



**Ajuntament  
de Barcelona**

# **Barcelona, City and Tourism**

## **Dialogue for Sustainable Tourism**

**Basics for a Local Agreement for the  
management and promotion of responsible  
and sustainable tourism**

January to April 2015

**Executive Summary**

9 April 2015

## **Barcelona, City and Tourism**

Commissioner: Dr. Maria Abellanet i Meya (CEO of CETT Group)

Project team: Joan Torrella and Xavier Suñol (Tourism Directorate, Barcelona City Council),  
Jordi Moll (Consultant), Xavier Estivill and Joan Casals (MOMENTUM)

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## INTRODUCTION

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As announced by the Mayor at the end of 2014, within the framework of the General Council for Tourism in Barcelona, Barcelona City Council has launched an initiative to establish a Local Agreement for the management and promotion of responsible and sustainable tourism, for which I have been appointed commissioner. This is an important challenge for the future social, economic and environmental development of Barcelona, a city with a very powerful brand and an excellent global position thanks to the contribution of tourism (Barcelona was ranked 11th in the 2014 Global Destination Cities Index).

The initiative has been conceived as a participatory reflection process in order to meet the public interest and identify the key challenges the city will have to tackle over the coming years. A vital step towards ensuring a successful outcome has been the identification of a common objective, i.e. to improve the balance between the city and responsible and sustainable tourism, a goal that already appeared in the City Board's Declaration on Tourism, approved in a plenary session on 10 November 2014.

I would like to emphasise the high number of participants (132, 73% of those invited), as well as their diversity (34% are from the private sector, 25% are from the public sector, 18% are academics and experts, 16% are resident representatives and 7% are political groups). The successful response has underlined the importance of tourism, an issue that affects and involves us all. In order to establish a working framework based on shared responsibility and mutual trust, all parties involved in the reflection process have been acknowledged and have adopted an active, critical and respectful attitude, in addition to generating shared lessons, new ideas and new spaces for dialogue and cooperation.

The project has been structured around three working sessions in small groups held on 6 and 23 February and 13 March. The first session examined the city and urban tourism trends that affect or will affect cities with similar characteristics to Barcelona and that will have to be tackled. An assessment of the current state of tourism in Barcelona was also conducted based on the positive and negative impacts it generates. The second session dealt with the key challenges and issues for the future, and lastly, in the third session participants were invited to make suggestions for improving the balance between the city and tourism.

These sessions resulted in the creation of a core document for a Local Agreement for the management and promotion of responsible and sustainable tourism. This document sets out the various concerns and is a sound proposal intended to be used by the various actors involved in tourism, and to cover needs in the areas of politics, business and citizenship. Based on the challenges identified and the debate generated, seven core areas were defined as a starting point for future agreements and new commitments that could pave the way for a consensus to move ahead with the Local Agreement. The document also presents 35 initiatives that reflect the actions proposed by the various working groups.

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This document was presented to the Mayor of Barcelona during an extraordinary meeting of the General Council for Tourism in Barcelona held on 9 April 2015. It was then passed to the City Board and Barcelona Municipal Tourist Board, and, at the same time, distributed to all participants.

Given the prominence that tourism in Barcelona has gained, the reflection process has led to a much-needed dialogue that has proved useful, courageous and committed. The high level of participation, the amount and quality of the feedback received, and the joint effort undertaken, which has involved a genuine sense of ownership and shared responsibility to work towards the common objective of improving the balance between the city and tourism, within the framework of a responsible model, have been crucial to giving the process and outcome legitimacy. At this point, I would like to extend my deepest gratitude to all participants and the technical project team.

I hope that the core document for a Local Agreement for the management and promotion of responsible and sustainable tourism will contribute, in the near future, to achieving a new tourism strategy, embedded within the city strategy and with a cross-cutting and participatory vision. All of this is geared towards achieving the Barcelona we wish to pass onto future generations, the Barcelona we want to share with tourists and visitors, and the Barcelona we want to enjoy as residents.

**Dr. Maria Abellanet i Meya**

*Commissioner of Barcelona, City and Tourism and  
CEO of the CETT Group.*

# **PART 1**

## **METHODOLOGY AND PARTICIPANTS**





## **METHODOLOGY**

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“**Barcelona, City and Tourism**” has been conceived as a reflection process with a broad citizen-based approach, with the aim of identifying the key challenges the city will have to tackle over the coming years and ensuring that all those involved help make progress towards defining how to improve the balance between the city and tourism, within the framework of a responsible model. With this objective in mind, three working sessions with a participatory approach were held for the purposes of gathering opinions and contrasting them among all the participants:

Session 1: **Trends and assessment** (06/02/15)

Session 2: **Key challenges and issues for the future** (23/02/15)

Session 3: **Proposals for improving the balance between city and tourism** (13/03/15)

The sessions were conducted using a participatory approach based on the use of panels and cards in order to gather the opinions of all participants in an equitable way and to structure the subsequent debate by categorising the ideas proposed. In order to assign the participants to the working groups, a random system was carefully followed to guarantee a uniform distribution of the different sectors represented. The distribution of the groups was varied for each of the working sessions in order to encourage as much interaction and communication as possible among the participants.

During the first session, the participants were divided into five groups that discussed, in parallel, the main trends affecting tourist destination cities and urban tourism, and worked to identify the key positive and negative impacts that tourism generates for the city of Barcelona.

Based on the results obtained, the second session was structured in a similar way and aimed to identify the main issues and challenges that Barcelona will have to tackle in the future in order to improve the balance between the city and tourism.

Based on an analysis of all the feedback received and the debate that occurred in the first two working sessions, seven key challenges were identified (always in accordance with the number of times each issue was raised) to provide a starting point for the compilation of proposals for initiatives and actions that took place in the third session.

This time, seven working groups were created initially. Each of these focused on a specific challenge and the participants were distributed in accordance with the preferences they had expressed previously. After 45 minutes, all participants changed group to examine a different challenge, so that by the end of the hour-and-a-half-



long session, each participant had been given the opportunity to discuss, explore and propose ideas in two groups, and therefore in two of the challenges identified.

Minutes were drafted for each of the sessions and included a structured transcript of the different work panels in each group. Furthermore, a summary document was created in the form of a cross-cutting executive summary of the work carried out by the five groups.



The three sessions benefited from the support of external facilitators who participated in the design of the reflection procedure, directed and led the sessions, and drafted the resulting minutes. It is worth pointing out that the minutes of each working group and the summary documents, in spite of the high number of ideas about the challenges that must be tackled, are not intended to represent a consensus document, but are a reliable compilation of the ideas put

forward and the debate generated, while identifying the areas in which there were differences of opinion between the participants. Thus, it is important to bear in mind that the statements and data that appear in the documents are those contributed by the participants, and as a result, the opinions collected only represent the ideas expressed by them during the different sessions.

Throughout the process, the participants also had access to an intranet that was created especially for the project. This was used to share related documentation, as well as several documents that were relevant to the debate. The participants were able to use it to complete their feedback or express their viewpoints regarding the issues addressed during the various sessions.

## Barcelona, ciutat i turisme

Intranet per als participants del projecte.

**Menú**

- [Pàgina d'inici](#)
- [Calendari de treball](#)
- [Documentació de suport](#)
- [Sessió 1: Tendències i Diagnosi](#)
- [Sessió 2: Reptes de futur](#)
- [Sessió 3: Iniciatives / actuacions](#)
- [Aportacions a la 1a sessió](#)
- [Actes de les sessions](#)
- [Galeria de fotos](#)
- [Contacta'ns](#)

**Lloc de cerca**

Cerca

**Benvingut a la intranet del Projecte "Barcelona, ciutat i turisme"**

Tal com l'Alcalde va anunciar a finals de l'any 2014 en el marc del Consell General de Turisme de Barcelona, s'ha decidit impulsar un **pacte local per a la gestió i promoció d'un turisme responsable i sostenible**. Es tracta d'un **procés de reflexió participativa** d'ample espectre ciutadà, amb l'objectiu d'identificar els reptes clau que la ciutat haurà d'abordar en els pròxims anys i, entre tots els implicats, avançar en la definició de com vetllar per millorar l'encaix entre la ciutat i el turisme. L'Alcalde ha nomenat la **Dra. Maria Abellanet i Meys**, acadèmica amb una llarga trajectòria i un reconegut prestigi en el món del turisme a Catalunya (Medalla del Turisme a Catalunya, 2014), com a **comissària per a liderar i coordinar tot el procés**.

Aquesta intranet s'ha creat amb l'objectiu d'**acompanyar el procés de reflexió** "Barcelona, ciutat i turisme". Des d'aquí podreu consultar i descarregar tant els documents previs que es consideren d'interès, com aquells que es vagin generant fruit de les sessions de treball planificades.

**Totes les sessions se celebraran a Sant Pau Recinte Modernista** (C. Sant Antoni Maria Claret, 167)

**Accés:** Metro (L5): Sant Pau – Dos de Maig / Bus: H8, 19, 20, 45, 47, 50, 51, 82, 117

**Aparcaments**



**Metro**



This document has been drafted as a result of all the aforementioned work, and is based on the collection, analysis and summary of all the opinions expressed, both in the minutes of the sessions and in the feedback provided previously. It consists of two parts:

**Part 1. Methodology and participants**

**Part 2. Results**

- 1. Trends and assessment:** a summary of the trends and main impacts identified.
- 2. Core areas for a Local Agreement:** based on the challenges identified and the debate generated, seven core areas to make progress towards a Local Agreement for the management and promotion of responsible and sustainable tourism have been defined.
- 3. Proposed actions:** initiatives designed to tackle the challenges. These were compiled during the sessions.

Finally, two appendices are attached, one containing the minutes of the working sessions and the other containing documentation considered relevant to the project.

The conclusions of the Barcelona, City and Tourism process will be presented to:

- 1. The Mayor,** within the framework of the extraordinary meeting of the General Council for Tourism in Barcelona.
- 2. The City Board,** the highest municipal body for citizen participation.
- 3. Barcelona Municipal Tourist Board,** an instrument for the interdepartmental coordination of tourism policies between the various municipal areas.

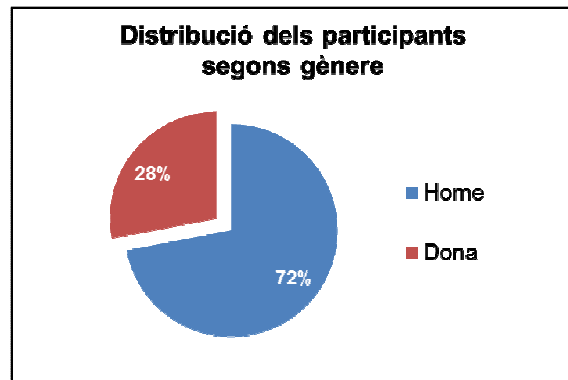
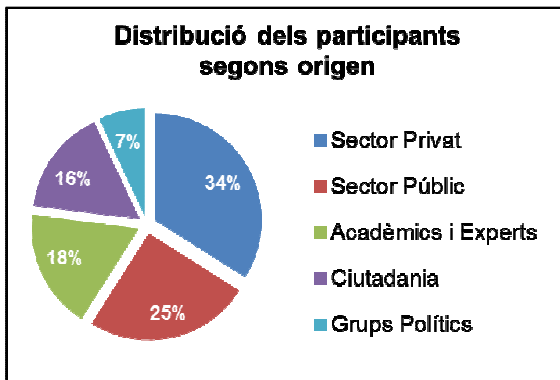
As soon as it has been submitted to the Mayor, the final document will be made available to all participants in electronic format on the intranet, and then it will be released to the general public through Barcelona City Council's website.





## PARTICIPANTS

During the process, invitations were extended to 181 representatives from civic organisations, businesses and institutions linked to tourism, as well as experts in the field. A total of 132 of these (73%) actively participated in the work sessions.



### List of participants:

Name	Position	Institution
Joan Abad	Deputy Director of Tourism	Government of Catalonia Tourism Directorate (Direcció General de Turisme Generalitat de Catalunya)
Josep Adell	Managing Director	Julià Group
Carles Agustí	Citizen Participation Commissioner	Barcelona City Council (Ajuntament de Barcelona)
Enrique Alcántara	President	APARTUR (Association of Barcelona Tourist Apartments)
Ma Paz Alonso	President	APIT (Barcelona Professional Association of Tourist Guides)
Salvador Anton	Leisure and Tourism Laboratory Director	URV (Rovira i Virgili University)
Albert Arias	Researcher	URV (Rovira i Virgili University)
Ignasi Armengol	General Manager	B:SM (Barcelona Municipal Services)
Ana Barluenga	Legal Advisor	ACAVE (Association of Specialized Travel Agencies)
Maria Bauxalí	Development Officer	BCD (Barcelona Design Centre)
Mercè Beltran	Head of Cultural Programming	Sant Pau Modernist Complex
Jorge Bonafonte	General Secretary	Trade Association (Consell de Gremis)
Carles Borrell	Vice President	Barcelona Hotel Association (Gremi d'Hotels de Barcelona)
Pere Camprubí	Expansion Director	Fira de Barcelona
Joan Canals	Advisor	Municipal Socialist Group
Jordi William Carnes	General Manager	Barcelona Tourism (Turisme de Barcelona)
Juan José Casado	Institutional Head of The Metropolitan Area	UGT (General Workers Union)
Manel Casals	General Manager	Barcelona Hotel Association (Gremi d'Hotels de Barcelona)
Manel Casanovas	Development Officer	Barcelona Tourism (Turisme de Barcelona)
Òscar Casanovas	Professor of Law	CETT (University Centre for Tourism, Hospitality and Gastronomy, linked to University of Barcelona)
Anna Castan	General Manager	Izaka
Txema Castiella	Management Associate	ICUB (Barcelona Institute of Culture)
Pilar Causapié	Tourism Consultant	Barcelona City Council Horta-Guinardó District
Pere Chias	President	Barcelona Restaurant Association
Xavier Civit	Economic Committee President	Barcelona Tourism (Turisme de Barcelona)
Albert Claret	First Vice President	City Board (CJB)
Jordi Clos	President	Barcelona Hotel Association (Gremi d'Hotels de Barcelona)
Joan Codina	Chief of Staff	Board of Education and Universities
Joan Coll	Manager	Cultruta
Sònia Corrochano	Director	Barcelona Airport
Javier Creus	Founder	Ideas for change
Assumpta Cros	Director	Activities and congresses promotion agency at the UAB Foundation

Ignasi de Delàs	Deputy Director	Barcelona Tourism (Turisme de Barcelona)
Marc de las Heras	Director	Cactus Media Productions
Pablo de Porcioles	Group Director Business Development, Adsales and Communications	Clúster e-Commerce
Cristina de Seras	Manager	BBP (Barcelona Business Pass)
Àngel Díaz	Manager	ALS Advanced Leisure Services
Beatriu Domènech	Head of Innovation	Bdigital Technology Centre
Pere Duran	ex General Manager	Barcelona Tourism (Turisme de Barcelona)
Jordi Ficapal	Responsible Tourism Observatory Director	TSI (Sant Ignasi - Ramon Llull University)
Jaume Font	Professor of Geography	UB (University of Barcelona)
Marcel Fornas	General Manager	GEBTA (Guild of European Business Travel Agents)
Patrícia Gabancho	Vice President	Ateneu Barcelonès (Barcelona Cultural Association)
Josep Garcia	Assistant Chief Constable Eixample	Government of Catalonia police force (Generalitat de Catalunya Mossos d'Esquadra)
Vicenç Gasca	President	Barcelona Trade Foundation (Fundació Barcelona Comerç)
Jordi Gascón	Dr. Social Anthropology	Higher National Studies Institute & Responsible Tourism Forum (Instituto de Altos Estudios Nacionales & Foro de Turismo Responsable)
Joan Gaspart	President of the Executive Committee	Barcelona Tourism (Turisme de Barcelona)
Marina Genabat	General Manager	EDUCATUR (Tourism educators and advisors)
Ricard Gomà	Councillor	City Initiative Group for a Green Catalonia - Esquerra Unida i Alternativa Municipal Group
Joan Miquel Gomis	Director of Tourism Studies	UOC (Open University of Catalonia)
Alejandro González	Director	Ecounion
Benito Granados	Deputy Director of the Territorial Unit of Ciutat Vella	National police force, Barcelona City Council (Guardia Civil, Ajuntament de Barcelona)
Alberto Guijarro	Co-director	Primavera Sound Barcelona
Antònia Hernández	Educating Cities	Barcelona City Council (Ajuntament de Barcelona)
Mateu Hernández	CEO	Barcelona Global
Santiago Hernández	President	Barcelona Fòrum District
Mercè Homs	Councillor for Ciutat Vella	Convergència i Unió Municipal Group
Nona Ibarz	Marketing Director	Catalonia Racing Circuit (Circuit de Catalunya)
Joan Igual	President	ACEGAL (Catalan business association for the GLBT community)
Javier Illa	Board member	Barcelona Hotel Association (Gremi d'Hotels de Barcelona)
Sara Jaurrieta	Councillor	Municipal Socialist Group
Gabriel Jené	General Manager	La Mallorquina
Juan Julià	Owner	Axel Hotels
Miquel Lacasta	Board member	FAD (Fostering Arts and Design)
Josep Ma Lahosa	Safety Officer	Barcelona City Council (Ajuntament de Barcelona)
Jaume Marimón	President	PIMEC Tourism
Josep Marquès	Executive Development Officer	Barcelona Activa
Jordi Martí	Director	Traveltec
Ramon Masia	Consultors i Advocats Associats Partner	Masia Ribera
Joan Anton Matas	President	Sitges Hostelry Association (Gremi d'Hosteleria de Sitges)
Angel Mesado	Public Affairs Manager	Airbnb
Julià Montero	Inclusive Tourism	Barcelona Zero Limits
Sergi Monzó	Board member	APIT (Barcelona Professional Association of Tourist Guides)
Javier Mulleras	Councillor	PP Municipal Group
Toni Muñoz	Marketing and Sales Manager	Avant Group
Joan Ramon Muset	Eixample Economic Development Office	Barcelona City Council (Ajuntament de Barcelona)
Yolanda Onghena	Senior Researcher	CIDOB (Barcelona Centre for International Affairs)
Marta Otzet	Marketing and Communications Director	Sagrada Família - Building Construction Foundation (Junta Constructora Foundation)
Valentí Oviedo	Manager	Barcelona Auditori
Òscar Pallarols	Competence Center Director	Mobile World Capital Barcelona
Núria Paricio	Director	Tot Raval Foundation
Josep Ma Pascual	Director	Estrategias de Calidad Urbana (Strategies for Urban Quality)
Mar Pérez	Cruise marketing and strategy department	Barcelona Port (Port de Barcelona)
Xavier Pérez Farguell	President	Clearwater International
Míriam Plaza	Park Güell Director	B:SM (Barcelona Municipal Services)
Jordi Portabella	Councillor	Unitat per Barcelona Municipal Group
Jordi Puig	Manager	We Barcelona
Agustí Pujol	Tourism Consultant	Eixample district Barcelona City Council
Lluís Rabell	President	FAVB (Barcelona residents association)
Eduard Ràmia	Manager	IMET (Metropolitan Taxi Institute)



Juan Camilo Ramos	Board member	FAVB (Barcelona residents association)
Vanessa Requena	Chief of Staff	Barcelona Airport
Òscar Rivas	Consultant	PP Municipal Group
Ana Rivero	Manager	ALS (Advanced Leisure Services)
Verónica Rodríguez	Director of "Shopping Line" and "Premium" programmes	Barcelona Tourism (Turisme de Barcelona)
Ricard Ruiz de Querol	Managing Partner	Coperfield for Social Good
Mercè Sabartés	Public management	Miró Foundation
Montserrat Saltó	Barcelona Ombudsman Advisor	Barcelona City Council (Ajuntament de Barcelona)
Anna Ma Sangenis	Board member	APIT (Barcelona Professional Association of Tourist Guides)
Joan Santacana	Lecturer in Social Sciences	UB (University of Barcelona)
Martí Sarrate	President	ACAVE (Association of Specialized Travel Agencies)
Ma Àngels Serra	Consultant	Chias Marketing
Rosa Serra	Area Coordinator	Barcelona Provincial Council (Diputació de Barcelona)
Ramon Serrat	Cultural and Territorial Culture Consultant	CETT (University Centre for Tourism, Hospitality and Gastronomy, linked to University of Barcelona)
Montserrat Serret	Director	BCU (Barcelona University Centre)
Salvador Servià	Manager	Catalonia Racing Circuit (Circuit de Catalunya)
Pilar Soldevila	Strategic Projects Associate Manager	Barcelona City Council (Ajuntament de Barcelona)
Jordi Solé	Chief of Staff	Unitat per Barcelona Municipal Group
Santiago Soteras	CEO	Soteras Group
Xavier Suñol	Tourism and Events Directorate	Barcelona City Council (Ajuntament de Barcelona)
Joan Sureda	President	PROHUT (professional association of buildings for tourist accommodation)
Vicenç Tarrats	Barcelona County and Territorial Policy Secretary	CCOO (Workers' Commissions trade union)
Mercedes Tarrazón	Founder	Dispute Management
Patricia Rocío Teran	Press and Communications	IMET (Metropolitan Taxi Institute)
Christoph Tessmar	Director Convention Bureau	Barcelona Tourism (Turisme de Barcelona)
Ole Thorson	Expert Advisor	Barcelona City Council (Ajuntament de Barcelona)
Jaume Tomàs	Tourist Products Director	Barcelona Tourism (Turisme de Barcelona)
Joan Torrella	Tourism and Events Director	Barcelona City Council (Ajuntament de Barcelona)
Lluís Torrent	President	FEDERATUR (Catalan federation of tourist apartments)
Patrick Torrent	Deputy Manager	Catalan Tourist Board (Agència Catalana de Turisme)
Eduard Torres	Board member	Barcelona Hotel Association (Gremi d'Hotels de Barcelona)
Enric Truñó	Coordinator	Barcelona City Strategic Tourism Plan 2015
Ignasi Uñó	Owner	TwentyTwo Hostel
David Valls	Director	EUT Euroaula
Lluís Vendrell	Manager	Union Suiza
Marta Ventura	President	ACATUR (Catalan association of tourist hostels)
Francesc Vila	Tourism Manager	Barcelona Provincial Council (Diputació de Barcelona)
Francina Vila	Councillor for Horta-Guinardó	Convergència i Unió Municipal Group
Ma Assumpció Vilà	Barcelona Ombudswoman	Barcelona City Council (Ajuntament de Barcelona)
Roser Vilardaga	General Manager Secretary	HUSA Hotels
Jordi Vilaseca	Owner	Destination Spain
Rafael Zarza	Managing Director	Avant Group





# PART 2

## RESULTS



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## 01. TRENDS AND ASSESSMENT

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A tourism model responds to a particular model of society whose evolution influences both the layout of the city and the development of urban tourism. As is the case in the world's major urban destinations, new phenomena emerging as a result of globalisation are transforming many aspects of Barcelona and its tourism.

### A. Trends in tourist destination cities and urban tourism

As a result of the debates that took place in the first session, the following trends in tourist destination cities and urban tourism were identified.

#### A.1 Trends that were initially presented:

1. Cities more intercultural and cosmopolitan.
2. Cities outsourcing more to offer new avenues of creativity and innovation.
3. Global rise in urban tourism.
4. New tourist profiles and new types of trips. Tourists as temporary residents.
5. Responsible and sustainable tourism and cities.
6. Impact of the sharing economy and impact of ICTs on the industry.
7. Greater diversity in the range of tourist accommodation available.
8. Civil society playing a greater role.
9. Need to prevent and manage conflicts.
10. Cities are cooperating and competing.

#### A.2 Trends that were added by the participants:

11. A shift from supply-orientated tourism to demand-orientated tourism (control lies with tourists), and the emergence of new business models.
12. A rise in the professionalization of the industry.
13. Emergence of a new type of crime that targets the tourist community.
14. Residents' lack of awareness regarding the impact of tourism on the economy.
15. Evolution of infrastructure and adaptation of urban planning.
16. Ageing of the population/society.
17. Impact of tourism on the metropolitan area.
18. The use of tourism as a policy-making tool.
19. Very little dialogue between the various areas of the tourism industry.

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## B. Aspects of tourism that generate impacts on the city of Barcelona

The following impacts of tourism on the city of Barcelona were identified during the second part of the first session.

### B.1 Positive impacts:

1. Economic growth, generation of cross-cutting wealth and job creation.
2. An open, cosmopolitan and multicultural mindset that encourages innovation and creativity.
3. Image, visibility and global positioning of the city and the Barcelona brand.
4. Creation of business opportunities and attraction of talent.
5. Creation, improvement and sustainability of the range of cultural and entertainment options, services and infrastructure.
6. Residents' active involvement and participation in the improvement and revitalisation of services.
7. Diversification and customisation of supply.
8. Greater professionalism in the industry and a general rise in competitiveness.

### B.2 Negative impacts:

1. Overcrowding, high concentration and tension in certain areas and spaces.
2. Loss of identity, trivialisation and uniformity of the city.
3. A rise in anti-social behaviours and coexistence conflicts.
4. Inconvenience and side effects of tourism experienced by residents.
5. A negative perception of tourism among residents: "*tourist phobia*".
6. A lack of connection between tourism agents and residents.
7. Poor redistribution of the wealth generated and poor-quality jobs.
8. Fraud and underground economy.
9. Excessive government regulation.
10. Media focused on negative aspects.
11. Risk of not incorporating technological changes and innovation.

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## 02. CORE AREAS FOR A LOCAL AGREEMENT

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Seven core areas were defined based on a summary of the challenges identified during the second session and the ensuing debate, as well as the proposals made during the third session (see corresponding minutes). These core areas take account of the order of priority expressed by the participants (based on the number of times each issue was raised). These core areas pave the way for a possible consensus to move ahead with a **Local Agreement**.

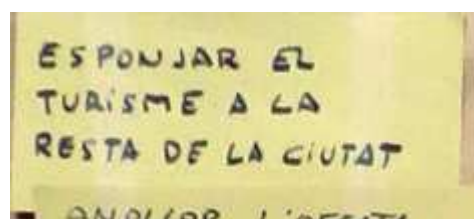
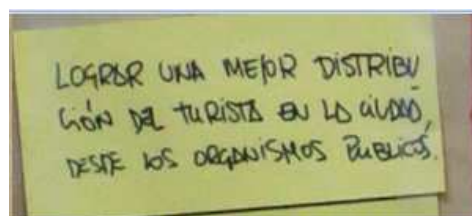
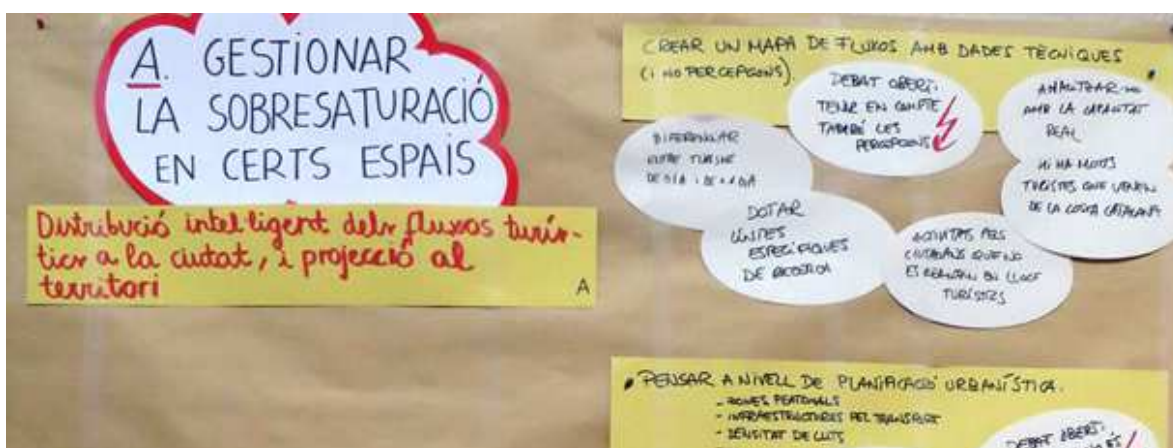
The core areas for a Local Agreement for the management and promotion of responsible and sustainable tourism are as follows:

1. **Intelligent management and distribution of tourist flows in the city and territory**
2. **Reduction of the negative impacts of tourism on the city**
3. **Management, regulation and control of tourism and anti-social attitudes**
4. **Definition of a new governance and financing model for tourism**
5. **Promotion of Barcelona's identity and uniqueness as a sustainable and competitive destination of excellence**
6. **Fairer and more widespread distribution of the profits generated by tourism**
7. **Awareness-raising activities concerning the benefits of tourism and promotion of the residents' involvement**



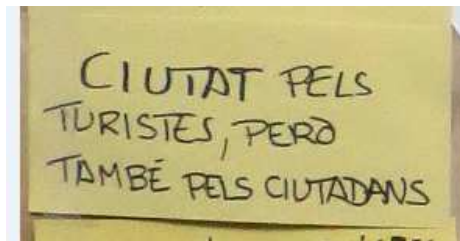
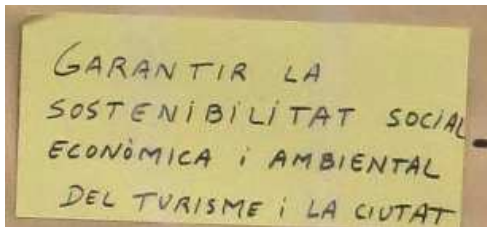
## 1. Intelligent management and distribution of tourist flows in the city and territory

- Manage the overcrowding in certain areas.
- Plan the layout of the most crowded areas and manage tourist flows: define limits and establish specific regulations.
- Deconcentrate the most overcrowded areas.
- Create and promote new tourist focal points and attractions.
- Use urban planning and management tools.
- Deconcentrate the range of tourist options and distribute them throughout the city territory.
- Structure the “Destination Barcelona” programme at metropolitan, provincial and regional level to offer a more wide-ranging experience.
- Promote innovation in the management of tourist flows.
- Apply new technologies to offer tourists a more comprehensive information service about Barcelona.



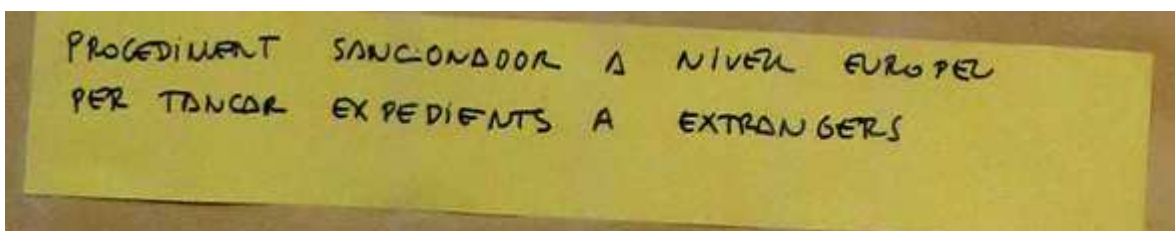
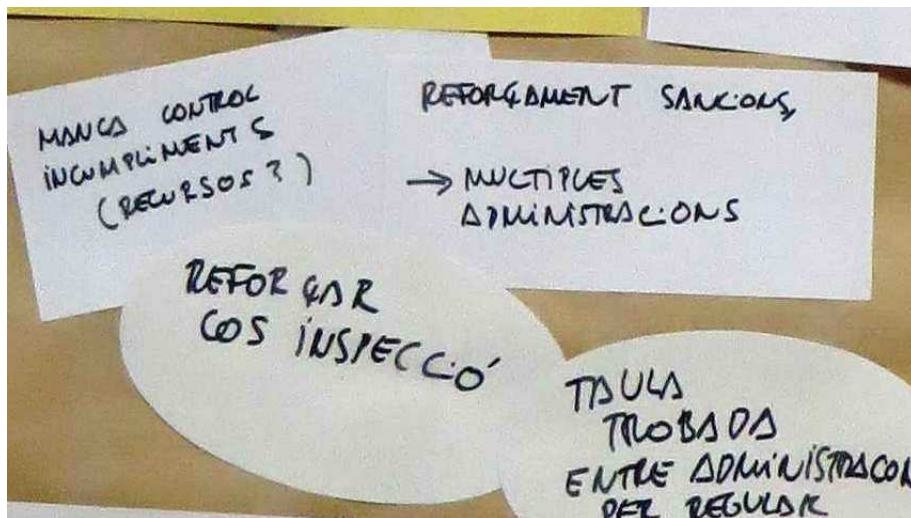
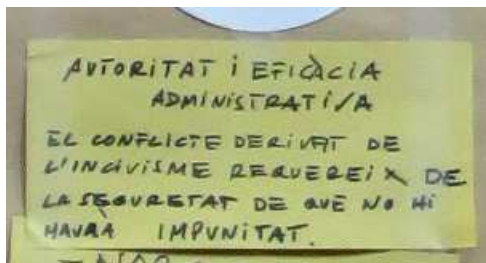
## 2. Reduce the negative impacts of tourism on the city

- Develop Barcelona as a destination responsibly and sustainably.
- Minimise the externalities of tourism.
- Promote civic attitudes that help encourage coexistence between residents and tourists.
- Reduce the environmental impact of tourism.
- Tackle gentrification and price increases in the most frequented tourist areas.
- Improve mobility: regulate flows, strengthen infrastructure.
- Promote the quality of the public space and improve infrastructure for residents.



### 3. Manage, regulate and control tourist activity and anti-social attitudes

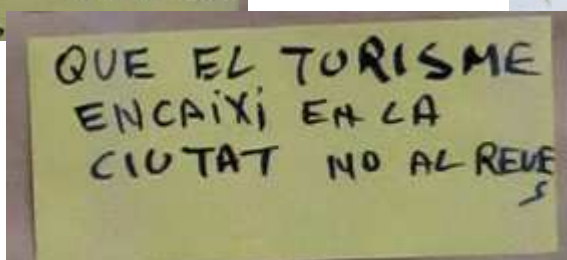
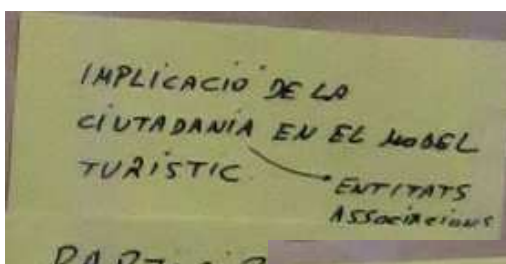
- Enforce current regulations through the proper exercise of authority and administrative efficiency.
- Prevent and demonstrate zero tolerance of anti-social attitudes that affect residents' well-being.
- Regulate emerging new forms of tourism, especially those based on a sharing economy and new accommodation types.
- Develop and improve specific tools for regulating urban development and tourism uses.
- Establish information and cooperation mechanisms between cities with similar problems.





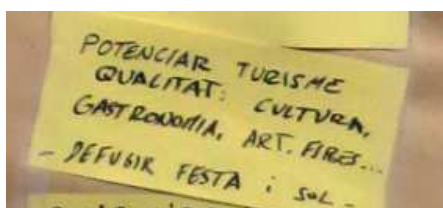
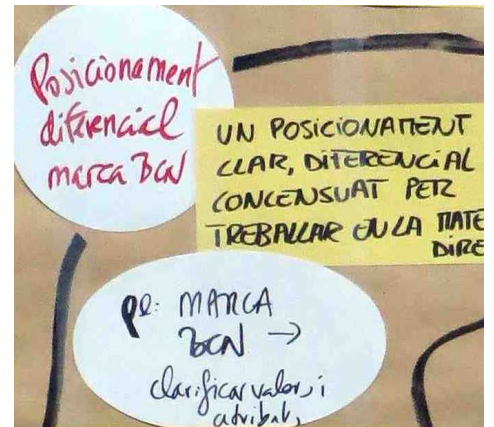
#### 4. Define a new governance and financing model for tourism.

- Integrate the governance of tourism into the city strategy and take a cross-cutting approach, led and coordinated by the municipal government.
- Make governance more participatory and involve all actors.
- Make governance proactive to address emerging new challenges and phenomena and prevent conflicts.
- Governance with joint responsibility, dialogue and exchange of information and knowledge between the different sectors of the city and tourism, as a starting point for a consensus.
- Secure the necessary funds for governance and the deployment of tourism policies.
- Make all beneficiaries of tourism jointly responsible for financing the management of tourism.



## 5. Promote Barcelona's identity and uniqueness as a sustainable and competitive destination of excellence

- Promote Barcelona in accordance with the city strategy in order to maintain a unique position compared to other destinations.
- Promote a sustainable, professional and innovative range of tourist options, with high added-value products, services and experiences.
- Promote the aspects that make up Barcelona's identity and unique character.
- Promote cultural activity and local businesses.
- Incorporate the diversity of the city's neighbourhoods and districts into Barcelona's tourist story, and extend the story to include the destination as a whole and the rest of Catalonia.

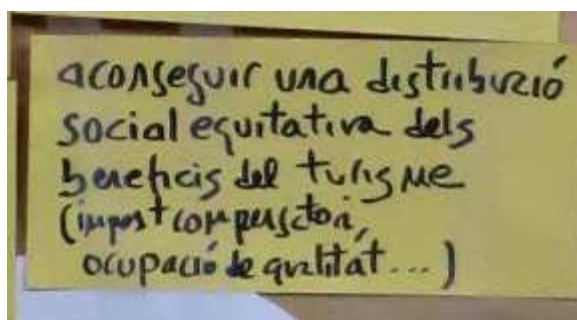


## 6. Promote a fairer and more widespread distribution of the profits generated by tourism

- Improve the distribution of the profits generated by tourism so that the whole population benefits.
- Use funding from tourist taxes and other potential sources for actions to preserve the city and offset the effects of tourism.
- Encourage the widespread implementation of corporate social responsibility policies in the tourism industry.
- Commit to providing training and creating high-quality jobs in the industry.
- Support entrepreneurship and the creation of companies.



A PROFITAR EL  
KNOW HOW DEL TURISME  
PER CREAR EMPRESES  
GLOBALS

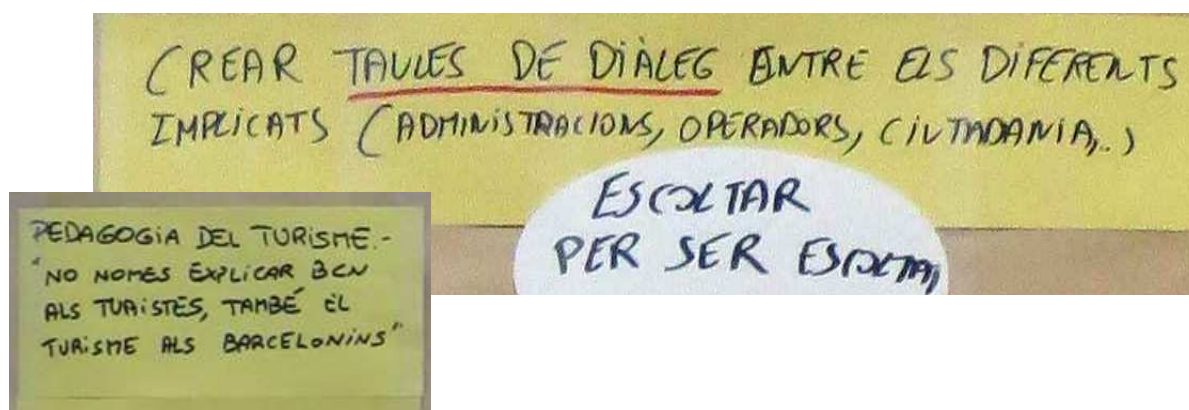


aconseguir una distribució  
social equitativa dels  
beneficis del turisme  
(impost compensatori,  
ocupació de qualitat...)



## 7. Awareness-raising activities concerning the benefits of tourism and promotion of the residents' involvement

- Educate people about the value of tourism and the positive aspects tourism brings to all areas of the city.
- Promote residents' involvement in order to encourage the development of Barcelona as a sustainable and responsible destination.
- Carry out specific communication campaigns in the worst-affected neighbourhoods by communicating the positive impacts and setting up platforms for participation and dialogue.
- Encourage interaction between the tourism industry and civic and neighbourhood associations.
- Generate knowledge by obtaining objective and rigorously researched information and sharing it with all actors involved.



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## 03. PROPOSED ACTIONS

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As a result of the debate that was held during the third working session, concerning the initiatives to tackle the challenges identified, the following is an indicative summary of the actions proposed during the various working groups. These proposals, many of which may help address several challenges, follow the same order as the seven core areas presented above and are arranged according to the priorities determined from the participants' feedback.

### 1. Improve the management of tourist flows in the most overcrowded areas

- Improve the management of tourist flows in "hot" spots: The Rambles, the Sagrada Família, Barceloneta, etc.
- Increase the number of tourist information points.
- Regulate the movement of groups of tourists travelling by bicycle.
- Implement solutions to reduce noise.
- Set up traffic-calming zones in the most crowded areas.
- Plan mobility aspects: manage parking areas (tourist coaches, loading and unloading, etc.), regulate access of tourist coaches to tourist areas, etc.
- Develop a pedestrian plan and a traffic-calming plan.
- Improve vertical signs and *contactless* systems.

### 2. Create and promote new focal points and landmarks, both within and outside the city, for repeat visitors, and involve tour operators

- Promote the tourist attractions in every area of the city.
- Concentrate certain facilities in suitable areas (e.g. museum forecourts).
- Promote the identities and attractions of the various neighbourhoods and communicate the Barcelona story as the sum of its parts.
- Promote alternative activities (market tours, Poble Nou factories, Montjuïc, Glòries, etc.) outside the most iconic areas in order to promote the neighbourhoods/territory.
- Decentralisation on three levels: city, metropolitan area, distance/time (locations outside the city accessible within a reasonable time frame).
- Organise citizen-based activities in less crowded areas.

### 3. Take advantage of new technologies to improve the management of tourism, and use social media to convey messages about redistribution

- Develop an active strategy on social media in order to convey messages about redistribution.
- Create innovation in high added-value tourist information services through applications (advance bookings, information on overcrowding, nearby points of interest, etc.).

**4. Act fast to tackle the most significant problems that cause tension**

- Barceloneta, the Boqueria market, the Sagrada Família, The Rambles, etc.
- High concentration of tourist coaches.
- Illegal tourist accommodation.
- Anti-social behaviours.
- Safety.

**5. Introduce Local Civic Officers for tourism**

**6. Improve infrastructure in the areas with where tourism has the greatest impact.**

- Introduce coach parking zones to resolve tourist mobility problems in the city.
- Improve lighting in certain areas.
- Install public toilets near tourist attractions.

**7. Counteract the negative economic impact caused by tourism**

- Promote social housing in the neighbourhoods most affected by tourism.
- Introduce financial and tax compensation measures.

**8. Manage environmental quality in all areas of tourism by promoting a reduction in CO<sub>2</sub> emissions**

- Reduce emissions from cruise ships.
- Reduce environmental pollution caused by tourist transport.
- Promote sustainable mobility (e.g. the Hola Barcelona card).

**9. Involve tour operators in awareness-raising campaigns for tourists about the effects of tourism on the city**

- Develop an awareness-raising campaign for tourists concerning the value of sustainable tourism in order to give them a sense of shared responsibility.
- Establish and disseminate a code of good practice (e.g. explain to tourists that silence is required, engines should be switched off, etc., in line with the city's tourism values).
- Bring back the slogan "Barcelona, city of dialogue".

**10. Integrate tourism further into the municipal government structure so that it can be managed with a comprehensive, cross-sectoral approach and its sustainability can be guaranteed**

- Include tourism as a priority in the city's public agenda.
- Define a governance model that meets the city's needs, at micro and macro level, to ensure that tourism fits in with the city and not vice versa.
- Ensure that the city and tourism strategies are aligned, and continue promoting the destination in line with these.



**11. Co-creation of tourism policies led and coordinated by the municipal government, through the participation, involvement and accountability of the numerous actors involved in tourism**

- Promote resident involvement in the governance of tourism, in view of the different levels and areas of participation.
- Identify and promote different public-private partnership roles that allow for "variable geometry" depending on the areas or topics.
- Enable Barcelona Tourism to support new initiatives linked to the development of the new tourism model.
- Set up a Tourism Council or similar organisation.
- Include the metropolitan and provincial areas in tourism planning and management.

**12. Redefine Barcelona's tourism model, in the context of the city's vision for the future, and incorporate sustainability strategies.**

- Redefine the city's tourism objectives and strategies using medium- and long-term performance indicators.
- Take into account the neighbourhoods and their residents and preserve the residential character of the current tourist areas and others with development potential.
- Promote the involvement and participation of residents (through organisations and associations) in the definition of the tourism model.

**13. Create frameworks for participatory work between the different actors involved in tourism (public and private sectors and residents)**

- Create platforms to generate more dialogue and understanding between the various actors involved and more consensus for the sustainable development of tourism.
- Establish different levels and areas of participation (districts, metropolitan area, province, etc.).

**14. Create a comprehensive smart tourism system in Barcelona**

- Create a tourism observatory with the participation of the actors involved in tourism to enable decision making and observe the progress of the implementation of the tourism strategy.
- Structure the existing initiatives and ensure there is no duplication of efforts.
- Promote rigorous studies on the impact of tourism across the board in order to identify the specific contribution of the various sectors.
- Create flow maps with technical data.
- Define and select new tourism performance indicators that go beyond traditional indicators (visitors, expenditure, jobs, etc.) and incorporate key aspects of economic, environmental and social sustainability.
- Conduct studies on perceptions and aspects of the relationship between tourists and residents.
- Conduct studies on the environmental impact of tourism.
- Implement a real-time monitoring system to improve tourism management.
- Conduct in-depth R&D&I on tourism in the city.
- Safeguard the future through the observation and interpretation of trends and conduct comparative studies with other cities.
- Include tourists in surveys and studies relating to mobility.

- 15. Use tourist taxes to fund management, as well as promotion.**
  - 16. Explore other potential sources of funding to supplement the tourist tax in order to acquire tools and resources for managing tourism.**
  - 17. Develop a plan for regulating urban development and tourism across the whole city to respond to the changes that have taken place in recent years, using a global, forward-looking approach.**
    - Define new measurement indicators and their limits, such as maximum capacity for growth per area, the load-bearing capacity of tourism spots, noise-tolerance levels, etc.
    - Prioritise public policies over spontaneous market trends.
    - Plan and manage the density of the various accommodation types in each area and neighbourhood.
    - Improve the spatial distribution of tourist accommodation.
    - Consider a scheme to offset tourist properties.
    - Analyse other cities that are undergoing similar processes.
  - 18. Review the rules governing market activities linked to tourism and adapt them to the current situation.**
    - Regulate new activities, from a public service perspective, especially tourist accommodation (new types, tourist apartments, bed & breakfasts, etc.), transport sharing, etc., by listening to the opinions of those involved.
    - Define standards for the application of regulations based on the study of best practices in other cities.
  - 19. Reinforce control processes and penalties for breaches in tourism activities**
    - Make penalty procedures more effective to prevent impunity and unfair treatment for those who comply with the rules.
    - Strictly enforce the regulations in force in all areas of activity by focusing on detection, processing and penalties.
    - Prosecute tax fraud in the tourism industry.
    - Strengthen the body of inspectors to control breaches of licensing procedures that have risen as a result of the implementation of the Omnibus Law.
    - Exercise forcefulness in the fight against fraud and illegal activities.
    - Disseminate punitive measures to set examples.
  - 20. Strengthen the control of public spaces**
    - Enforce rules: civility, bicycles, street selling, etc.
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**21. Establish information and cooperation mechanisms between cities with similar problems and comparable regulations**

- Promote a European space for administrative rules in order to promote a common penalty procedure and close foreign case files.

**22. Make full use of the potential of the Municipal Charter of Barcelona in order to exercise authority and control tourism more effectively**

- Promote a round-table session between administrations to regulate activities linked to tourism, agree on criteria for action and overcome the problems associated with having numerous administrations.
- Tackle legal loopholes quickly and introduce means to prevent scams, risks to the population and tourists, etc.

**23. Build a consensual new story for the city to enhance its unique character in order to achieve an exceptional position and attract quality tourism.**

- The need for a new tourism story with values and an identity.
- Complement the Barcelona brand with the values of the Catalonia brand.
- Strengthen the role of Barcelona as the capital of Catalonia.
- Complement the Barcelona brand with positive aspects of the Spain brand to reinforce our own.
- Preserve the identity of Barcelona as a lively city and incorporate it into the story.
- Incorporate the concept of Barcelona tourism as sustainable and respectful of the residents and the city.
- Incorporate innovation into tourism to strengthen the Barcelona brand.

**24. Introduce innovation into the range of products, services and experiences, and continue to strengthen, through Barcelona Tourism, the promotion of objectives, strategies and actions based on Barcelona's identity as a sustainable, quality destination.**

- Promote areas of activity and new products that help maintain the city's identity.
- Develop joint promotion strategies with the counties of Barcelona.
- Boost the range of culture, gastronomy, art, exhibitions, etc., instead of low added-value options, and increase their promotion in sectors that generate most value.
- Promote a more inclusive tourism.

**25. Develop a support strategy for local trade and avoid excessive commercial standardisation in certain areas of the cities.**

- Boost local and unique trade.
- Try to preserve the most emblematic shops, in terms of their appearance and their economic activity.
- Boost local businesses in the neighbourhoods.



**26. Enhance and promote aspects of the city's identity and culture**

- Enhance unique elements: castellers (human towers), market routes, culinary heritage, etc.
- Facilitate and promote actions related to local culture.
- Promote cultural consumption among both residents and tourists.
- Use new technologies and communication methods to disseminate this.

**27. Promote the redistribution of the resources generated by tourism to the whole city in order to improve the living conditions in the neighbourhoods most affected by tourism and in those with no tourism.**

- Increase the resources generated by tourism: a tourist tax and other taxes, revenue from spaces such as Park Güell, etc., and CSR measures for companies in the industry.
- Distribute the profits generated by tourism more comprehensively to the whole city.

**28. Encourage socioeconomic dialogue in the region of Barcelona in order to dignify work in the tourism industry.**

- Create a local consensus-building mechanism for the tourism industry.

**29. Improve training and job quality in the tourism industry**

- More vocational training and job stability.
- Respect the agreements signed during collective bargaining of the different sectors.
- Consider degree qualifications and professional categories.
- Build up staff loyalty and make them jointly responsible for the service.
- Continuous, permanent training and professional career plans.

**30. Exploit the importance of tourism in Barcelona as a source of wealth in order to promote the creation of business and high-quality jobs**

- Promote entrepreneurship in the tourism industry.
- Provide support for companies.

**31. Communicate with and inform residents about the positive aspects of tourism so that tourism is considered a shared asset**

- Highlight the positive aspects of tourism: wide-ranging economic benefits, as well as attraction of talent and intangible values such as Barcelona's global reputation.
- Communicate using emotions and not just data.
- Incorporate the industry's virtues and values into the story. These include its rapid and ground-breaking adoption of technology, the opportunities for business start-ups and reinventing companies, etc.
- Communication actions aimed at residents to turn them into tourists in their own city and to welcome tourists.
- Describe a scenario in which Barcelona has no tourism.
- Stress the multiplier effect of tourism in order to illustrate its all-encompassing nature and its reach.

**32. Promote spaces for exchanging and raising awareness of tourism knowledge.**

- Seek areas of common ground for the different sectors involved in tourism.
- Conferences, publications, chairs, etc., in order to pool and highlight studies and data on tourism, its innovation, etc.
- Find out more about the activities in other sectors linked to tourism.

**33. Carry out specific actions in the most affected neighbourhoods by communicating the positive impacts**

- Communicate the impacts of redistribution (e.g. aspects that have received investment in that neighbourhood).
- Make tourist establishments more accessible during off-peak hours, e.g. by allowing residents to use spaces for meetings and activities, etc.

**34. Establish platforms for dialogue for listening to and discussing problems and solutions in the neighbourhoods most affected by tourism.**

**35. Promote communication actions aimed at politicians, media professionals and opinion makers concerning the model and reality of tourism in Barcelona, based on objective information.**

- Establish a commitment, based on shared criteria, to not use tourism to create sensationalism or as a means of confrontation.
- Incorporate the story of the various actors involved in tourism.

