, generic registration procedure, application for green area, presentation of claims or appeals on taxes or registration in the municipal census.
- Integration of the use of common modules (electronic ID, e-Document, e-Register and e-Payment with credit card).
- Ubiquity with the integration of services on mobile phones and improvements in accessibility

and usability with the addition of a virtual assistant in the Portal.

These improvements were recognised when the Portal was selected as a finalist in the e-Europe Awards, the prestigious European electronic government awards.

The evolution of procedures carried out online is clearly rising and, in absolute terms, 1,242,511 procedures were carried out this year [See Table 2].

Regarding the number of visits to the Procedures and Services Portal, which became operational in April 2007, there was an increase of 27%, including procedures and information requests [See Table 3].

The average number of daily visits on municipal websites was 97,895, representing an increase of nearly 5,000 more visitors in comparison to data from 2008 [See Table 4].

In the ranking of websites carried out by the Alexa company, the domain bcn.cat experienced a slight setback and moved from position 37,605 to 43,328; the domain bcn.es also fell back slightly, and went from 21,311 to 24,405, indicating that among the 82 cities in the world with which Barcelona is compared, they would occupy 34th and 23rd positions respectively. On the other hand, in the Page Rank by Google, both would be at 7th position.

Table



Document Exchange

	2009	2008	Change
On paper	162,900	228,600	-28.74 %
Electronic	295,900	237,700	24.48 %

Table



Web Procedures

	2009	2008	Change
Procedures	678,874	540,180	25.68 %
Generation of urban cadastral maps	563,637	628,853	-10.37 %

This year we launched a website on construction works, where the public can check the status of works and how they are affected by them.

The basis of **ubiquity** and reinforcing the Internet channel is complemented by a commitment to offer increasingly more **services on mobile phones**, so this year we launched:

- An information website with all the services that the City of Barcelona offers on mobile phones.
- The subscription service for SMS alerts linked to the procedures carried out on the website, such as notices for the return of undue payments, notices of appeal decisions or statements on fines.

- Consultation system for checking the status of Bicing stations on mobile phones with the Symbian system.

- SMS queries on municipal towing and Wi-Fi Internet points in the city.

- Procedural system at Punt BCN self-service kiosks, with the contracting of 45 to be installed during 2010, with services and procedures such as a guide, duplicate payments and direct debit of property tax (IBI) or IVTM and to include digital identification (ID card, CatCert, etc).

The number of visits to the **municipal intranet** increased by 23%, with an average of 14,538 visits per day. The number of pages requested also increased by 5%, with an average of 423,123 page views per working day [See Table 5].

Table



Procedures and Services Portal

	2009	2008	Change
Visits	1,000,000	800,307	24.95 %
Daily visits	2,800	2,187	28.03 %

Table



Web visits

	2009	2008	Change
Visits received	35,731,768	34,079,179	4.85 %
Daily average of visits	97,895	93,113	+4,782
Pages served	433,034,784	348,823,254	24.14 %
Daily average of pages served	1,186,397	953,069	+233,328

Table



Intranet

	2009	2008	Change
Visits received	3,619,882	2,944,076	-18.67 %
Daily average of visits	14,538	11,776	-2,762
Average duration of visits	20'53"	17'25"	-16.60 %
Pages requested	105,357,583	100,471,171	-4.64 %
Daily average of pages requested	423,123	401,885	-21,238



Information systems

Systems Plan for the City of Barcelona 2008-2013

The Plan is one of seven projects to initiate changes towards the new management model and gather together ICT initiatives and projects to bring technology and computer systems to the service of a new way of working, converting them into support tools and instruments to change services.

Of the **29 initiatives**, which in turn are divided into more than 100 projects to be developed between 2008 and 2013, a summary is provided below of the work carried out during the year:

- Introduction of the **Social Action Systems Plan** began through:
 - A tool for managing appointments and professional agenda and providing support to the new service model that has been introduced in three experimental social service centres.
 - A centralised telephone service team for users of the three experimental social service centres, with the corresponding adaptation of the tool for managing appointments.
 - A new application for managing the dining rooms of basic social services.
 - A new module in the management application for Home Help Services for the management of co-payments and other improvements that allow for more control over the billing of the Services' companies.
- After its application in 2008, the Law on Dependent People helped to promote improvements in the monitoring of dependent people, enabling the recording of the results of their interviews. In addition, processes were automated, such as the creation of files in the Social Welfare Information System and uploading of economic data.
- Improvements in the Professional Portal were aimed at the visualisation of tasks and reminders, customisation of the access bar for applications, management of news read and new functionality to generate census certificates from the same Portal.

- Closure of the functional requirements of the first version of the new Social Action Information System (SIAS).

- **Environment Systems Plan:** The new Management System for Cleaning and Waste Collection (NERU) was introduced; the functional designs of the management systems for green spaces, water cycle and investment and road space were elaborated; the Environment Intranet was built; the ACEFAT electronic signature was launched and new polygons for road paving were established.

- **Systems Plan for Culture Institute (2009-2011):** Analysis of its requirements began; asset management tools (people, entities, directorates, posts...) were developed and implemented, as well as those for the management of museum collections (Museum Plus), a new software version (SAP_ICUB economic management improvements) and the dissemination of library and museum content (Inmagic/WebPublisher).

- **Financial economic system:**

Established and implemented in all main sectors and districts was the new EcoFin SAP, which provides budgetary and financial accounting, treasury and third parties, purchasing management, investment management and management of recruitment, grant and concession files.

- **Human Resource Plan:** The first stage of the new SAP-integrated HR system was designed, including modules on payroll, procedural management, organisation, administration, time management, budgeting and self-services for staff in the local intranet. The stage is expected to be launched in the first half of 2010.

- **Cross-cutting systems for neighbourhood proximity/technicians:**

New information systems to facilitate local activities carried out by the 65 neighbourhood technicians and territorial directors. The systems allow for information management for later use and dissemination. The TdB was adapted with the visualisation by neighbourhoods of ISIS, ACER, register of entities and facilities (neighbourhood observatory) and construction works website.

- **Security and Mobility Projects**

- New municipal emergency management system (New Mycelium) integrates the Guardia Urbana and SPEIS, development and implementation of Stage I, which provides the same functionality as the previous system.
- The APRES system was developed and implemented to collect information on accidents to identify accident black spots and manage improvements in signage and traffic control.
- The PDAs of the Guardia Urbana were linked to databases of the Catalan police. Migration to the new operating system for the PDAs was carried out, with 540 devices changed and the payment of fines via credit card consolidated.
- The first modules of the Data Warehouse of the sector were developed and introduced. A pilot test was made with data from accidents.

- **Systems Plan of the Municipal Tax Institute**

- Analysis was made of the current situation and reference model, as well as a market study of tax solutions and design of a high-level implementation plan.
- Work was done in the current system on notifications (management of the application and post office box as a notification address), fines (listing of devolved fines, reprocessing of fine procedure and implementation of fine notifications through the Internet), cadastre (co-owner IBI settlements and sending of co-owners to the Directorate General of Cadastral, DGC), waste (management change in the Municipal Tax Institute, IMH), collection (change in budgetary items and procedure of fiscal register calendar).

- **Housing Offices:** Support was given to applicant registration and the Housing Office Management Portal was launched.

- **Information on background, population, territory and mapping**

- Geocoding was expanded with the uploading and validation of homes (1,400,000 homes).
- The Geoportal Municipal Mapping service was launched (OGC Services on the Internet and intranet).



- Beta version of the new online city guide engine, which improves management, user interface and use of specific projects such as the new website of construction works, which uses the same engine.
- ASIA: information on works and civil entities was incorporated.
- Service infrastructure was launched with all core data loaded: people and territory.
- New municipal sectoring was introduced, adapting neighbourhoods and drastically reducing the total number of census sections, creating a new electoral college map that was already applied in the European Parliament elections in June 2009.
- The URBEX service (online Pictometry) was contracted.
 - **Commonly used base platforms and services**
- The second Data Processing Centre (CPD) was built to enable greater engine power and increase the availability of systems to meet the changing needs of e-Government. New server architecture (Virtualisation).
- Mobility services (CAM-PDA) were extended for standard laptops with Wi-Fi Internet connection and the platform of remote development stations (EDR).
- New corporate intranet was launched.
- SAP platform projects EcoFin, e-Contract and HR projects were extended and adapted and SAP servers were transferred to the Casa Gran technical room in the CPD2.
- User Customer Service (SAU) was improved with a new tools for incidents (Service Manager).
- The following products were also launched: Vignette 7, scheduler for batch chains (UC4), emulator screen (Host on Demand), configuration management database (CMDB), Business Intelligence tool (COGNOS) and ETL data extraction, FTP encryption printers and library monitoring (Nimbus) and service (Unicorn).
- There was also migration to new backup versions (Legato), Web access certification (GetAccess) WebMessageBroker by intraoperativeness, Proxy services (3.9),

- Web application servers (Web Sphere 6.1), Microsoft Active Directory, Java Runtime Client 1.5, Adobe Acrobat 8.0.
- The new management system of the Corporate Network (OES) was designed for deployment in 2010.
 - A pilot test for the new e-mail service (Exchange-Outlook) was launched in the district of Les Corts with the OWA browser version, accessible to all users through the Internet, as a prior step to its introduction throughout the City of Barcelona in 2010.
 - The first stage of the Municipal Identity Management System (GID) was introduced by integrating it with HR and the security validations in the shared modules of e-government (electronic signatures, numbered digitisation of documents). The backup standards of the backup/restore procedure were also defined for the management of magnetic supports and technical guidelines for staff security.

Service and activity indicators

The Municipal Computer Technology Institute (IMI) provides a service to all users (SAU) of corporate applications. This year, there were a total of 34,110 consultations, with an average resolution time of 4.9 hours.

As for the activity undertaken by the IMI, 600,000 hours were dedicated to software development, with all new

developed applications and maintenance requests attended to, and the average satisfaction level regarding IMI services was 7 out of 10 [See Table 6].

Telecommunications

The Telecommunications Office (OT) provides support to the organisation in making decisions on telecommunications matters and leads the development of cross-cutting projects in this field.

The year 2009 was especially significant as regards the execution of investments in telecommunications infrastructure. Alongside the budget from the Municipal Investment Plan (PIM), a total of almost six million euros was added to develop two major projects: the expansion of municipal infrastructure and fibre optic cable deployment in the city as part of the first stage of the Wi-Fi Public Thoroughfare project, aimed at providing corporate services.

Moreover, the Telecommunications Office assumed the responsibility for managing municipal telephony and initiated the development of associated projects that will in future help to develop new services and features and provide smooth integration with municipal information systems, the result of technological convergence that the sector experienced in 2009.

Table



Infraestructure

	2005	2006	2007	2008	2009	% change 2008-2009
Work stations	4,875	5,734	6,040	6,204	6,769	9
Servers managed	182	265	278	372	285	-23 (1)
Mailboxes and notes	7,885	8,767	9,411	9,847	10,662	8

(1) The modernisation of servers focused on virtualisation has reduced the number of physical servers.



Thus, several high-impact projects were carried out during the year that were crucial for the strategy of the City of Barcelona. Highlights of these included:

- **Barcelona Wi-Fi:** Free internet access service offered by the Barcelona City Hall for citizens and visitors through a network of more than 200 Wi-Fi access points located in different municipal facilities, entering into service in July. Since its inauguration, it has had 29,000 service users that have generated 55,000 connections to over six million page views.

- **Extension of municipal fibre optic main trunk lines** and new connections of centres with the following characteristics:

- Installation of 128-fibre cable in the main sections of the metro (50 km).

- Closure of fibre rings in Montjuïc.

- Installation of fibre optic cable in Zona Franca via the coastal ring road.

- Installation of 128-fibre cable through the Rovira tunnel.

- Connection of 13 new social service centres, eight schools and five cultural centres to the municipal fibre optic network.

- **Deployment of the first stage of the Wi-Fi Public Thoroughfares project** for the provision of corporate services in the urban environment. The project concluded on 31 March 2010 with the installation of 420 Wi-Fi access points distributed in 30% of the city.

- **Telecommunications projects of the City of Barcelona** with the following most important characteristics:

- Deployment of the Office for Technical Operation and Implementation of VoIP (Voice over IP): integration of management processes of requests and incidents with the SAU of the City of Barcelona that addresses computer incidents.

- ToIP deployment in the City of Barcelona: beginning of migration to IP telephony, with the incorporation of more than 500 extensions, due to transfer or opening of new facilities.

- ADSL migration because of operator change: migration of 250 ADSL lines of the previous operator to the new supplier.

- Migration of the mobile telephony and intelligent network services operator.

- **Connection to the Corporate Network of the second Data Processing Centre of the City of Barcelona**, incorporating the new CISCO NEXUS technology for the first time in Spain, which enables high-speed connections (10Gbps), while integrating connections with storage technologies (fibre-channel) on the same computer.

- **Adapting wiring in municipal buildings:** Works were carried out in 28 municipal buildings to adapt structured cabling systems and incorporate uninterrupted power supply systems in order to be able to undertake widespread implementation of IP telephony with full guarantees.

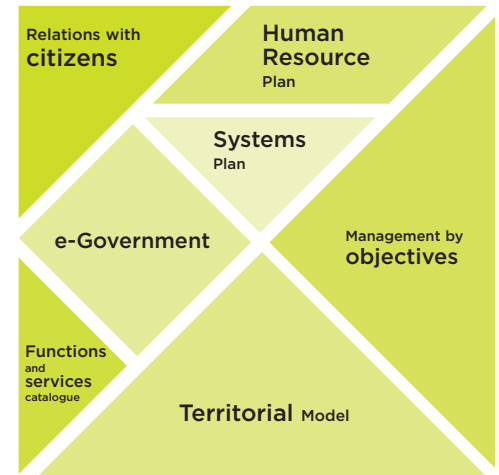


Plan Barcelona 2.0

The City of Barcelona launched the Plan in 2008 to introduce a new management model as an advanced evolution of the management of its services, technological tools and form of organisation.

The new management model is based on the commitment of the government team to provide better services to citizens, not only from the perspective of direct services but also from those services that are offered in a general and unselective manner.

In short, the values promoting and, in turn, identifying Plan Barcelona 2.0 are: **leadership, commitment, efficiency and innovation.**



Driving force projects

Plan Barcelona 2.0 is made up of seven projects that we have called “driving force projects” and these will lead to changes in our management model.

In late 2009, the average level of implementation of the Plan was

in the order of 70%, although in some specific projects (or sub-projects) this level was even higher than 90% (in the case of the functions and services catalogue, for example.)

Table 1 shows in detail the evolution of these driving force projects in 2009:

Table



Progress level of driving force projects

	Level (in %)
1. Management by objectives	
1.1. Programme budgets	100
1.2. Progress by objectives	80
2. Functions and services catalogue	
2.1. Services catalogue	90
2.2. Process map	100
3. New model of territorial management	
3.1. Territorial organisation	100
3.2. Sector/district relations	50
4. Relations with citizens	
4.1. Corporate criteria	100
4.2. Improvements in channels	60
5. e-Government	
5.1. Electronic files	50
5.2. Common modules	80
5.3. Ubiquity: services and channels	70
5.4. Personalisation of tools	70





6. Systems Plan

6.1. Corporate systems	50
6.2. Sectoral systems	70
6.3. Infrastructures	50
6.4. Telecommunications	50

7. Human Resource Plan

7.1. Dimensioning of organisation	100
7.2. Employment management system	80
7.3. SAP Human Resources	50
7.4. Career plan	50
7.5. Assessment of compliance	50
7.6. Skills management	80
7.7. Integral prevention plan	100

1. Management by objectives

The main objective of this project is to establish a municipal system of management in accordance with specific objectives that allow for the efficient allocation of resources and assessment of the effectiveness of municipal actions.

Actions in 2009:

- Construction of **22 maps** with **280 objectives**.
- Definition of **2,428 indicators** and targets feeding the 22 maps.
- Definition of programme budget: **215 programmes** consisting of **1,589 activities**.
- Pilot test in the areas of Environment and Housing.

The entire municipal executive structure was incorporated into the assessment system this year: nine sectors and 10 districts, with 632 people involved in the system.

2. Functions and services catalogue

The main objectives of this project is to classify municipal functions and services to be able to objectify activities, design the process map of the City of Barcelona

and define the system of sector/district relations.

Actions in 2009

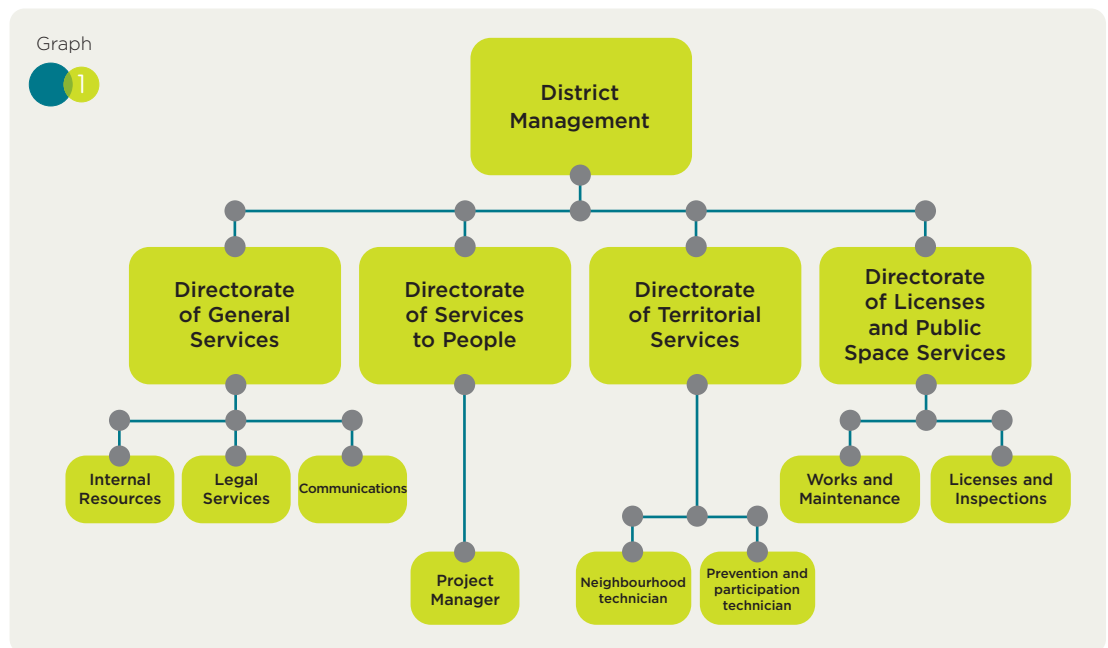
- Improvement of functions and services catalogue from 2008.
- All the programming agreements between sectors and districts were completed within the framework of the new system of sector/district relations.

3. Territorial model

The main objective of this project is to design the functions and services of districts, their organisation, allocation of resources and interaction model with sectors. District structure was strengthened through a new executive line that is responsible to management, with the aim of strengthening strategic planning functions of the territory, making management teams more compact and providing technical training to staff.

Actions in 2009

- Approval of the “Barcelona Neighbourhoods” government measure.
- Selection and incorporation of 65 technicians/neighbourhood technicians.
- Establishment of 10 district executive committees.



4. Relations with citizens

The project aims to lay the groundwork for improved relations with citizens.

Actions in 2009

- Improvements in channels focused on three main areas: to prepare deployment of the new Punt BCN information and procedure kiosks, prepare the deployment of the new Services and Information Office in Plaça de Sant Miquel and, after extending hours of the O10 service, continue to incorporate new services and procedures to this channel.

5. e-Government

The project's objective is to implement information technology and communication in the administrative processes of the City of Barcelona.

Actions in 2009

- Electronic license file: The electronic license file for occupying public spaces for filming purposes was launched, with about 4,000 licenses a year currently processed in a completely electronic manner.

- Autoritas: Electronic inspection file.

To complement the electronic file and strategy for e-Government, e-Government modules were launched that are commonly used for all municipal information systems:

- e-Document
- e-Register and new input/output register (Ariadn@)
- Electronic board for edicts
- e-Notification
- e-Invoice
- e-Signature and "portafirmas"
- e-Procurement (innovative public procurement)
- e-Auction
- e-Payment
- Interoperability Gateway

6. Systems Plan

The main objective of this Plan is to deploy new technologies and new systems as tools to improve service management.

Actions in 2009

- Deployment of new systems of performance through new technologies for different groups of municipal staff, for example, the PDA system was launched



for the local census, social action information system adapted to PDAs to care for vulnerable people and a new IRIS version adapted to PDAs for the Guardia Urbana. In short, more than 560 PDAs for over 2,000 users. In addition, there was a pilot plan with the Guardia Urbana to incorporate mobile PCs linked to the emergency system.

- One highlight of the Procedures and Services Portal is the incorporation of 43 integrated procedures with the use of the electronic register and signatures, thus allowing for the attachment of electronic documents.

- There was also a commitment to offer more services through mobile phones, such as a subscription to SMS alerts for the return of undue payments, appeal resolutions, statements on fines, etc, and SMS consultation on the municipal towing service, state of Bicing stations, Barcelona Wi-Fi service points, etc. Similarly, an information portal was also launched where all these services can be viewed.

Important management systems were also launched this year and implied a turning point in terms of organisational culture:

- **SAP EcoFin:** Introduction and implementation in all main sectors and districts. Providing budgetary and financial accounting, treasury and third parties, purchasing management, investment management and management of recruitment files, subsidies and concessions.

- **Cognos:** The system that supports management by objectives in which the corporate applications and platforms of the City of Barcelona are integrated (SAP, programme budgets, electronic files, etc) and also sectoral applications (IRIS, GIPU, GesPre, etc), as well as allowing for the assessment of compliance with the goals and objectives set by all sectors and districts.

- **SAP Human Resources:** The first stage of the new Human Resources System was designed, with SAP



integration and including payroll modules, file management, organisation, administration, time management, budgeting and self-services for staff in the local intranet. The stage is expected to be launched in the first half of 2010.

Sector and municipal institute systems:

- **Social Action and Citizenship Sector:**

Launch of the management tool for managing appointments and professional agenda and providing support to the new service model that has been introduced in three experimental social service centres. Launch of the centralised telephone service team for users of the three experimental social service centres, with the corresponding adaptation of the tool for managing appointments. Launch of the new application for managing the dining rooms of basic social services. Launch of a new module in the management application for Home Help Services for the management of co-payments and

other improvements that allow for more control over the billing of the Services' companies

- **Prevention, Safety and Mobility**

Sector: Municipal emergency management system (New Mycelium) integrating the Guardia Urbana and Prevention, Firefighting and Rescue Services on a new platform that enables more efficient deployment of future capabilities.

- **Municipal Tax Institute: Fines:**

Listing of devolved fines, reprocessing of fine procedures and implementation of fine notifications through the Internet. Cadastre: Co-owner IBI settlements and sending of co-owners to DGC. Waste: Transfer of management to IMH. Collection: Change in budgetary items and procedure of fiscal register calendar.

- **Environment Sector:**

The new Management System for Cleaning and Waste Collection (NERU) was introduced with the entry of a new cleaning contract.

7. Human Resource Plan

The aims of the Human Resource Plan are to modernise the management tools for people and develop people skills by reinforcing the culture of customer-based service. The new professional figure of the neighbourhood technician, creation of a new form of territorial coordination attached to the Department of General Services and Territorial Coordination, or preparation of new channels for managing the most common procedures

(for example, self-service kiosks and ATMs) are key improvements in the mission and commitment to civil services of the City of Barcelona.

Actions in 2009

- Introduction of new staff folder.
- Introduction of new staff procedures.
- Introduction of new internal communication plan.
- Creation of new training plan.

Table



Most important results of driving force projects

	Results
1. Management by objectives	
Number of people with defined role in project	632
Number of different programmes	215
Number of budgeted programmes in 2010	188
Number of Organic/Programme combinations in 2010	591
Number of different budgeted activities	618
Number of Organic/Programme/Activity combinations in 2010	1,589
Number of defined objectives	280
Number of total indicators	2,428
Average of indicators by sector	125
Number of indicators by district	117
2. Functions and services catalogue	
Number of service types in catalogue	120
Number of optimised processes	9
Number of improved and implemented processes	5
Number of monitored programming agreements	21
3. New territorial management model	
Number of people affected	1,646
Number of competition new positions	193
% technical positions	68%
% administrative positions	32%
% people dedicated to neighbourhood unit	11.80%





4. Relations with citizens

% increase in service hours on 010	38% (5% of total)
Number of 010 hours	5,200
% improved OACs	45%
Number of OAC hours	25,000
Number of new procedures covered	100,000
Simplified procedures (requirements)	Pink card (approx. 70%)
% implementation of new brand architecture	10%
Procedures incorporated in 2009:	T12
	Capital gain
	Housing info
	Social Services info
	Social Security switchboard
	Enlargement of Green Area

5. e-Government

% preparation of Minor – e-Contracts	95%
% introduction of e-License files	5%
% preparation of Works e-Files	50%
% preparation of Filming e-Files	100%
% preparation of Inspection e-Files	95%
Number of common modules in progress and implemented	10
Number of new mobile phone services	9
Number of new municipal services with mobility tools	3
Quota of Internet use for procedures (in comparison to face-to-face)	23%
Total number of procedures in Procedures Portal	1,242,511
Change compared to 2008	+28.68%
Number of electronic exchanges made	295,000
Change compared to 2008	+24.48%
Number of paper exchanges	162,900
Change compared to 2008	-28.74%

6. Systems Plan

Number of initiatives already introduced in sectors	10
Number of initiatives already introduced in districts	2
Number of infrastructure initiatives already introduced	7
Number of incidents attended to in SAU	34,110
Average resolution time of incidents (in hours)	4.9

7. Human Resource Plan

% dimensioning organisation	47%
Average time of agreed replacements	92%
Simplification level of workplace model	100%
% SAP HR modules introduced	100%
Deployment of Executive Development Plan	90%



Sectoral projects

The driving force projects were not the only things driving the Plan Barcelona 2.0. Other projects aligned with or developing organisational lines of the Plan were also launched in the year:

New social services model

On 2 October 2009, approval was given for the creation of the Municipal Social Service Institute of Barcelona (IMSSB) during a Plenary Session. The various representatives on the Governing Board of IMSSB were appointed in November and December: political, technical, union and social network (two persons of recognised standing in the field of social action) representatives. The Territorial Social Action Plans (PAST) were developed from May to December.

The basic functions of the IMSSB are:

- To promote, organise, manage and coordinate the production of social services of municipal responsibility aimed at citizens.
- To lead, manage and supervise human, financial, technical and infrastructure resources of social services centres.
- To assist in municipal strategic planning of social services.
- To programme, implement and evaluate the Social Action Plan in each territory.
- To cooperate with other local services to improve the welfare of individuals and the community throughout the city.
- To promote and articulate processes of citizen participation at all levels of social action through the creation of bodies in which the various sectors representing the social community are present.

Three experimental basic social services centres were launched during the year and already follow the new design model that will be implemented in the remaining

centres under the responsibility of the Institute. One of the highlights of the most important changes in the functions of these three centres was telephone service appointment management.

The IMSSB is a key element and tool for municipal management and has to provide a global perspective and give coherence to a system consisting of 41 centres and a group of over 500 professionals, with a catalogue of over fifty services and features to which all citizens are entitled.

Opening of Housing Offices in each district

The register of housing stock was unified and 10 Housing Offices were created to serve districts.

New licensing and inspection model for Barcelona

The new model aims to create a single reference point in the city for licenses and inspections and provide new protocols, processes and systems.

The year included the creation and launch of a support system for conducting inspections. This new system is called **Autoritas** and it systematises work processes for inspectors and allows them to monitor more closely, thus contributing to savings in processing time. Its implementation should allow for a 25% reduction in processing time.

Deployment of local police agents

The year saw the completion of the deployment of local police agents in the districts of Les Corts, Sarrià-Sant Gervasi, Eixample and Horta-Guinardó.

Any discussion of the Plan Barcelona 2.0 in the City of Barcelona is synonymous with quality, proximity and modernising organisation and services that are offered.



Corporate Social Responsibility

The European Commission (European Summit in Nice, 2000) defines Corporate Social Responsibility (CSR) as a concept whereby companies integrate social and environmental concerns in their organisation, business or administration and in their interaction with their stakeholders on a voluntary basis. Meaning that, beyond meeting legal obligations, a larger investment in human capital, the environment and relationships with partners must be made. In the COM (2002) 347 communication, the Commission suggests the incorporation of CSR in all European Union policies, including public administration, through the integration of the principles of social responsibility in management systems, interactions with partners and public procurement procedures.

Objectives to encourage social responsibility practices starting at the public administration level:

- Continuing education
- Work organisation
- Equal opportunities
- Social integration
- Sustainable development
- Transparency

In public administrations, CSR can play a regulatory role and act as a stimulus and guidance to others by encouraging companies, providing research funds, creating public awareness campaigns, promoting education, socially responsible consumption and transparency, managing and propagating a set of good practices, etc. It can also play an exemplary role by directly applying the principles of social responsibility in their practices. The big challenge has always been to involve contributors, partners and active city representatives (stakeholders) in the decision-making process.

Committed City of Barcelona

The 2008-2011 Municipal Action Plan (PAM) is a document that encapsulates the commitment the local government

has made to the people of Barcelona in terms of social responsibility in accordance with its corporate values. It states and promotes a model of good governance as a central axis in order to achieve effectiveness and efficiency, leadership from social and economic representatives, solvency and transparency, modernisation and innovation, civic participation and proximity.

In addition to transparency, accountability and a sense of general interest, good governance requires an ethical obligation, respect for diversity, a firm commitment to equal opportunities and a clear principle of sustainable development. CSR entails a government model of externalities from an economic, social and environmental perspective.

Good practices and major results in 2009

The policies of social responsibility commitment merge in a series of agreements, projects, programmes and specific plans, such as the City of Barcelona+Sustainable programme, responsible procurement, programmes about new social uses of time, human resource equality plan, work conditions agreement, etc. A review of the most important results achieved during the year is outlined below.

1. Sustainable development

1.1 Services in the public sphere

- The greening of the street **cleaning service** was achieved through the reduction of fossil fuel vehicles and by upgrading up to 30% of the fleet to electric vehicles. Ergonomic containers accessible to all are now in place and there was a reduction in water consumption thanks to the use of phreatic water for washing the streets.

- Since mid-2008, the City of Barcelona has been engaged in the process of repairing and **upgrading decorative fountains** around the city. The construction works consist of improving

water recycling and filtration systems, controlling water quality, sealing ducts, installing remote systems, improving electrical connections and installing LED technology based energy efficient lights. The nearly 16 million euros investment in these building works will ensure the latest technologies in water conservation, energy conservation, and efficiency of all fountains in Barcelona.

- With regard to the **supply of phreatic water for watering green spaces**, construction works took place to link parks in Montjuïc larger than 1.7 ha to the network. Phreatic water was also funnelled to sports facilities, such as the Pérez de Rozas municipal baseball field, Pau Negre-Parc del Migdia municipal hockey field and Lluís Companys stadium.

- A **street lighting improvement plan** with an investment of more than 60 million euros is taking place during this term, which means addressing about 30,000 light points throughout the city. Comprehensive **facility modernisation and upgrading** actions have been carried out in more than 6,000 points around the city, including main roads and emblematic streets. The aim is to continue incorporating conservation and energy efficiency criteria and to further enhance the image of street lighting by increasingly incorporating LED technology. The facilities to **reduce light pollution** were also adjusted with the replacement of mercury vapour for high pressure sodium vapour lamps

(HPS) at 23,000 lighting points (90% are expected to be replaced by the end of this term), the renewal or modification of upper hemispherical luminous flux lamps not complying with regulations and the adaptation of facilities to reduce light intrusion [See Table 1].

1.2 Environmentally sustainable construction

On 14 October 2009, a decree was approved requiring an environmental report to be submitted in the drafting stage of construction projects promoted by local operators, autonomous organisations and local companies with an estimated budget of 450,000 euros or higher.

1.3 Public transportation and mobility

Barcelona, together with Madrid and Sevilla, were chosen by the Spanish government to promote the introduction of electric vehicles under the MOVELE Plan. The Directorate of Mobility Services will be responsible for developing the Plan to build at least 191 filling stations for electric vehicles in the city and to coordinate the general roadmap of Barcelona on all matters regarding the use of these vehicles. Similarly, the City of Barcelona and Endesa signed an agreement and set up the LIVE Office (Logistics for the Implementation of Electric Vehicles).

Table

1 Lighting			
	2009	2008	% change
Road lamps (units)	158,822	158,384	0.28
Total GWH consumption	88,908	96,862	-8.2

Table

2 Sustainable mobility			
	2009	2008	% change
Car sharing (users)	3,432	2,504	37
Zone 30 (km)	215	43.40	395
Ecological buses (GNC units)	298	276	8
Electric car charging points (units)	12	3	300

The use of electric vehicles in municipal services will also be encouraged and pilot projects will be deployed in the 22@ district and in service and demonstration programmes for citizens [See Table 2].

1.4 “City of Barcelona+Sustainable” programme

As a signatory to the civic commitment to sustainability, the City of Barcelona is devoted to developing its own Action Plan, which will be put into practice as a coherent operation led by example by reducing environmental impact and incorporating its variables to public procurement. This brings two types of benefits: first, it promotes recycling and selective garbage collection; and second, it creates added social value by introducing groups at risk of social exclusion into the workforce.

- Annually, the City of Barcelona purchases nearly 7,000 ink cartridges for printers, photocopiers and fax machines and, once used, they become waste. To help in the environmental improvement effort, used toners from 144 municipal centres are now picked up in containers that can also be used

by City of Barcelona staff to discard used ink cartridges from their own homes.

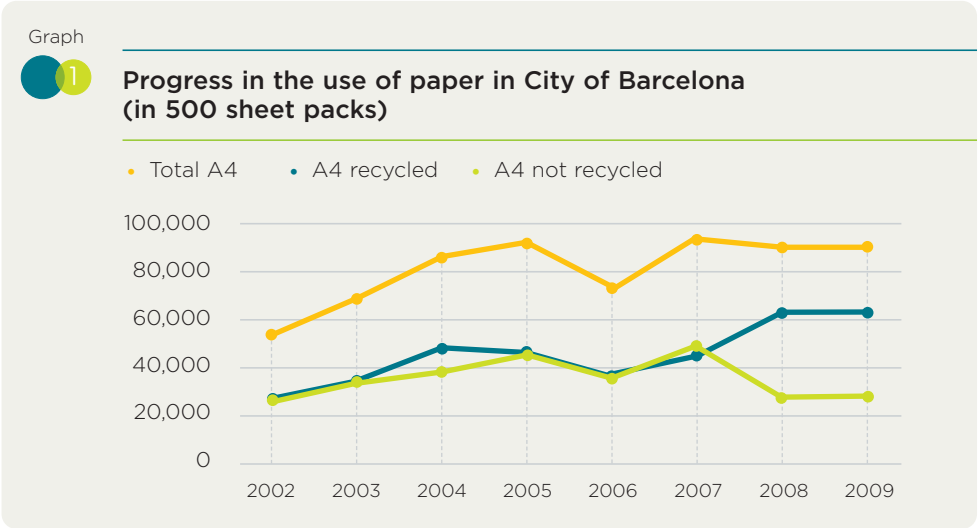
- Paper and paper products (binders, notebooks, datebooks, etc) amount to nearly 40% of all office equipment expenses and 60% of all waste generated. The introduction of sustainability criteria both for paper purchases and consumption was one of the first actions taken in the framework of the City of Barcelona+Sustainable programme (formerly the Green Office programme) [See Tables 3 and 4 and Graphs 1 and 2].
- The cleaning and selective waste collection service is especially important to minimise environmental impact and earn consistency. According to studies conducted in three municipal buildings, the waste generated per year per employee weighs over 100 kg, of which approximately 70%, mainly paper, goes to selective garbage collection. The municipal building cleaning service is carried out by an already green outsourcer that uses environmentally friendly cleaning products and is required to practice selective garbage collection.

Table

3

Recycling

	2009	2008	% change
Paper used (kg)	247,893	250,433	-1.01
Toner used (cartridges)	6,833	5,214	31.05



1.5 Energy conservation

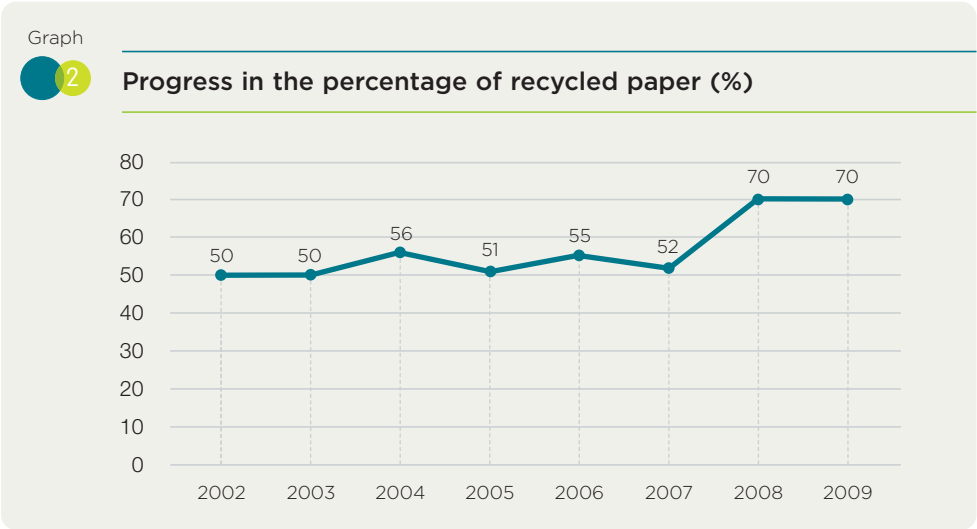
Energy conservation, energy efficiency, the integration of renewable energies and a 10% reduction in energy consumption in municipal facilities are the main objectives of the **Energy conservation and improvement plan for municipal buildings** (PEMEEM).

The gradual introduction of different measures should reduce electricity and gas consumption by 10.4% by 2020, which means using 13,300 MWh less/year. In 2008, all municipal real estate properties, 1,640 of them, reported 127.67 GWh/year in energy consumption (58.27 GWh/year in electricity and 69.40 GWh/yr in gas).

The energy saved equals the yearly energy consumption of 6,120 80 square metre houses, or 15,220 100 W bulbs switched on continuously for 24 hours. The total CO₂ that was prevented from being released into the atmosphere was 2,355 tons (an area of the Mediterranean forest equivalent to 250 blocks of the Eixample would be needed to absorb this much in emissions) [See Table 5].

1.6 Proximity and public awareness

This year, the educational programme received a major boost with the inauguration of the first building entirely devoted to promoting environmental



Table

4 Recycled paper

100 % recycled paper		Offices
2002	0	
2005	2	
2009	8	General Services Environmental Department Sants-Montjuïc District Les Corts District Municipal Institute for People with Disabilities Mpal Institute for Urban Landscape and Quality of Life City Historical Archive Municipal Tax Institute

education and sustainability. The **Sun Factory** opened its doors in October at Barceloneta to lead the city towards a more sustainable model. These installations, sponsored by the Environment Department, in collaboration with the Sustainable Future organisation, are an example of sustainable construction that uses renewable energy, re-uses rainwater in toilets, has a green roof and offers a detailed exhibition about energy. The centre is responsible for providing information on environmental vectors (water, green spaces, energy, environmental quality and waste management) through the programming of activities intended to raise awareness in areas such as responsible use. Some highlights among the educational activities available are the environmental information point designed for offering advice, theoretical and practical workshops that promote sustainable behaviour and exhibitions [See Table 6].

2. Responsibility to people in the organisation

2.1 Human resource policy

This year's most important milestone in this area was the signing on 29 April, by the municipality and the two major unions – the General Worker's Union (UGT) and Labour Commissions (CCOO) – of the **Agreement on Work Conditions**. It was also joined by autonomous organisations and the municipality's instrumental authorities. The specific conditions of the Guardia Urbana and Prevention, Firefighting and Rescue Services (SPEIS) was also agreed upon by the City of Barcelona and the two unions, representing over 85% of the overall scale.

In addition, the City of Barcelona, two unions and the Association of Independents signed an agreement on the specific conditions of the workforce. The new terms will apply to more than 10,000 City of Barcelona workers, as well as municipal institutions and organisation workers, once institutes and municipal organisations adhere to the Agreement

Table



Energy conservation

	2009	2008	% change
Municipal facilities with photovoltaics	39	39	0
Facilities with solar thermal energy	129	114	13

Table



Proximity

	2009
Activities at Sun Factory	142
Participants in Sun Factory activities	2,137
Schools that joined "Agenda 21 School" programme	240
Participants in "Green Spaces" educational programme	13,521
Participants in "How BCN Works" programme	19,077
Documentation service: Consultation/advice about the environment	2,392
"Agenda 21" programme: Advice to organisations and companies	3,538

with regard to their workforce. The Agreement, which stems from the responsibility of all parties, provides a stable framework that will facilitate administrative modernisation in terms of municipal scope and progress in the changes that are being promoted [See Tables 7 and 8].

2.2 Equal opportunities

Within the framework of Plan Barcelona 2.0 and Gender Equality Programme, the City Of Barcelona’s human resource policy provides for the development and introduction of an **Equality Plan** that aims to detect, bring to the surface and intervene in areas of improvement from a

gender perspective in order to achieve total equal opportunity among all men and women in the municipal organisation. The Best Practices Group – the agency dedicated to social representative participation, consultation and advice on policies, strategies and measures of the Plan – and Joint Committee – meant for the interaction of municipal social representatives under the Agreement on work conditions signed by the City of Barcelona and trade unions – were created to implement the plan [See Table 9].
The development process of the Gender Equity Programme consisted of three stages: information gathering, diagnosis

Table

7 Work conditions	
Key elements	Relevant elements
Employees covered by the agreement	More than 10,000 people
Conciliation	Schedule, permissions and leaves
Modernisation of management system	Horizontal career path
	Ordering of job posts
	Access to public duties
Internal promotions	Reservation of 280 positions
Public activity (2008-2011)	More than 1,500 new positions

Table

8 Employment Stability (%)			
	2009	2008	% change
People with stable positions	87.1	89.4	-2.6
People with temporary positions	12.9	10.6	17.8

Table

9 Gender parity						
	Women			Men		
	2009	2008	% change	2009	2008	% change
Leadership	59	51	13.6	99	92	7.1
Upper level	124	159	-28.2	503	538	-7.0
Total	183	210	-14.8	602	630	-4.7



and development of the Equality Plan. In terms of information gathering, contributions were extracted from data on municipal staff and management, from work sessions and interviews with 47 experts from various fields and from the results of an internal public opinion poll [See Table 10].

As regards the balance between work and personal life, this year there was an increase in the number of people who took some conciliation measure, with about 2 out of 10 people using them [See Table 11].

2.3 Prevention and work safety

The preventive model designed in the past term, whose main objectives are integration within the various management processes and

decentralisation of preventive activity, is now under way. Its main actions were:

- Approval and publication of the Mayor’s Office Decree on occupational risk prevention, which states the City of Barcelona’s policy for occupational health and safety, organisational structure and roles and responsibilities of all hierarchical levels regarding prevention.
- Appointment and training of designated staff, enabling a network of 40 workers with basic training in prevention to help with basic preventive activities from the field.
- Appointment of two technical experts in prevention resources to the Prevention, Safety and Mobility Sector.

Table

10 Protocols for non-discrimination, by way of entry			
	2009	2008	% change
The worker him/herself	7	14	-50.0
Health surveillance	2	–	–
Delegates/from prevention	1	7	-85.7

Table

11 Family conciliation measures			
	Nº Accepted 2009	Nº Accepted 2008	% change
Conciliation leave	618	494	25.1
Benefits (total)	147	213	44.9
Maternity leave	84	53	58.5
Maternity permission	129	94	37.2
Leave of absence	5	7	-28.6
Reduced workday (total)	141	142	0.7
Reduced workdays for childcare	134	139	-3.6
Reduced workday for reduction	8	2	300.0
Flexible hours (60h regime)	359	228	57.5
Total leave 2009	1,337	1,017	31.5
% total staff	18.4	14.6	20.8

- Distribution of an information video on the new prevention organisational structure, which is accessible via the Internet.

Similarly, a preventive management daily planner was also developed. It includes risk assessments, health surveillance, training and information, emergency plans, pest control, etc, as well as in view of the work authority when required [See Tables 12, 13 and 14]. In this regard, it is important to emphasise:

- The completion of psychosocial risk assessments and beginning of the implementation of preventive measures.

- There were 32 meetings of the various safety and health committees of the City of Barcelona.

- There were 48 full risk assessments of various types (initial, ongoing, specific reports, etc). There were also 161 preventive management reports/visits made and nine emergency plans implemented in and/or revised in several municipal centres.

- In order for City of Barcelona staff to be informed about how occupational risk prevention is now organised, the Prevention Service designed a sort of “training capsule” that, in a brief and entertaining manner, attempts to provide information about the policy, organisation, functions and responsibilities of all workers in terms of preventive measures.

Table

12

Preventive management

	2009	2008	% change
Risk assessment	48	293	-83.6
Meetings of health and safety committees	32	7	357.1
Medical examinations	2,297	2,857	-19.6
Work injuries	900	903	-0.3

Table

13

Absenteeism and occupational injuries

	2009	2008	% change
Number of accidents with leave	900	903	-0.3
Occupational injury rate (%)	11.81	12.1	-2.64
Absenteeism rate due to occupational injuries (%)	1.46	1.69	-15.75
Absenteeism rate due to common illnesses (%)	5.81	6.29	-8.26
Absenteeism rate (%)	7.27	7.97	-9.63

Table

14

Health surveillance

	2009	2008	% change
Medical examinations	2,297	2,857	-19.60
Vaccinations	559	486	15.02
Medical reports	143	106	35

2.4 Training

The **Training Plan 2009-2011** was created to adapt to changes in line with the new strategy and to improve competence and professional development. A total of 2.25% of all gross wages was assigned to training people within the organisation, and the environment of the online classroom was improved, now offering a greater range of operations and the possibility to welcome more students in terms of access [See Table 15].

2.5 Internal communications and work environment

The “My Turn To Speak” survey gauged the views of workers in order to undertake any appropriate improvements. The results showed

that the satisfaction of people in some areas is high, although there are some others who demand changes. In a couple of years, there will be a second internal opinion poll that will reveal whether there have been any improvements. Two out of three workers are proud to belong to the institution and 62% recommended “highly” or “very highly” the City of Barcelona as a good place to work [See Table 16].

3. Responsible relationship with public service providers

3.1 Responsible procurement

The government measure “**New boost to social and environmental procurement**”, which can be applied

Table

	2009	2008	% change
Gross wage sum assigned to training (%)	2.25	2.24	0.44
Training activities	2,091	1,480	29.2
People attending	6,404	5,798	9.5
Attendance	21,399	17,661	17.5
Teaching hours	404,586	222,950	44.9
Training hours per year per employee (average)	55.5	31.45	43.3
Scope of training (% attendees/staff)	88	82	7

Table

	2009	2008	% change
Work environment satisfaction surveys conducted	1	0	100
Participation in the surveys (%)	35	0	100
Publications (products)	3	2	33.33
Coverage of publications (% staff)	100	100	0
Conventions conducted	1	1	0
Participants in conventions	390	465	-19.23
Participatory conferences conducted	15	3	80
Participants in participatory conferences	2,260	800	64.60



transversally, was put into practice with the establishment of the Responsible Procurement Commission [See Table 17].

The social reserve for socio-work integration of people at risk or serious risk of social exclusion from local procurement procedures through minor and negotiated procedures was 2,745,368.04 euros. It was also promoted from open procedures, with a total amount of 1,853,730.04 euros.

In the contract documents from the National Local Investment Fund (FEIL), a “special enforcement condition” clause was set forth stating that in order to carry

out construction work, the contract awardees must hire unemployed people and preferably through the Catalan employment service. With this clause, the contract awardees were obliged to hire more than 5,700 people. If we add the 3,980 people already working for contract awardee businesses to this figure, the total number of people employed in building works promoted by the City of Barcelona was 9,685.

There have been detection efforts in bidding condition documents issued by the City of Barcelona containing elements and writings (optional, in principle) of

Table



Social and environmental procurement 2009 (in euros)

	Billing with social reserve (minor and negotiated records)	Billing with social reserve (open records)	Responsible procurement billing
General Services	139,024.32	63,116.39	202,140.7
Social Action and Citizenship	213,018.36	0	213,018.4
Environment	15,248.17	0	15,248.17
Prevention, Safety and Mobility	92,683.31	0	92,683.31
Urban Development	48,668.23	0	48,668.23
Economic Development	11,063.96	0	11,063.96
Education, Culture and Welfare	29,053.87	32,171 6.5	350,770.4
Ciutat Vella District	17,8948.7	0	178,948.7
Eixample District	76,175.69	60,334	136,509.7
Sants-Montjuïc District	48,028.98	32,173 1	369,759.9
Les Corts District	32,508	149,144.1	181,652.1
Sarrià-Sant Gervasi District	74,696.62	0	74,696.62
Gràcia District	43,786.61	0	43,786.61
Horta-Guinardó District	43,181.06	191,478	234,659.1
Nou Barris District	10,4989.7	0	104,989.7
Sant Andreu District	66,000	0	66,000
Sant Martí District	41,892.89	0	41,892.89
Barcelona Activa	204,023.38	0	204,023.38
Barcelona Municipal Services	691,112.33	0	691,112.33
Mercabarna	144,385.55	0	144,385.55
Municipal Housing Board	164,884	0	164,884
Parks and Gardens	9,039.43	558,983.38	568,022.81
Waste Treatment and Separation	30,924	187,226.7	218,150.7
Other entities and municipal agencies	242,030.86	0	242,030.86
Total	2,745,368.04	1,853,730.04	4,599,098.08

involvement in corporate social responsibility, occupational risk prevention and environmental friendliness, performed from the Human Resource and Organisation Department and within the framework of the “Outsourcing Criteria” project. These were the first results from the first sampling, focusing on bid evaluation criteria, contractor’s obligations and documentation to be submitted by the bidders.

Table
18

Sampling Results (%)

	Bid assessment criteria	Contractor obligations	Documentation to be submitted by bidder
Environmental care	9	9	23
Placement of workers with disabilities	41	-	55
Job placement of people in social exclusion	9	14	0
Occupational hazard prevention	5	41	5
Provision of equality plan	18	-	23

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