

Barcelona Tourism for 2020

A collective strategy for sustainable tourism



 **Turisme**
2020
Barcelona

PLA ESTRATÈGIC

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MARCH 2017

Tourism Department Manager's
Office for Enterprise and Tourism



**Ajuntament
de Barcelona**

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Towards the collective governance of the tourist city

In a few short years, Barcelona has become a tourist city. The sustained increase in visitors has transformed the city's urban fabric, mobility and economic activities, as well as the daily life of many neighbourhoods. Tourism has become an inherent and integral part of the city, and that requires a change in perspective regarding tourism policy, which can no longer be merely a strategy for that sector; it must become a collective project.

The 2020 Strategic Tourism Plan tackles this vital challenge: a change from managing tourism in the city to managing the tourist city, making it compatible with the other needs of a multiple, complex and heterogeneous city such as Barcelona. The Plan we are presenting progresses towards an integral perspective of tourism policies, including management areas, locations and instruments that had not previously been considered as touristic, such as mobility, inspection, providing information, economic development at a local level and territorial planning and management.

This integral approach goes beyond the logic of a tourism policy which, for many years, was only concerned with promotion and attracting an increasing number of visitors. It requires strategies based on a need to reinforce the public leadership of tourism governance.

Because tourism can no longer be dealt with as a product that is confined to one economic sector, nor measured exclusively through variables such as its contribution to the GDP or the amount spent per visitor. We need to look beyond the opinions of the players involved, in order to favour a public debate on the collective interests inherent in Destination Barcelona. For this reason, the drafting of this plan has included the participation of over 200 representatives from local-resident associations, companies, trade unions, cultural and social organisations, who are all part of this multi-faceted vision that we must use in a debate on tourism.

The Strategic Plan also looks at tourism's potential for local development, and considers how to integrate this into territorial business and social initiatives, in order to generate processes that multiply the positive effects arising from the presence of visitors in the city. At the same time, it seeks to foster the participation of key tourism players and to promote their co-responsibility in seeking formulas that compensate for the undeniable cost that tourism also has. Although many practices

integrate with and complement the way the city works, there are others that generate serious social, economic and environmental consequences, such as competition for basic resources, like housing and urban space, which the plan aims to tackle, in order to ensure conciliation with the lives of local residents.

Finally, a destination's competitiveness must now be considered using the criteria of sustainability and responsibility. Destination Barcelona can no longer be considered in any way that does not ensure its viability in time and space. This must be done in a comprehensive, contextualised way, adopting a territorial approach and including the co-constitutive relationship between tourism and the city. If the aim is to ensure the destination's success, maintaining its unique features, ensuring and promoting new experiences, providing added value for the whole chain, paying special attention to the quality of the employment it generates, while making tourism an innovative and enriching activity for the city, then sustainability is an essential, unavoidable objective.

Ada Colau
Mayor of Barcelona

Barcelona Strategic Tourism Plan for 2020 New challenges, new priorities

New priorities are needed for new challenges. I believe this Strategic Tourism Plan for 2020 that you have in your hands has carried out a crucial exercise: finding the right questions before looking for the right answers.

Tourism is one of the most significant phenomena for shaping the city of today and tomorrow. Increased mobility around the world, specialisation of part of the city in the visitor economy and the appearance of new ways of relating to the environment helped along through the advance of technological media, to name but three, are key aspects for rethinking the city. A city that cannot be understood without the effects caused by people, images or items passing through it temporarily, whether to enjoy a leisure experience, attend a cultural event or take part as a professional in a conference or trade fair.

Barcelona has become a tourist city in record time and, from what we mentioned above, there is nothing to suggest it will stop being so in the near future. Given this reality, the city cannot consider tourism as an economic activity outside the place it occurs in. Tourism is an inherent part of our city, which is aiming to maintain the diversity of its economy while ensuring this is compatible with all its residents' being able to carry out their daily lives. Accepting this scenario highlights new priorities for the destination's tourism strategy.

The first priority, the importance of governing tourism to guarantee the city's general interests, is the one that is at stake. Governing by designing shared strategies and consulting with the plurality of players that have a voice and wish to use it, as we are building on a daily basis with the Tourism and City Council. Governing by building new action frameworks which enable, among other things, visits and tourist practices to be reconciled with everyday life in the city. Governing tourism, in short, means laying down rules of the game that allow a balance to be found in the city, by promoting certain practices and restricting others.

The second priority is to ensure the destination's inalienable sustainability and to do so by adopting a broad approach, incorporating other fundamental criteria into environmental issues such as job quality and the strength of business relations with the local economic fabric. That means we need to think of sustainability not just as a

brand attribute but also as a desired effect for the whole value chain, as a landmark to achieve within the entire destination. So, we are building new sustainable future scenarios that ensure generating wealth from tourist activities does not jeopardise the future of the destination as an object of desire or as a territory playing host to many other economic practices and ways of living.

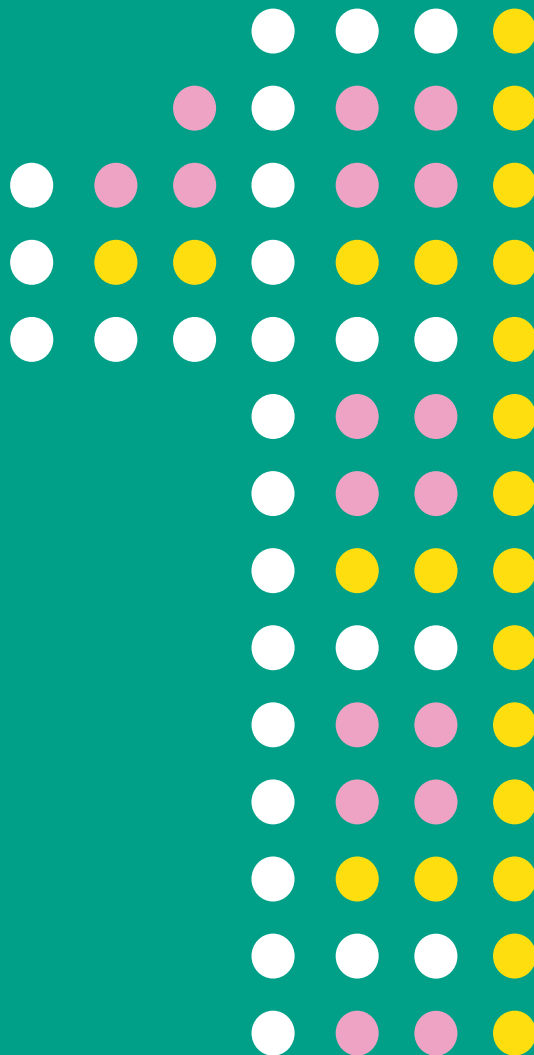
The third priority is working to ensure the best social return on the economic activity generated from being a leading destination. A social return which, while keeping to sustainability, has been generated from multiple redistributive mechanisms, through shared value generation in the city, but also by activating knock-on effects to promote strategic sector business cooperation. In short, a true challenge, accompanied by an unequivocal political aim to turn tourism into a lever of change for launching other non-extractive activities that benefit from the constant influx of people visiting Barcelona every year.

The reflections and measures of this Strategic Tourism Plan come under a framework where the City Council is already acting in line with the provisions set out in the document, which intends to integrate all the tools and mechanisms available for achieving the goals proposed. There are several urban-planning and inspection initiatives as well as initiatives from the Department of Tourism itself which we are implementing every day through a territorial approach, by consulting with other public authorities and working together with other cities.

I would not wish to finish without expressing my sincere gratitude for all the effort that has been put into the following pages, ranging from the vocation for public service of the people making up the municipal structure to the crucial participation of the individuals who are part of the life of this city, all with daily-life knowledge and expertise.

Agustí Colom
Councillor for Enterprise and Tourism

INTRODUCTION



1.1 Drafting the Plan: stages and activities

The Strategic Tourism Plan drafting process was divided into three parts: a preliminary design stage, a diagnosis stage and a proposal drafting stage.

The entire task of **designing** a methodology was carried out during the design stage, from November 2015 to January 2016, along with an exhaustive evaluation of the previous Strategic Plan (2010-2015), taking account of such initiatives as the World Tourism Code of Ethics, Biosphere certification and the Barcelona, City and Tourism document presented in April 2015.

Analyses were made of the participatory processes for the Municipal Action Plan for 2016-2019, cities and tourist destinations that were regarded as management benchmarks because of their features.

The first stage of the diagnosis, which ended in September 2016, involved analysing and diagnosing the current situation and the future prospects of the city and tourism in Barcelona. Tourism was dealt with at all times from a comprehensive perspective, in other words, as an inherent and inseparable part of the city. Considerable effort was made throughout this stage to promote and ensure

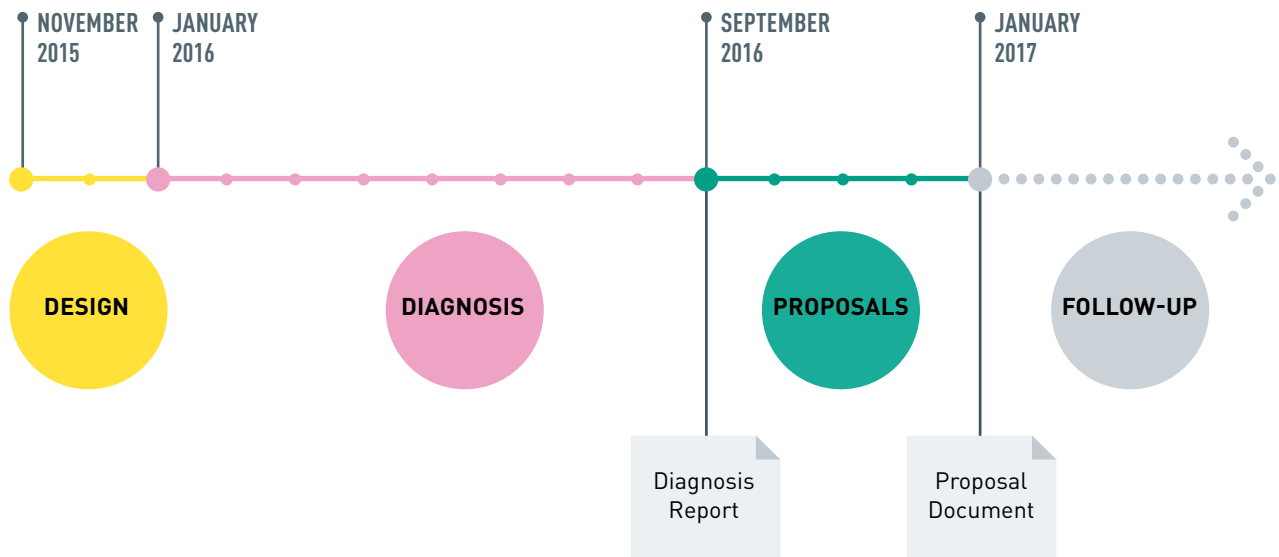
Tourism was dealt with from a comprehensive perspective, in other words, as an inherent and inseparable part of the city.

the participation and involvement of local players, productive sectors linked to tourism and experts in various disciplines making up the dynamics of Barcelona.

Data and opinions were analysed from several sources during this stage and appropriate studies conducted to generate new knowledge in areas that were either little known or with limited information. Technical meetings with experts, working groups and meetings with the various political party groups were also organised. This **diagnosis** stage led to the drafting of a **strategic diagnosis**, document and the establishment of Barcelona's challenges and goals.

The last stage, the proposal stage, which ran from September 2016 to January 2017, saw the development of ten programmes and 30 action lines in response to the challenges of the strategic diagnosis.

The construction of the **proposals** presented was complex and several sources of information and knowledge were integrated. The proposals also used ideas from several of Barcelona City Council's internal work meetings, work meetings with the Turisme de Barcelona Consortium's management team and two work meetings under the framework of the Tourism and City Council, not to mention bilateral meetings with local-resident, private-sector and municipal-group players as well.



1.2 Goals of the Barcelona Strategic Tourism Plan for 2020

The goals of the Strategic Tourism Plan for 2020 are as follows:

1. To prepare a roadmap for Barcelona's tourism policies over the coming five years, based on a participatory diagnosis.
2. To generate public debate and shared knowledge on tourism and its effects, through an analysis of the current situation and anticipated future scenarios.
3. To concurrently integrate the approaches towards tourism in the city of the various work spaces: PAM, PEUAT, Tourist Mobility Plan, Inclusive Tourism Plan, etc.

1.3 Methodology

The Strategic Tourism Plan for 2016-2020 aims to create shared knowledge on tourism in Barcelona through discussions and debates with all the players involved, as well as thorough analysis of the present situation and future scenarios.

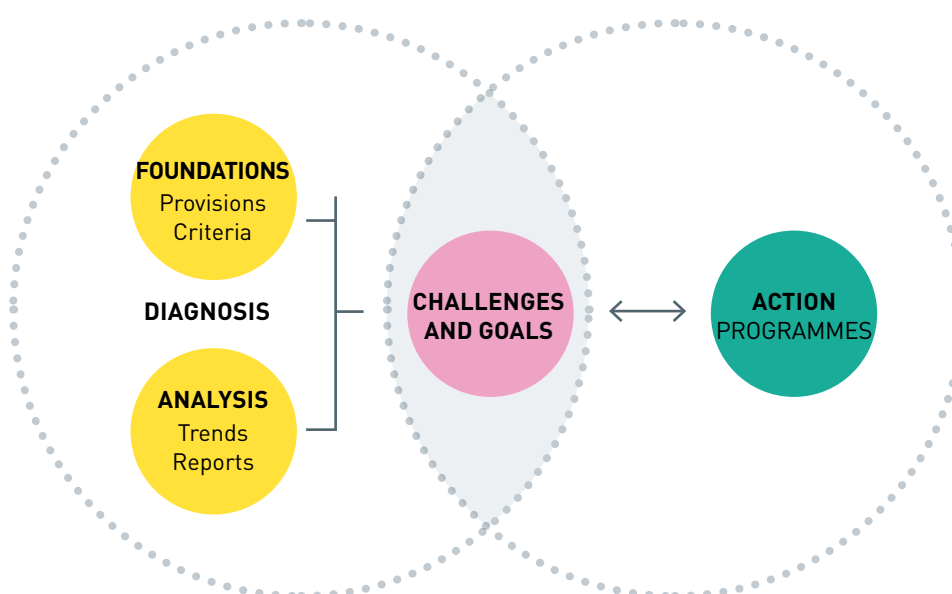
As for methodology, several tools have been used in the process, such as analysis of data from diverse sources, group work on specific issues, meetings with municipal groups and the main players concerned and knowledge generation based on studies carried out. These methodological tools, organised in time, ensure the consistency and proper implementation of the process, invariably with the aim of creating a document diagnosing the current situation and a collection of proposals for managing tourist activities over the coming years.

1.4 The Strategic Tourism Plan for 2020 within the framework of tourism policies

The Strategic Tourism Plan for 2020 first came about from a Government Measure of 20 July 2015 entitled "Impetus to the Participatory Process on the Barcelona Tourism Model". This measure also included the establishment of the Tourism and City Council, the drafting of the Special Urban Development Plan for Tourist Accommodation and measures against illegal accommodation. Municipal policies relating to tourism, mostly coordinated by the Department for Tourism and Events, also followed its course. Other plans and projects had also been launched, in parallel with the Strategic Plan, such as the Tourist Mobility Plan and the Inclusive Tourism Plan.

Besides laying out the roadmap for tourism policies over the coming five years, as set out in its goals, the Strategic Tourism Plan for 2020 is tasked with ensuring the approaches and strategies of the various plans in operation are integrated. An ongoing exchange and dialogue therefore took place with the teams in charge of the other plans and initiatives throughout the preparation period, for the purposes of generating and conveying knowledge, bringing approaches into line and coordinating joint discussion spaces.

STRUCTURE OF THE DOCUMENT



DIAGNOSIS



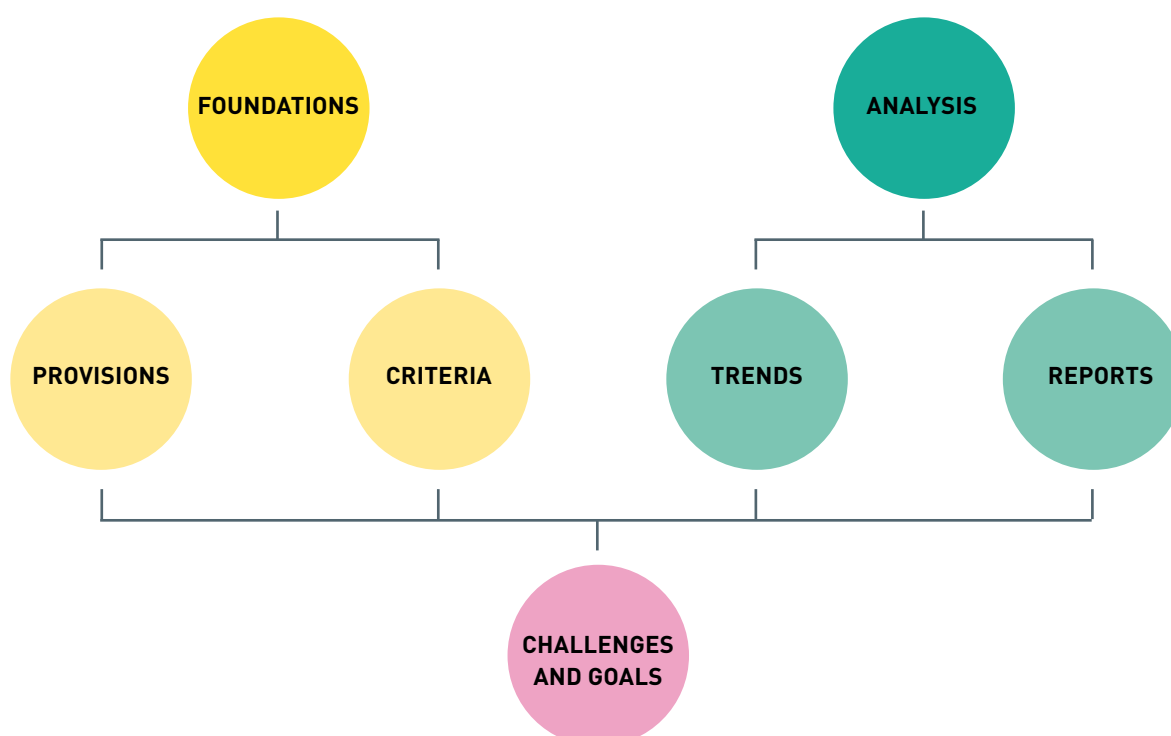
Structure of the diagnosis

The chapter on diagnosis is divided up into six logically structured sections, ending with a definition of the **strategic challenges and goals (Chapter 3)**.

The first section presents the **foundations** of the plan and a review of the elements regarded as the legacy of the current plan, such as the Strategic Tourism Plan for 2015 and the document entitled "Barcelona, Tourism and City. Bases for a Local Agreement for a Sustainable and Responsible Tourism", the unavoidable commitments that Barcelona has been undertaking in tourism and in the Vision 2020 set out in the previous Strategic Plan (for 2015), as well as the Vision 2020 of the Catalan Strategic Tourism Plan for 2020. It is on these foundations that two of the plans' cornerstones have been built which make up the second and third sections: the **initial provisions**, or conceptual premisses of the plan, and the **criteria**, which establish the desired action frameworks.

The fourth section introduces the elements used for **analysing** tourist activities. It does so by explaining the various sources of knowledge for understanding the development, status and perception of tourism in Barcelona, as well as the results of the Decidim Barcelona participatory process under the framework of the Municipal Action Plan for 2013-2016. This analysis provides ideas, though not exclusively, for the fifth section, which summarises the **main trends** of urban tourism, focusing in particular on those having the most effect on Barcelona. The sixth section includes a summary of the results of the **thirteen reports** that a group of experts were commissioned to produce for a deep examination of the issues that were regarded as requiring greater emphasis and invariably accompanied by one or two work meetings with the parties concerned, or experts.

STRUCTURE OF THE DIAGNOSIS



2.1 Foundations

There is no better way to tackle the future than by evaluating the legacy of the past. As emphasised in the introduction, the Strategic Tourism Plan for 2020 is not intended to start from a clean slate. Quite the contrary, it is firmly aimed at building a roadmap for the next five years that is based on elements whose importance, plurality and universality ensure they have played a key role in the reflection, generation of knowledge and design of tourism management in Barcelona.

Three basic elements are presented which have been analysed in-depth and which are detailed in various sections below. First of all, we examine the Strategic Tourism Plan for 2015, the undisputed point of departure when it comes to reflecting on Barcelona's tourism management. Second, we analyse the document resulting from the "Barcelona, Tourism and City. Bases for a Local Agreement for a Sustainable and Responsible Tourism" reflection process where many of today's fully valid challenges and goals are summarised. Thirdly and finally, we go over the various international commitments Barcelona has made since the start of the last decade and which set out the bases for implementing a courageous policy for sustainable and responsible tourism.

The analysis and evaluation of these foundations, alive and constantly evolving, are what allow us to build two of the cornerstones that the goals of PET20 rest on, and which will be explained in the following chapters. On the one hand, the initial provisions, understood as the conceptual premises for tackling tourism, the city and their mutual relationship. On the other hand, the plan's criteria, which highlight the desired action frameworks for public policies relating to tourism.

Barcelona Strategic Tourism Plan for 2015

The Strategic Tourism Plan for 2015 (henceforth referred to as PET15) was, without any doubt, the cornerstone that the current plan's foundations have been built on. Drafted between 2008 and 2010 under Enric Truñó's management, PET15 represented a signal change in the conception of tourism, its relationship with the city and its management. A document with an exhaustive and innovative analytical study, a diagnosis shared with a hitherto-unusual multitude of players, and a programme document that confirmed the need to go beyond the boundaries of promoting tourism and emphasise its comprehensive management and governance.

PET15, let us remember, had two main goals: helping to improve tourist activities in Barcelona and ensuring tourism fitted in better with the city. These are two goals based on criteria that were extremely innovative in their day and have proved to be essential today. First, a single concept was proposed for the terms "tourism and city", on the assumption that the one was inconceivable without the other and that the two were mutually built. Hence its statement that *"the health of tourist activities in the city extends to the well-being of its population and has to be the cause and effect of the proper development of tourism in Barcelona"*. Second, it provided evidence that tourism was not just an economic sector, an industry, closed and independent, but that it was also part of a multiple and cross-cutting reality affecting *"the whole of society and its economic, social, cultural and territorial life"*. Finally, it broadened the conventional spectrum of the concept of tourist, by underscoring the fact that the reasons for visits were numerous and that stereotypes were of no help in understanding the reality. To back this, the idea was promoted that tourists and visitors were *"temporary citizens of the city, who use and consume it specifically according to their interests and length of their stay here"*.

On the question of reviewing the content of the diagnosis, it should be mentioned that many of the 150 aspects, trends and dynamics noted in 2009, after considerable analytical work, are just as valid today and can be completely integrated into the current diagnosis. Note too that the reality of tourism in Barcelona has changed considerably over the last few years: new disruptive activities have appeared, such as accommodation marketing through online platforms, new means of recreation-related transport, increased investments in accommodation, new legislative frameworks, greater numbers of visitors to neighbourhoods that seemed unthinkable five years earlier etc., therefore requiring updated analyses, adopting dynamics that did not exist at the time. Most of the ten proposed strategic challenges and 40 assigned goals could likewise apply today. Even so, and once again, tourism-policy priorities and requirements are not static and have evidently swung towards prioritising impact and externalities as well as the need to innovate through coordination and coproduction between players. Lastly, the evaluation of the status of PET15's proposals in July 2015, which feature in this plan's annexe, was a key exercise for gauging the times we find ourselves in in 2016 and being able to review what was done during the five-year lifespan of the plan and, therefore, what we have to focus on more, what we have to review or update and what we can rule out. This evaluation also allows a review of the

reasons why measures had not been carried out or had only been insufficiently implemented.

Note too that, besides the contents of the various documents, PET15 adopted an approach to tourism using a different methodology. First, a shared process was carried out over two years, ensuring an unprecedented number of players and putting the tourism issue to discussion and debate among institutions, departments and players that had never taken it into consideration before. Second, PET15 launched several research and information-gathering projects that continue to this day. It should not be forgotten that it drew attention, for the first time, to the fact that the number of visitors to the city was practically four times higher than the number of tourists staying in hotels. It was not six-point-something million tourists, but 25 million visitors! It also promoted a study on the economic impact of tourist activities on the city, a figure which, according to the various scenarios, varies between 10% and 12% of the GNP, confirming the importance of all the activities that tourism consisted of. In this regard, besides these one-off commissioned studies, PET15 embarked on a series of studies on residents' and visitors' perceptions and opinions of tourism, which are now the cornerstone of the city's knowledge of tourism.

Barcelona, City and Tourism. Dialogue for a sustainable tourism

A process of reflection, discussion and debate began at the start of 2015, aimed at building the bases for a local agreement for managing and promoting responsible and sustainable tourism, commissioned by Dr Maria Abellanet. A sound proposal that was intended to be of use *"to the various players involved in tourism and extend to the political, business and public arenas"*.

Three well-attended participatory meetings were held for that purpose, with over one hundred and thirty participants and a pluralistic range of representation, where there were discussions and debates on trends, diagnoses, challenges and proposals regarding tourism and the city:

- Meeting 1: Trends and diagnoses (06/02/15)
- Meeting 2: Key future challenges and issues (23/02/15)
- Meeting 3: Proposals for improving city-tourism relations (13/03/15)

It is undeniable that "Barcelona, Tourism and City" followed the course of the Strategic Tourism Plan for 2015, which was heading towards its final year of life. The

approach was clear: reflecting on tourism as something indivisible from the city and adopting recommendations for its management and promotion beyond political situations. And the results were exceptional. A sound, structured proposal was established in no time. To cut a long story short, seven bases were established for the agreement. They were as follows:

- Smart management and distribution of tourist flows in the city and territory.
- Reducing the negative impact that tourism has on the city.
- Ordering, regulating and controlling tourist activities and anti-social attitudes.
- Defining a new governance and funding model for tourism.
- Boosting Barcelona's identity and uniqueness as a sustainable, competitive destination of excellence.
- Distributing the benefits that tourism generates in a fairer and more cross-cutting way.
- Raising awareness of the benefits of tourism and encouraging public involvement.

These bases have been fully considered in this plan's diagnosis, though they are ordered differently so they can fit into the current plan's structure and narrative. It would have been a blatant error not to do so, given not just the lifespan of the proposals - under a year from the start of the Strategic Plan for 2020 - but also the legitimacy of their construction and the multitude of voices they were built through.

Even so, besides the bases, the "Barcelona, Tourism and City" document features a list of 35 detailed action proposals focusing on the management of crowd flows, designing new icons, smart management of information, rules and regulations, tax and funding policies, promotion and marketing etc. While there is no exhaustive evaluation of the state of the proposals' implementation, and bearing in mind their heterogeneous nature and that they were not drafted either with a calendar or players responsible for their implementation, we can say that over three quarters of the 35 proposals have seen their initiatives embarked on by the City Council or the Turisme de Barcelona Consortium.

Commitments made in relation to Sustainable and Responsible Tourism

The Strategic Tourism Plan for 2015's reflections and proposals prompted the City Council's pledge, in 2010, to meet its commitments to sustainable and responsible tourism. These commitments are also key when it

comes to laying the foundations for the current plan. The documents, approved and signed, are set out below chronologically and accompanied by a brief explanation and excerpt of their contents.

- A. 2010, 13 July. Municipal Commission for Economic Promotion, Employment and Knowledge
- B. 2010, 20 December. Signing of the Responsible Tourism Charter (Barcelona City Council, RTI, UNESCO)
- C. 2011, 30 June. Achievement of the Biosphere World Class Destination certificate
- D. 2013, 4 October. The Catalan Vision for Responsible Tourism for 2020: the Barcelona Declaration
- E. 2015, 27 November. World Charter for Sustainable Tourism + 20
- F. 2016, 13 April. Agreement for the creation of the Biosphere-Barcelona standard

Municipal Commission for Economic Promotion, Employment and Knowledge

During its meeting of 13 July 2010, the Municipal Commission for Economic Promotion, Employment and Knowledge gave its approval, with all the political party groups acting unanimously, to the following proposal, which became the starting point for the certification process and basis for the definition of the municipal policy for responsible tourism:

to set out an action plan for introducing the Responsible Tourism System in Barcelona, obtaining Biosphere certification under the destination category, undertaking a commitment to the city's residents and thereby contributing to Barcelona's profile and establishment as an innovative, leading, sustainable, distinguished, quality and added-value tourist destination.

Responsible Tourism Charter with the Institute for Responsible Tourism

Barcelona City Council's voluntary commitment to gearing the city's tourist activities towards a sustainable tourism model led to its collaboration with the Responsible Tourism Institute¹ (RTI), to achieve the Biosphere

destination certification, in accordance with the World Class Destination standard. On 20 December 2010, Barcelona City Council, RTI and UNESCO signed the Responsible Tourism Charter, a document representing public recognition from the city of the firm commitment to advancing towards a new model for tourism development based on the principles of sustainability, cultural diversity and social responsibility.

Under the Charter:

The application of the Responsible Tourism System in Barcelona involves positioning the city as a leading tourist destination, innovative in responsibility and sustainability, making sustainability a tourist product in itself and a distinguishing feature of Barcelona's tourism model.

Biosphere World Class Destination Certification

Finally, the RTI officially awarded Barcelona its Biosphere Responsible Tourism Certification, in the category of World Class Destination, on 30 June 2011, under the framework of the second Annual Meeting of the Global Sustainable Tourism Council. Taking part in the Biosphere Responsible Tourism System's establishment and certification process were all the areas of Barcelona City Council directly or indirectly linked to tourism sustainability, as well as other tourism-related organisations in the city. Following the awarding of the certification, they had to continue working on updating the documents confirming the system's requirements were being met. Barcelona's Biosphere World Class Destination certification was renewed in July 2014 and extended for a further three years.

The Catalan Vision for Responsible Tourism for 2020: the Barcelona Declaration

A document resulting from the reflections made at the 7th International Conference on Responsible Tourism in Destinations, held in Barcelona on 3 and 4 October 2013. This "Barcelona Declaration" contains an agreement between the public and private sectors on the criteria, guidelines and commitments to be implemented for the future development of responsible tourism resulting from a process of collective discussion and debate. Once again, the challenges and goals established for Catalonia can readily be applied to Barcelona too. While the entire document is noteworthy, mention should be made here of one of the most significant and widely quoted statements in the declaration:

"What is good for citizens is good for tourism. Places that are good for living in are good for visiting. Efforts will focus on improving the quality of life of citizens, managing friction

¹ The Responsible Tourism Institute is an organisation affiliated to UNESCO and the World Tourism Organization (UNWTO) and is a founding member of the Global Sustainable Tourism Council (GSTC), which is supported by the United Nations Foundation, the World Tourism Organization (UNWTO) and the United Nations Environment Programme (UNEP).

between residents and visitors and promoting dialogue and interaction between visitors and residents."

The declaration deals with tourism comprehensively, as a cross-cutting activity that affects the territory as well as many other economic, social, territorial and cultural activities. It is committed to assuming the environmental impact of tourism; to a governance that involves all the relevant players in the spirit of shared responsibility; that takes care of the sense of place where tourists too are its builders; that makes tourism inclusive and accessible; and which evaluates impact beyond conventional qualitative measures.

World Charter for Sustainable Tourism + 20

Barcelona played a central role in drafting the World Charter for Sustainable Tourism + 20, which involved the updating of the World Charter for Sustainable Tourism signed up to in 1995. The new charter was declared on 26 November 2015 at the end of the Sustainable Tourism Summit in Vitoria-Gasteiz.

The World Charter for Sustainable Tourism + 20 includes the 17 Sustainable Development Goals adopted at the United Nations Sustainable Development Summit held in September 2015, and represents a great opportunity for steering tourism resolutely towards integrating and sustainable channels. The Charter likewise calls for the preservation, not just of the actual quality of the destinations and tourist industry, but also of the tourists' capacity for satisfaction as priority goals, as well as the need for promoting alternative forms of tourism. Finally, the authorities and associations connected to this activity were called on to launch initiatives that would help to put into practice the principles and recommendations set out in the World Charter for Sustainable Tourism.

Of huge importance given its international value, the Charter declares that:

"Tourism has to use local goods and services to be able to boost its community links and keep economic drain to a minimum, while recognising social and economic cohesion as a fundamental principle for sustainable tourism development."

It also points out the need for:

"considering the load capacity of destinations, not just in the case of nature spots, but also in city areas, especially where residents' quality of life may be compromised."

Agreement for the creation of the Biosphere-Barcelona standard

Barcelona reaffirmed its commitment to sustainable tourism, in mid-2016, when it created the new Bio-

sphere-Barcelona standard with the Responsible Tourism Institute, aiming to develop the certification's attributes in a unique way in Barcelona. The agreement with this independent body represented a further step towards strengthening the work carried out in the city in favour of sustainable tourism and encouraging other operators in Barcelona's tourism sector to join in and implement sustainable-development initiatives and programmes. The aim is to increase the certification's level of requirement by introducing the city's own criteria, which will be worked on jointly with the Barcelona Strategic Tourism Plan 2020.

2020 Vision for Strategic Tourism Planning in Barcelona and Catalonia

One of the essential elements of the strategic reflection was drafting long-term "visions". Efforts were made here in both the Barcelona Strategic Tourism Plan for 2010-2015 and the Catalan Strategic Tourism Plan for 2013-2016 to plan the feasible scenario desired for 2020, coinciding with the horizon of this plan. Each of the two documents' "Vision for 2020" is set out below, to put on record the current plan's commitment to adopting both as its own.

Barcelona Strategic Tourism Plan for 2010-2015

"In 2020, Barcelona will continue to be recognised as the Mediterranean's most dynamic and vibrant tourist destination and as one of the world's main tourist cities, having established itself as a destination that goes well beyond its administrative boundaries.

It is a city where tourism is fully incorporated into its economic, commercial, social and cultural dynamics and where residents recognise visitors of all kinds as other (temporary) citizens. The hospitable nature of Barcelona's residents makes their city a desirable, friendly and different kind of place.

A metropolitan city that stands out for its environmental sustainability, excellent services, continuous capacity to amaze and novel offerings. Culture, creativity and knowledge are the driving force behind the city and its territory.

It is the real city, with its identity and dynamism, that makes it so attractive and the fact there is no place for "ghettos" or exclusively tourist neighbourhoods.

Tourist activities continue to contribute not just to Barcelona's success, by improving the quality of life of its residents and maintaining and creating new facilities, but also to the success of other economic sectors and to raising Barcelona's international profile".

Catalan Strategic Tourism Plan for 2013-2016

"Catalonia 2020, a global tourism benchmark resulting from a wealth of quality experiences created from its assets and identity, forming a sustainable and competitive proposal of value, thanks to a shared and innovative public and private leadership model that prioritises quality over quantity, its ultimate goal being for tourism to help to boost the wealth and quality of life of Catalans."

2.1.1. INITIAL PROVISIONS

We will now present a few initial provisions built through the three elements we have described: the Strategic Tourism Plan for 2015, the "Barcelona, Tourism and City" document and the commitments undertaken. These initial provisions are a starting point, declarations on how this strategic plan envisages tourism and its management. It is seen as anything but irrelevant. Establishing these provisions in advance is essential for the subsequent construction of challenges and goals and will be all the more so when it comes to designing the proposals at a later stage of the plan. Seven initial provisions have been established and are shown below:

The co-constitutive relationship of tourism and the city.

- From tourism model to tourism city
- From tourist to visitor: widening the tourism spectrum.
- Tourism, a collective issue
- The comprehensive management of tourism
- Variable destination geometries
- Sustainability and competitiveness: an unbeatable pairing

The co-constitutive relationship of tourism and the city.

It has taken just a few years for Barcelona to become a tourist city. An estimated thirty million visitors every year, close to 40 million Prat airport users, over 130 thousand regulated tourist accommodation places, etc. Barcelona boasts a notable position in the various European city rankings and forecasts suggest it will continue to do so for the coming years. Barcelona, then, is and will continue to be a tourist city.

Despite the central importance of tourism in the city's make-up over the last 20 years, it is still too often dealt with as an outside phenomenon, something unconnected with the city. A few reasons for this are as follows: the constant creation of a very pronounced otherness - tourists, foreigners, who behave differently - which people will blame or hide behind when taking decisions; the constant identification of the traditional tourism model as responsible for good results but also negative effects in the city; and the reluctance of a large part of society to accept that it will no longer experience anything more without the effects of the activities and tourist practices. In sum, the treatment of tourism as an exogenous and disruptive phenomenon; as a

discrete and perfectly bounded object; as a sector - or even industry - on the margins of the city's economic functioning.

Far from being an outside phenomenon, tourism produces the city and, at the same time, the city shapes tourism's possibilities. Tourism is an inherent and constituent part of the current urban phenomenon. Tourist activities must not be seen as something foreign to the city, they are not "out there", but part of its day-to-day activities, intrinsic dynamics and even daily life. So tourists do not have to be considered passive players "in the city" but rather as visitors with rights and duties "of the city".


This plan aims to break the dichotomous positions that clearly separate "tourism" from the "rest of the city", an approach that began with the previous strategic plan when it explicitly announced that "tourism is becoming an element that is clearly structuring the city, given that its activity has a cross-cutting impact on the whole of society and affects its economic, social, cultural and territorial life in numerous aspects". At the same time, it is the city, its management and construction that provide the framework for tourist activities.

From tourism model to tourism city

It is precisely this co-constitutive relationship between tourism and the city that conveys a key conceptual challenge: moving the topic of the discussions and debates from "tourist models" to building the "desirable city". The challenges of managing tourism are city challenges, from promotion to the externalities of the activities. It is inconceivable to think of intervening in the city without taking account of tourist activities and their effects, central features in a large part of the city. It is likewise considered to be completely inappropriate to think that tourism can be "modelled" without taking the city's "non-tourist" elements into account. The tourist city, the one shaped through the various tourist images, practices and activities, shares and also belongs to a much more complex, multiple and heterogeneous city.

We need to delve deeply into conceptions of tourism for managing the city. "Improving the way tourism fits in with the city", as PET15 proposed, involved incorporating tourism as an inherent part of today's urban condition. But a further step needs to be taken. Today's challenge is not just how to manage tourism in the city but also

how to manage the city with tourism. In other words, the challenge lies in how to get the tourist city to coexist with the other needs of the multiple city that is Barcelona. Such a change in perspective is crucial when it comes to thinking about tools for managing the effects of tourist practices, of the city's tourist uses, which are increasingly being integrated into its daily dynamics. If tourism and the city are regarded as inseparable, it is impossible to act on only one of the parts without the other being affected. Accepting this fact will also help to stop tourism being treated in an essentialist or a priori way: tourism is neither good nor bad, it depends on the context and on the structuring elements and their effects. Discussing controversial issues without turning to essentialism and uncovering each of the practices that make up the specific issue at hand will certainly help to take decisions without adopting extremist positions



Today's challenge is not just how to manage tourism in the city but also how to manage the city with tourism.

From tourist to visitor: widening the tourism spectrum

The boundaries between what is and what is not considered tourism, as mentioned above, have been totally blurred by the practices of visitors themselves. Although traditional tourist circuits still capture the collective imagination, these are only a part of the phenomenon. There are many tourist cities that do not turn out to be so obvious or visible to the public eye: those of businesses, visits from friends and family, temporary constructions through a one-off event, etc. It is obvious that there are spaces where these developments overlap with a greater intensity and the effects are notable. However, it is also a fact that many of the tourists or visitors, especially professionals or those on return visits, behave in ways that are very different and far removed from tourist stereotypes.

The drafting of the Strategic Tourism Plan for 2015 involved questioning the hegemonic frameworks of the conception of tourism in Barcelona linked to holidays - mostly the summer ones - or to trips abroad. Tourism had been historically associated for many years with the exoticism of travel or leisure outside the domestic arena and tourists were beings alien to the city, people who contemplated and enjoyed destinations passively, loaded with connotations and stereotypes: Mexican hats, cameras in hand, naive poses, etc. One of PET15's big landmarks was its diversification of images and practices in the city: not every visitor is over for the same reasons,

visitors have very different origins, explore the city very differently and have different expectations as well. The people taking part in an international conference, going to a trade fair, visiting relatives or travelling on an organised trip are all equally tourists. Stereotypes no longer served a purpose because the reality was much more diverse. However, besides tourists, PET15 also revealed the impact of trippers, the short-term visitors who did not sleep in the city but whose presence was key when it came to taking the destination into account: those who visited the city for a day, travellers making a stop-over, cruise passengers and visitors from outside the metropolitan region here for reasons having nothing to do with work or studies. PET15 proposed we stopped talking about tourists and referred to such people as visitors, to include this diversity of motives and practices.

Tourism, a collective issue

Tourism has become a central issue, not just in political forums but also in the media and public opinion. The steady increase in visitor numbers and evidence of their effects has given rise to a visible and pluralistic debate, possible largely from broadcasting on social media networks. Similarly, the municipal elections of June 2015 confirmed that tourism was a central issue in the city's political agenda. The indisputable impact of tourist issues on the public sphere emphasised something already stated in the Strategic Tourism Plan for 2015 and the "Barcelona, Tourism and City" document: the need to tackle tourism as a collective and participatory issue.

Tourism can no longer be treated exclusively as a sectoral-area product; the debate has to go beyond the voices of the parties concerned, being mostly businesses, enclosed in sectoral spaces or focused on marketing and promotion, both inside and outside the established authorities and institutions. The need is being spelt out for promoting a public debate for action, focusing on tourist cities and destinations rather than merely the business activities supplying the offer or the activities visitors carry out.

Hence the Municipal Tourism and City Council, which went into action on 2 May 2016, made up of a heterogeneous mix of players from the business sector and residents', union and cultural associations and which embodies this approach and responds to

a historical demand from both the Strategic Tourism Plan for 2015 and the "Barcelona, Tourism and City" document.

The comprehensive management of tourism

Today, it is clearer than ever that tourist activities have an impact on many of the city's areas, spaces and management tools not considered within the sphere of tourism: mobility, security, inspection, etc.

While for many years tourism policies centred exclusively on promoting and attracting larger numbers of visitors, tourism management today requires a comprehensive and cross-cutting approach. First, by coordinating, regulating and managing tourist activities strategically, bearing in mind not just their externalities and negative effects but also their potential for local development. Second, by aligning tourist promotion and marketing strategies with the city's communication, promotion and management strategies.

As a result, if issues relating to the city's running and strategies are to be comprehensively dealt with, the need for strengthening "public leadership in the management of tourism" should be explained. Such a leadership, of course, does not necessarily mean having to take decisions unilaterally. Quite the opposite, it has to promote and provide spaces and governance mechanisms that allow joint deliberation with a multitude of players on general and specific city-policy issues.

Variable destination geometries

The concept of destination requires a twofold approach. First, it has a markedly virtual nature. Destinations are built through their image and narratives. These create expectations that visitors hope are fulfilled. It's no surprise, then, that tourist marketing tools present agreeable and exceptional places worth travelling to, to discover. Second, such expectations are expressed in a clearly territorial way: visits, practices and activities occur in specific places, while creating the effects that shape them.

The Strategic Tourism Plan for 2015 successfully embarked on this twofold reflection. The need for a territorial strategy that would minimise the impact of visits on congested areas, while highlighting visits

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There is no
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to other territories, to neighbourhoods in particular that extended Barcelona's projected image beyond its municipal boundaries. Barcelona as a tourist destination was more than the city centre and its urban continuum; it had to be conceived as a territory with a variable geometry made up of attractions or points of interest that went beyond its administrative boundaries, an idea that was developed by the Barcelona Provincial Council under the "Barcelona is much more" programme.

If we are to ensure destination Barcelona goes beyond its clichés, we shall need to boost our communication, promotion and management strategies with its environment and destination Catalonia, as shown in the Catalan Strategic Plan for 2013-2016.

Sustainability and competitiveness: an unbeatable pairing

There is no question today that a destination's competitiveness has to be tackled under criteria of sustainability and responsibility. Destinations can no longer be thought of in any way that does not guarantee their feasibility in time and space. They have to be viewed in a comprehensive, contextualised way, adopting a territorial approach and taking into account, as we have pointed out, the co-constitutive relationship of tourism and the city. It is here that the Strategic Tourism Plan for 2015 proposed what was by then a signal change in the priorities of tourism policies; in other words, to stop thinking about visitor attractions in incremental terms and start focusing on ensuring the destination's sustainability and to start making the players, be they private or public, responsible for their actions. A strategy clearly backed by the "Barcelona, Tourism and City" document and, as would be expected, by the commitments that were signed up to under the framework of sustainable and responsible tourism.

To ensure a destination's success, maintain its uniqueness, add value to the whole value chain, guarantee and promote new experiences, and turn tourism into an innovative activity with added value, the commitments to sustainability and responsibility signed by the city need to be ratified and, most important of all, conveyed through bold, specific proposals for action.

2.1.2. CRITERIA

This last section of the chapter on "Foundations" sets out the five criteria that establish desirable action frameworks for public tourism policies: sustainability, responsibility, redistribution, cohesion and innovation. This section, then, is used for clarifying the concepts used during the diagnosis of this plan.

SUSTAINABILITY

The policies, programmes, economic activities and relationships between players that ensure the future well-being of destinations, without compromising the basic resources of the area or resident and visiting populations: environment, housing, public spaces, etc.

RESPONSIBILITY

The ethical individual and collective action framework that is committed to minimising the environmental and social impact while ensuring that economic activities do not occur at the expense of resident and visiting populations' rights.

REDISTRIBUTION

The public and private mechanisms that ensure a fair distribution of the wealth generated by economic activities, through revenue from work, taxation and the area's economic, social and business relations.

COHESION

Strengthening tourist activity links to the destination's players and population, as a means of implementing collective projects that look after the city, in all its complexity, as a common space and take into account the plurality of its voices and needs.

INNOVATION

The impetus behind new forms of economic and social management and organisation that create shared value and help to multiply and strengthen links between economic, social and cultural players for their mutual benefit.

2.2 Participatory analysis

This section contains an analysis of the current tourist situation to boost the challenges and goals proposals at the end of this diagnosis. First it explains the state of play of available knowledge and various tools, primary and secondary sources that the City Council is producing or coordinating with other institutions and which are used for monitoring tourist activities in Barcelona. These and other mentioned documents are available on the City Council's tourism website².

Second, this chapter also presents the results of the **decidim.barcelona** participatory process that gathered projects, initiatives and priority issues relating to the "Sustainable Tourism" strategic line.

Knowledge of tourist activities in Barcelona

Barcelona is one of the city destinations with the most information on their tourist activities, boasting its own statistics since 1989; of course, the features of its development over the last few years, its diffuse geographical boundaries and large cross-cutting activities have led to gaps in our information in key aspects. As we look to the future, we are faced with several challenges over the city's tourism knowledge.

A good example of this knowledge is the **tourist profile** survey that has been broadening its horizons since 2014 to various types and providing us every year with an exhaustive snapshot of the tourists staying in Barcelona.

http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/enquesta_de_lactivitat_turistica_a_barcelona_2015_0.pdf

We also have a periodic **citizen perception** survey that gathers the opinions of Barcelona's residents on tourism.

http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/enquesta_percepcio_del_turisme_a_barcelona_2015_0.pdf

The latest edition of this perception survey now has important district level information and has increased its sample number for the coming reports, to provide important data on neighbourhoods with a larger tourist-activity presence.

One of the aspects that we have to look at in greater depth is the **quantification of visitors**. Barcelona is estimated to receive some 30 million visitors each year, of which half stay in accommodation (tourists) and the other half are visitors who do not spend their nights there (day-trippers).

It is well known that these occupancy surveys only give us precise details on the numbers of tourists staying in hotels: 8.3 million in 2015. The data for monthly hotel occupancy, whether from Spain's National Statistical Institute (INE) or the Hotels Guild, allow us to evaluate the sustained growth they underwent in 2016, up by 6% on the previous year, according to the data from this July.

Further data will gradually have to be added to these, on other types of accommodation, hence this year's launching of the Tourism Data System project, run by the Tourism and Recreation Laboratory at the University of Rovira i Virgili, which will enable us to calculate the monthly figures for tourists staying in tourist-use flats (HUTs).

An agreement is also expected to be signed with AENA, to obtain statistical data on airport passengers and the possibility to conduct other surveys to improve our current estimates. Note too that 76% of the tourists that come to Barcelona do so through the airport, which saw an increase in passenger traffic, up to July 2016, of 12% compared to 2015.

The number of day-trippers visiting the city is quite unknown. We have precise details on cruise-passenger flows from data provided by Barcelona Port; but when it comes to tourists spending the night in other destinations and visiting Barcelona just for the day, we only have approximations for the numbers of those originating from Barcelona province. We will have to use data on other destinations in future, particularly, the Costa Brava and Costa Daurada, as well as information on passengers travelling on the railway network or tourist coaches.

The implementation under way of the **Tourist Mobility Plan** will also provide a notable source of knowledge on internal and external tourist-activity flows at destinations.

One method for improving and deepening our understanding of the tourist flows generated by day tripping is **big data** analysis. Mention should be made here of the IoT Big Data Tourism Management project coordinated by Eurecat under the BigData CoE-Barcelona framework and which the GSMA and the Mobile World Capital Foundation are collaborating on.

² <http://ajuntament.barcelona.cat/turisme/ca/documentacio>

This pilot project combines several sources of information on mobile telephones and WiFi which enable analyses to be made on the entire destination, as well as the vicinity around the Sagrada Família, to provide systems that allow tourist flows to be monitored and therefore better managed.

Likewise, to ensure the availability of this type of data, the next municipal telephone contract will have to include a clause under which the operator that secures the contract will have to periodically provide the *Big Data* with the information it has at its disposal.

As for knowledge of **tourist accommodation**, the implementation of the Special Urban-Development Plan for Tourist Accommodation (PEUAT) represented an exhaustive analysis, and the creation of our own census, which will provide us with dynamic data on the various forms of accommodation on offer.

Acting as a supplement to such information, inspection work and systematic analysis of the illegal accommodation on offer through web crawlers allow us to mark out their dimensions.

Based on studies launched under the previous Strategic Plan, we know the economic impact of tourist activities, the relative impact of tourism on the economy, the importance of its sectoral cross-cutting nature and the diverse effects it has in the territory; but we have to start several **new cost-benefit analyses** that also affect the **social returns of tourism** and its **redistribution**.

A deeper analysis here of the **environmental impact** of tourist activities from Barcelona Regional is therefore becoming a key knowledge tool in this area. This analysis is basing its first stage on the information available and, in parallel, the gathering of information on specific types of consumption in the tourist sector, with a view to calculating the ecological footprint according to the various types of tourists visiting the city.

Another field of unavoidable interest is that of **the jobs** created by tourist activities. The data we have are only partial and fail to give a true picture of employment conditions, which is why several studies have been conducted, some in collaboration with the Barcelona Economic and Social Council, as a means of improving our knowledge.

It is worth noting, finally, the work carried out in conjunction with the Barcelona Provincial Council and the Barcelona Tourism Consortium to create the **Tourist Activity Observatory** as a collaboration platform for generating and deepening knowledge of tourist activities in Destination Barcelona, understood as the city and its territorial surroundings. The results of this

joint work were published in *Estadístiques de turisme 2015. Barcelona: ciutat i entorn*, which includes the main data on tourist activities.

http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/estadistiques_de_turisme_2015._barcelona_ciutat_i_entorn.pdf

decidim.barcelona

The decidim.barcelona participatory process was held during the months of February and March 2016 to establish the Municipal Action Plan for 2015-2019. This process opened up various participatory channels for the city's residents. Based on an initial proposal from the municipal government, a collective process has opened up offering an extensive range of mechanisms that link participation in person to the neighbourhoods through face-to-face meetings, discussions and proposal-collection trolleys as well as digital participation through the [http://decidim. Barcelona](http://decidim.Barcelona) platform and social media.

To mark the start of the Strategic Tourism Plan for 2020, a decision was taken to support and coordinate various debates and face-to-face meetings under the strategic line of "Sustainable Tourism" within the "Pluralist Economy" cornerstone.

FACE-TO-FACE MEETINGS COORDINATED UNDER THE STRATEGIC TOURISM PLAN FOR 2020

DATE	DISCUSSION ISSUES	DESCRIPTION
09/02/2016	Tourist mobility	Presentation of the Tourism Mobility Plan, calendar, methodology and work spaces
14/03/2016	Governing tourism in the city	Presentation of the various management tools and mechanisms in operation and envisaged for managing tourism and debates on possibilities and needs for the city.
15/03/2016	Taxation and social return from tourist activities	Debate on the tax possibilities of tourist activities and visits and rethinking current mechanisms for promoting responsible tourism.
16/03/2016	Tourist destinations and promotion	Debate on a comprehensive approach to destination Barcelona and its promotion mechanisms, to align with the management needs of tourism and the metropolitan territory.
29/03/2016	Mechanisms for managing tourist accommodation	Debate for dealing with the management, regulation and promotion mechanisms of accommodation practices which fall outside PEUAT's area of action.
31/03/2016	Employment and enterprise in the tourist sector	Debate on the labour market's challenges, employment conditions and business organisations in the tourist sector, to influence the possibilities of municipal action in this regard.
01/04/2016	Tourism, culture and heritage	Debate on the impact of visitors on monuments, events and the cultural fabric of the city, as well as the possibilities for planning, managing and coordinating with the players.

A total of seven face-to-face city meetings proposed through the Strategic Tourism Plan were held in coordination with other plans and projects under the framework of the city's tourism policies. The "Tourism Mobility" meeting was coordinated with the Tourist Mobility Plan's managers as well as the "Management Mechanisms for Tourist Accommodation" meeting that addressed related issues that had not yet been dealt with directly under the Special Urban-Development Plan for Tourist Accommodation. An open day was organised, entitled "Governing Tourism in the City", to play host to an extensive debate on tourism-governance mechanisms, with three speakers taking part who opened the debate: Claire Colomb (lecturer and

researcher at the University City of London), Ángel Díaz (an ALS director) and Meritxell M. Pauné (a journalist at *La Vanguardia*). The other meetings were closed door, with a captive audience proposed under the Strategic Plan, to make an initial attempt at dealing with such issues as taxation, promotion tools, occupancy policies and the relationship between tourism and culture and heritage. You can find all these on the plan's website.

The city districts organised a series of face-to-face meetings backed by the Strategic Plan. These were more or less specific meetings on tourism and its effects on the districts, with very useful results for understanding the interests, challenges and concerns of citizens.

FACE-TO-FACE MEETINGS COORDINATED THROUGH DISTRICTS WITH SUPPORT FROM THE STRATEGIC TOURISM PLAN FOR 2020

DATE	DISTRICT	DISCUSSION ISSUES	DESCRIPTION
11/02/2016	Sant Martí	Tourism and uses of urban and public space	Urban-Planning Regulations on unique spaces in the district (Rambla del Poblenou, terraces, music activities, craft fairs) and the impact of tourist accommodation.
01/03/2016	Les Corts	For an inclusive tourism	Debating the inclusive tourism project through awareness-raising operators and launching an inclusive tourism network in the district.
11/03/2016	Horta-Guinardó	The top of La Rovira hill: how can we conserve its nature?	Dealing with governance, management of visits and the relationship of tourism with the neighbourhood to preserve its uniqueness, positive communal life and enjoyment.
18/03/2016	Eixample	Tourist pressure in the Sagrada Família	Tourist pressure, occupation of public spaces, co-responsibility, control and tax returns.
16/03/2016	Eixample	Tourism and gentrification in Sant Antoni	How to provide for tourist pressure, new markets as a risk, use of public spaces.
30/03/2016	Ciutat Vella	Redistribution of benefits from tourism in the territory	Collaboration mechanisms between the district's economic and social fabrics.
11/03/2016	Ciutat Vella	Reducing the impact of tourism	Impact of tourist accommodation and regulation proposals. Management and regulation mechanisms set around mobility.
04/04/2016	Gràcia	Governance, management of tourist activities (accommodation, mobility), make tourism fit in with neighbourhoods	Tourism in Gràcia: challenges and opportunities.

Besides the face-to-face meetings and discussions, decidim.barcelona has collected, in an open and pluralistic way, action proposals relating to the "sustainable tourism" strategy, as well as support for and comments on these. The proposals have different sources. In addition to those gathered at meetings, the municipal government, associations and individuals were freely able to offer action proposals for their inclusion in the current legislature's municipal programme.

The data for the entire activity relating to "Sustainable Tourism", following the completion of the revision and evaluation of all the process' proposals, demonstrates the great interest in tourist issues. The proposals are presented below, under the original title that the platform appeared with textually:

MOST-VOTED “SUSTAINABLE TOURISM” PROPOSALS

PROPOSALS	INITIATIVES	VOTES	COMMENTS
Strategic Tourism Plan for 2016-2020	58	793	165
Park Güell Master Plan	7	590	32
Protecting local commerce against the negative effects of tourism	3	406	13
Special Urban-Development Plan for Tourist Accommodation (PEUAT)	43	380	78
Territorially developing the Strategic Tourism Plan	8	339	22
Boosting sustainable and responsible tourism	6	227	17
Implementing investment programmes to mitigate the negative effects of tourism	6	218	9
Reclaiming the Rambla for Barcelona's residents	18	177	38
Controlling and closing down illegal tourist flats	4	165	12
Unique layout of Rambla del Poblenou	3	131	3
Tourist activity arrangement and criteria plan	8	121	18
Regulating spaces for dealing with tourism issues in various neighbourhoods	8	118	20
Amending taxation to make good the impact and costs of tourist activities	8	117	18
Taking measures against tourist poaching	8	109	14
Tourism observatory	7	107	13
Initiatives on the impact of tourism in the district	6	103	8
Establishing funds from Spain's Institute of Economic Studies (IEET) to compensate excess tourist pressure	8	76	10
Preserving the Parc dels Tres Turons, including the anti-aircraft shelter area	9	75	15

Territorially developing the Strategic Tourism Plan	16	68	22
Co-responsibility programme for the tourist industry in environmental control and effects	7	65	7
Implementing a plan for detecting unregulated tourist activities	2	58	6
Redistributing the allocation of tourist taxes	1	58	3
Establishing joint decision-making and management in the area surrounding the Sagrada Família	5	56	9
Raising the profile of spaces linked to historical memory	1	36	5
Reclaiming the historical memory of our neighbourhoods	4	35	0
Sign-posting Parc de Collserola's cultural and nature contents	4	33	2
Guided tours through Sant Andreu	2	26	2
Front-loading terraces throughout the Sagrada Família vicinity	1	25	2
City and Tourism Council	3	21	4
Opening the Casa de l'Aigua in Trinitat Vella and connecting it to the one in Trinitat Nova	1	18	4
Promotional map of spaces of interest in Sant Andreu	2	16	5
Signage Plan	1	13	1
Inclusive tourism project: the district council's headquarters.	1	12	0
Tourism Plan	2	11	2
Making a historical map of real-estate property	1	11	0
Controlling tourist flats	1	10	0
Reprising the debate on extending the Sagrada Família Temple	2	9	0
Launching positive community measures among residents and shops in Ciutat Vella	4	8	2
Extending cultural and historical signage in the district's neighbourhoods	2	7	1

Creating a relations and exchange space with historical city centres with high levels of tourism	1	7	0
Providing information on the district to the various players and operators	1	5	0
Drafting projects that include the work line on inclusive tourism	1	4	1
General total	284	4,864	583

As can be seen in the following table of proposals ordered by number of votes received, the “Strategic Tourism Plan 2016-2020” was the one that received the most support, with 793 votes, 556 comments, 1,092 talks at the various meetings and as many as 58 related initiatives. We also need to take into account that the proposal for “Territorially developing the Strategic Plan” was also one of the most voted for with 339 votes, 22 comments and as many as 16 associated initiatives.

The initiatives allocated to the Strategic Plan are heterogeneous and disparate. Here are the first twenty. The proposal for drafting a “fair and rational regulatory framework” for sharing home was the most acclaimed, though the most controversial too, as can be read in the comments. There are very broad proposals such as “Tourism for Barcelona’s residents” and “Tourist routes” as well as more specific ones, such as the mandatory use of headphones by tourist guides on tours.

ACTION PROPOSALS ASSIGNED TO THE STRATEGIC TOURISM PLAN 2016-2020

INITIATIVES	VOTES	COMMENTS
Strategic Tourism Plan for 2016-2020	793	165
We want a fair and rational regulatory framework for sharing our home	267	60
Professionalising tour guides	80	8
Tourism Reduction Plan	63	6
Strategic Tourism Plan for 2016-2020	56	66
Tourist guides with headphones	46	5
Tourism inspection services	41	2
Evaluating the knowledge of tourist guides	38	7

Launching strategies to enable Barcelona’s residents to enjoy cultural facilities that draw large numbers of tourists	31	1
Launching an agreement for jobs in the tourist sector.	28	0
Supporting internal initiatives and tourism-promotion associations	12	0
Boosting inspections of illegal tourist offers	12	1
Tourism for Barcelona residents	12	1
Involving the hotel sector in its own surroundings	10	1
Promoting and regulating collaborative tourism	9	1
Regulating and controlling tourism	9	1
Creating a quality seal for tourism	8	0
Tourist routes	8	1
Designing awareness-raising initiatives aimed at tourists	7	0
Regulating and controlling tourism	6	0
Fostering innovation and enterprise in the tourist sector	5	0
Territorially developing the Strategic Tourism Plan	68	22
The district’s tourism plan	31	14
Height limitations and hotel-building permits	20	0
Fostering a more family-orientated and cultural tourism in Gràcia	3	0
Opening communal meeting spaces between residents and visitors	3	1
Opting for a Sustainable Tourism model	2	0

Source: <http://decidim.barcelona>

Initiatives from the proposal for Territorially Developing the Strategic Plan provide for the creation/updating/revision of the District Tourism Plans and limits to accommodation places.

2.2.1 TRENDS IN TOURISM

Results of the analysis of the present situation and development of tourism show the main trends in tourism affecting Barcelona above all. The selection is not intended to be exhaustive in number or detail of its contents. These trends have been included as they are considered important for their novelty, outbreak and relevance in the context of Barcelona.

1. Increasing tourism in cities
2. Increased sensitivity given the geopolitical situation
3. Tourist use of metropolitan infrastructures
4. Sudden appearance of new intermediaries and tourist activities
5. Increase in the supply and new modes of tourist accommodation
6. Increase in the relative weight of tourism in the city's economy
7. New tourist, visitor and resident profiles
8. Changing trends in residents' perceptions of tourism
9. Overcrowding and pressure from highly popular tourist areas
10. Socio-demographic development of highly popular tourist areas

Increasing tourism in cities

In a global context, tourism has been becoming increasingly influential on the economy in both urban areas and other territories. The increase in such travel has been compelling territories aiming to be competitive to provide more and better transport and accessibility infrastructures.

The World Tourism Organization estimates that 1,184 million international tourist journeys were made in 2015, compared to only 1,134 million in 2014. The last six years were a period of strong growth in tourist demand. Europe, with a 3% growth, led in absolute terms, with 15 million more international tourists and a total of 582 million arrivals. As for the long term, and according to

UNWTO forecasts, some 1,800 million tourist journeys worldwide are expected for 2030, representing a constant annual growth of between 3% and 4%.

City tourism is the largest growing sector in the tourism market in a period where other types of tourism are either not growing so fast or simply reaching a plateau. According to IPK International 2015 data, the number of city journeys grew by 82% from 2007 to 2014, creating 22% of the total for all the holidays. This source also asserts that in advanced countries, such as the UK, city journeys are now the most popular holiday trips, ahead of sun and beach holidays.

Urban tourism in Europe continues to grow at an accelerated rate. 2014 saw Europe's citizens making close to 70 million international journeys, representing a 60% increase compared to 2007 (+7% annually). Another piece of data that allows us to estimate the size of European city tourism are the 400 million night-stays made in 2014.

This growth in urban tourism raises great challenges at a social, economic and geographic level. The World Health Organization itself maintains that tourism leads to substantial changes in cities and increases the pressure on their residents. This highlights how urban tourism has been creating a shared challenge for the world's cities.

Barcelona's tourism-activity data show a clear trend towards growth. If we take the number of tourists staying in hotels as a reference, a historical series of figures allowing us to analyse developments over time, the city saw over 8.3 million tourists in 2015, compared to 1.7 million in 1990. Tourist demand has grown by 17% over the last five years, representing a significant growth, despite the instability and volatility of the economic and social environment. Visitor studies and indicators are being updated as the strategic plan is drafted, to enable reliable data to be obtained on the total volume of the city's tourist demand.

Increased sensitivity given the geopolitical situation

The world's complex present-day situation can be grasped by the large quantity of global-scale processes and interests and, at the same time, by the interdependence between places on a world level. Tourism, far from being an outsider phenomenon, is strongly conditioned by geopolitical trends.

The predictable exhaustion of traditional sources of energy, such as fossil fuels, is creating considerable tension on

an international scale. Hence the inevitable geopolitics around petrol and the economic consequences arising from its price. The interests and policies of countries can be divided up in several ways. For example, there are differences in policies between producer, dependent and large-consumer countries. On the tourist level, rises in petrol prices have effects on the cost of tourist travel, besides the environmental impacts on their destinations. The last five years have seen a notable fluctuation in petrol prices, a situation that will presumably continue in the future and affect tourism in general and tourists' travel habits. A foreseeable rise in petrol prices could lead to less tourist travel, significant changes in transport systems used by tourists and increased taxes, etc.

Another element to bear in mind are the civil wars and armed conflicts occurring in the eastern and southern Mediterranean regions, as well as the recent spate of terrorist attacks in cities and tourist areas throughout the world. These sustained conflicts and the one-off attacks are both causing changes on the tourist map, influencing travellers' preferences and making safety one of the key factors for choosing destinations. Barcelona clearly appears to have been affected by this situation and everything is pointing to the fact that its social and political stability compared to other Mediterranean destinations and European cities is a key element in the constant growth of visitors. Barcelona, however, is unfortunately not free from such uncertainties and global threats.

Tourist use of metropolitan infrastructures

Tourist travel has been evolving, with most of contemporary-society populations repeatedly travelling as tourists.

Barcelona has received brand-new facilities and services over the last few years. These infrastructures provide the city with services, reflecting a genuine change of scale in the Catalan capital's connections and communications. Thanks to Barcelona airport's new terminal and other facilities, the volume of passengers has risen from 9 million a year in 1990, to over 39 million in 2015, representing a four-fold increase in volume. As for trains, following its launch, the Barcelona-Madrid high-speed line saw 3.7 million passengers in 2015.

These infrastructures constitute a competitive advantage for the city, as they involve an increase in capacity for

attracting investments and could use the opportunity to coordinate investments in new areas of urban interest. That is why we need an efficient management if we are to ensure their feasibility, by internalising their running costs to the full and reducing the environmental impact caused by passenger traffic.

In the case of the airport, the facilities and services of this infrastructure allow us to establish a network of international flights that link Barcelona to a large number of airports and cities throughout the world. This phenomenon is also occurring with the port's facilities and services, where ships carrying 2.5 million cruise passengers are arriving and connecting the city to the main ports of the Mediterranean and rest of the world.

Of course, these and other infrastructures used by tourists and the city's residents are having a big impact on the environment and causing negative effects, requiring considerable attention. The effects of climate change and impact on the environment caused by tourist activities have taken centre stage on the international tourist-institution agenda. The World Tourism Organization (www.unwto.org), the World Travel and Tourism Council (www.wttc.org) the European Travel Commission (www.etc-corporate.org), among other bodies, have been intensifying their implementation of programmes for reducing the impact on the environment, working with such programmes as Agendes Locals 21 with recommendations on tourism and travel and basic Guidelines on European-tourism sustainability.

A study conducted over the last few years on the activities tourists do on their travels highlights the high consumption of resources this involves and therefore tourist-related costs. An ecological and environmental protection conscience has evolved. A large number of studies, then, have arisen emphasising this and attempting to make tourism a more sustainable activity. These studies on reducing the impact and on the need for conservation have raised tourists' environmental awareness. Environmental sustainability is having an increasing impact on the requirements of demand. These changes, along with the implementation of regulations and certificates, have led to changes in the sector's offer with regard to efficient use of resources and reduced impact. The transport sector has made this issue a priority and is working to bring about a drastic reduction in emissions and a reduction in the consumption of resources.

The increase in such travel has been compelling territories aiming to be competitive to provide more and better transport and accessibility infrastructures.

Sudden appearance of new intermediaries and tourist activities

Among the main changes that have occurred in the tourist sector over the last few years, mention should be made of the appearance of two key phenomena brought about by the establishment of digital and mobile communication: the appearance of new intermediaries in the tourist sector and the development of services under the framework of the “*collaborative economy*”.

Both phenomena have major implications, not just for tourist activities, but also for the other economic-activity sectors, the city and for society as a whole.

The sudden appearance of the collaborative economy is a complex phenomenon that has its origins in the cooperative movement and in the organisational structures of citizen solidarity. Many activities are enshrined in this concept, from basic models for a free supply of services to a community, to platform-exchange models on websites and networks that provide exchanges and the recycling of goods and services based on a brokerage business model. Note, however, the diversity of forms taking refuge today under the umbrella of the collaborative economy and which champion companies as diverse as Airbnb, Uber, Home Exchange, Couch surfing and Blackboard, to name a few, having a major effect on tourism. The emergence of these new operators in the tourist environment is revealing a genuine change of model not just in marketing but also in tourist products.

At the same time, and thanks to the available technologies, the value chain's intermediaries have undergone significant changes. Some of the traditional travel agencies have been replaced by online tourist services and product sales agencies (OTA) such as Odi-geo-eDreams, Bravofly-Rumbo and Logitravel. Online recommendation platforms (ORS), such as Trip Advisor and viajeros.com, platforms monitoring the market's offers and prices, etc., have likewise appeared and become increasingly important.

Increase in the supply and new modes of tourist accommodation

As for accommodation offers, Barcelona has become a city with accommodation boasting the highest quality services and facilities. Barcelona had over 67,603

accommodation places in 381 hotels in 2015. This range of hotel offers is complemented by other types of tourist accommodation, such as 9,606 tourist-use flats with an estimated 40,462 places, 111 hostels with 9,024 places and 268 pensions and boarding houses with 6,036 places. These figures show that Barcelona can provide accommodation for tourists in over 123,000 regulated places. Compare this to 2010, when its overall capacity for providing accommodation for tourists came to around 70,000 regulated places.

A huge diversity of forms having a great impact on tourism lie under cover of the collaborative economy.

This process of growing offers of beds is strongly linked to three phenomena. On the one hand, the constant growth in offers of places in tourist hotels. While there were 187 hotels with 31,338 places in 2000, there were 328 hotels with 61,942 places in 2010. Today, as mentioned above, there are now 67,603 places in 381 hotels in the city. It is worth mentioning here that hotels over the last few years have become assets in the financial market. It is hardly surprising then that over 60% of hotel investments in 2015 came from investment funds.

The second reason is the rapid and significant rise in other forms of accommodation. When the Administrative Simplification Act and regulations on tourist-use flats (HUTs) came into force in 2011, this led to a surge of requests for permits in the city. While there were 2,349 HUTs throughout Barcelona in 2010, by October 2014, following the halt put on permit issues, there were 9,606, representing a four-fold increase in the total number of HUTs in the city in a little over 3 years.

Another area that has recorded large growths is hostels, which offered over 9,000 places in 2015. This growth in number of offers took place at the same time as a change in visitor demand. This is reflected in the opinions gathered from the surveys conducted on Barcelona's tourists. The 2015 results of these surveys suggest that the city's tourists chose to stay in hotels as their first option, even though all the other forms of accommodation put together made up the majority option.

Lastly, we should take into account the illegal holiday-let accommodation, a fluid offer that can reach up to 4,000 unlicensed announcements and which are marketed on platforms such as Airbnb, Homeaway, Nuimba, Wimdu, etc., according to the estimates of the City Council itself. In addition, we should add to

this the close to 6,500 announcements for rooms to let in shared flats that are found on the market on a lot of these platforms, a form of accommodation that is clearly not regulated under Catalan legislation, although the loophole here is expected to be closed soon under the coming Tourism Act.

Increase in the relative weight of tourism in the city's economy

The dynamism of tourism can be translated into an increase in the economy created by activities directly or indirectly relating to tourism. The latest available study on the economic impact of tourism in Barcelona (University of Girona 2013) estimates that the aggregate

turnover for tourism lies somewhere between 8 billion euros and 9.7 billion euros. This turnover represents between 10% and 12% of the city's GNP, according to various considered scenarios, and generates between 96,000 and 120,000 jobs, representing 14% of the total.

Compare that to 2013 when tourism and travel around the world generated 9.5% of GNP and 8.9% of jobs in the city. In 2013, tourism in Spain represented 10.7% of its GNP and over 2.2 million jobs, whereas in the same year in Catalonia it represented somewhere between 10% and 12% of GNP and 350,000 jobs.

As for development over time, the general effects for tourism and employment continued to rise steadily, with a very notable growth from 2007 to 2012.

EFFECTS IN TERMS OF GVA GENERATED BY VISITORS TO BARCELONA. 2007, 2009 AND 2012

SCENARIO	2007	2009*	2012	VARIATION FOR 2009-2012	VARIATION FOR 2007-2012
Pessimistic	3,681,791,638	3,168,885,974	5,650,264,040	78%	53%
Intermediate	4,578,288,040	3,845,538,904	6,511,548,266	69%	42%
Optimistic	4,739,811,071	3,901,934,633	7,168,088,106	84%	51%

*Data from the business-as-usual scenarios created in the 2009 report for AQR.

EFFECTS IN TERMS OF JOBS CREATED BY VISITORS TO BARCELONA. 2007, 2009 AND 2012

SCENARIO	2007	2009*	2012	VARIATION FOR 2009-2012	VARIATION FOR 2007-2012
Pessimistic	62,169	51,828	96,120	85%	55%
Intermediate	77,243	64,416	110,888	72%	44%
Optimistic	79,077	71,226	122,260	72%	55%

* Data from the *ad hoc* scenarios created in the 2009 report for AQR.

The growth of tourism has played an important role in reflatting the city's economy. Barcelona takes sixth place in the ranking of Europe's main cities in 2015, coming after London, Paris, Berlin, Rome and Madrid. This economic dynamism could be seen in the creation of its new tourist-sector businesses. It also appealed to professionals and businesses from other sectors that saw future business opportunities in tourist activities.

Barcelona has a series of international hotel operators, businesses that have been committing themselves to the

city over the last ten years, with significant establishments and massive investments. It is not surprising then that the city comes third in the International Congress and Convention Association (ICCA) ranking of international cities with the largest number of organised meetings, after Berlin and Paris. Finally, when it comes to major rankings, we should note that Barcelona Port headed the 2014 classification of European ports.

As for commerce, one segment has specialised in providing services for the city's tourist demand, so abandoning

the more traditional commercial formats and opting for international fashion and *retailing* brands, a large part of which are found in Barcelona's main shopping areas.

Despite the effect of dragging and generating economic tourist activities, excessive dependency is leading towards an uncertain future. It is important here to bear in mind that tourism is present in dynamic cities with advanced economies and plays an important role, though it is not the only activity sector. The dependency or supremacy of an activity sector over others implies negative effects and risks, such as increases in prices, instability in employment and a lack or exclusion of other activities.

New tourist, visitor and resident profiles

Changes of habits in modern society often promote increased mobility. This raises many challenges for the management of cities, given that increasingly shorter or very short-lasting lifestyles can be observed among residents.

On the tourism level, this complex phenomenon of cities and their residents also raises questions over the traditional definition of tourists and day-trippers. Leaving aside the technical debate over this issue, what is certain is that the presence of training centres, businesses, research centres and hospitals etc., are generating short-lasting flows of tourists and residents. These sectors, despite the difficulty in quantifying their impact, are generating a huge number of temporary tourists and residents in destination Barcelona.

In Barcelona's case, its training centres, which notably include all its universities, are creating a considerable rise in the number of student arrivals in the city that are increasingly less seasonal, due to their summer courses. Businesses with corporate headquarters and large research centres are also creating a volume of workers and researchers residing temporarily in the city for a fairly long period of time.

Meanwhile, as an urban tourism destination, Barcelona has seen a change in the reasons tourists are visiting the city. Leisure has become the main reason for their visits here. Holidaying was the main reason for most tourists (63%) in 2015. Other tourists spending their nights in Barcelona did so for professional (22%) or personal (13%) reasons.

Professional reasons have been showing a downward trend since the start of the 1990s. Back in 1990, most of Barcelona's tourists (69%) were visiting on business. By 2000, the proportion of such tourists had dropped to 46% and by 2015 to 22%. While the number of tourists visiting for professional reasons has grown substantially in absolute terms over the last 25 years, its proportion has changed owing to the extraordinary rise in tourist numbers visiting purely for leisure. Leisure tourists rose to 23% in 1990 and to 63% in 2015.

Barcelona has become a benchmark urban-tourist destination because of its capacity to exploit its offer of unique services and facilities and, in particular, its capacity to combine activities with a Mediterranean lifestyle and leisure, features that are maintaining its attractiveness as a tourist destination.

Changing trends in residents' perceptions of tourism

According to an opinion survey conducted on city residents, more than 90% of those surveyed believed that tourism was beneficial for the city. These results varied, as we would expect, depending on the various areas of the city and profiles of the people surveyed. While most of the city's residents were in agreement over the benefits brought by tourism to such districts as Ciutat Vella and Gràcia, there was a wider base of people who did not regard it as a beneficial activity, a stance reflecting the direct reception of the impact on the most-visited areas.

Cities are increasingly playing host to short-term or very short-term residential stays and this represents a challenge for their management.

Nevertheless, benefits aside, what is true is that tourism has been causing considerable debate among the city's residents, as it often complicates positive community life between tourists and visitors. As a result, a large proportion of residents (43%) considered tourism to be reaching its limits in terms of the city's capacity to provide services for tourists. This opinion varied according to place of residence and profile of the person surveyed. It was in the city's central districts, such as Ciutat Vella and Eixample, that the heavy pressure of visitors and tourists was taking its toll, creating an opinion of the city's capacity for tourist services reaching its limit. At the same time, close to half of residents (47%) were of the opinion that there was no need to continue attracting further tourists in the future. Meanwhile, as mentioned above, concerns over tourism became a public and collective issue to the point where

the last Barcelona barometer (May 2016) put tourism as the city's fourth biggest problem, with 6.6% of the first spontaneous answers.

On the other hand, mention should be made of various social movements, platforms, assemblies and coordination committees whose demands focus on tourist issues, that is, for their continued growth over the last few years, calling for their reduction; as well as territorial players championing the city's rights; or against certain practices, such as tourist accommodation in residential buildings. The appearance of these new players is not exclusive to Barcelona and is notable in many of the cities with high tourist pressure in Europe and the United States.

Overcrowding and pressure from highly popular tourist areas

Barcelona's territorial features make it a small city in geographical terms (101 km²), with a high population density (15,887 residents per km²) and high territorial occupancy, compared to other European cities. Besides these territorial features, it is essential to take into account that tourism has a tendency to concentrate in certain geographical points. Tourist supply and demand both tend to be distributed unequally over the territory, with tourist intensities high in some neighbourhoods and areas and low in others. Such concentrations end up creating a superimposition of uses in areas of high intensity, uses typical of the city and tourists, producing problems of saturation and over-exploitation of space.

For their part, tourists concentrate their movements in destination points, places such as the ones mentioned above, which they identify as iconic and crucial. Barcelona's most visited space is the Rambla, which is estimated to play host to over 100 million pedestrians a year. Another highly used space are the city's beaches and sea front, which are capable, as iconic spaces, of attracting a large number of users, residents, visitors and tourists alike. Several public spaces in Ciutat Vella, Plaça Catalunya, Passeig de Gràcia, Sagrada Família and Park Güell are just a few examples of high-intensity areas, spaces where there is a high economic, territorial, social and cultural impact.

If we analyse the territorial distribution of the various assets, tourist services and tourist uses, we will come to the same diagnosis, that there are concentrations and overcrowding in some of the city's spaces. Accom-

modation offers are highest in the districts of Ciutat Vella, Eixample and Sant Martí and lowest in those of Les Corts, Gràcia and Horta-Guinardó. Commercial and restaurant offers specialising in tourism are mainly located in the city's central shopping hubs, notable among which are: the Barri del Centre, Cor Eixample, Passeig de Gràcia, La Rambla, Rambla de Catalunya and Raval. Cultural and recreational offers are also mostly to be found in such districts as Ciutat Vella, Eixample and Sants-Montjuïc.

It is for the above reasons in general that the city has a large number of diverse tourist resources. This plurality and variety preferentially exploit tourism icons, which in Barcelona's case can be found concentrated geographically, and which, owing to their capacity to attract, create overcrowding problems and community disputes between users and residents, in areas such as the Rambla, Barri Gòtic, El Raval, Sagrada Família and Park Güell, to name a few. Despite the management efforts made over the last few years, this phenomenon of concentration, instead of improving, appears to be on the rise, extending to other zones and areas in the city, certainly due to the great rise in numbers of visitors and tourists.

Socio-demographic development of highly popular tourist areas

Ciutat Vella's centrality is turning this district into a particularly complex space. The district has gone through many changes over the years and has been subject to very diverse and important social and economic dynamics. While the District's municipal authority has been implementing social and economic programmes for years to promote the economic and social reflation of its neighbourhoods, this territory continues to raise numerous challenges for the future.

Ciutat Vella is a district with a much higher-than-average population density and immigration index; and with a lower-than-average age and income per capita for Barcelona. The economic effects of both the crisis and the economic transformation has been causing a steady flow of residents out of the district. In 2015, Ciutat Vella housed 6.2% of Barcelona's population. The district has lost over 11% of its population over the last 8 years, especially in the Barri Gòtic, where it has lost 45% of its population since 2007, according to data on the local population register.

Tourism has a tendency to concentrate in certain geographical points.

This loss of the resident population was hardly helped by the effects of the tourism-influenced urban development transformations on the district's housing and shops. The conversion of housing blocks into hotels and housing units into tourist-use housing (HUTs) led to a rise in rental prices as well as other practices that finally harmed and penalised the district's residents. The municipal government has been working for a long time on urban-planning tools to correct and fight against the loss of the population and gentrification with specific plans, including the Ciutat Vella Use Plans and the current Special Urban-Development Plan for Tourist Accommodation (PEUAT).

Lastly, according to the opinion survey conducted on residents, most of Barcelona's residents (64%) believe tourism has an impact on prices in the city, against a mere 15% who think otherwise. A recent report prepared by Barcelona City Council evaluating the city's residential rental market shows there has also been a rise in prices and a reduction in supply in the neighbourhoods with the most tourist activities, although the cause for that cannot be directly attributed to it.

2.2.2. REPORTS

Justification

This chapter presents the results of the shared diagnosis process prepared from reports on thirteen specific themes. This exercise has enabled us to delve deeper, debate and prepare a report by sixteen experts in the matter, who have turned this plan into a more representative document.

The choice of issues responds to a twofold need. First, to provide a deeper, more qualitative approach to issues that could not be analysed through the available sources and which required a stance, discussion and narrative. Second, to delve more deeply into issues considered relevant after the decidim.barcelona process on one hand, and the evaluation of the existing information gaps on the other. The final relationship of issues and rapporteurs, as well as the dates and number of allocated work sessions were as follows:

	SUBJECT	RAPPOREURS	DATE	PARTICIPANTS
1	Tourism in the districts	Jordi Moll	20/04/2016	16
2	Employment and labour market in the tourist sector	Nemo Remesar	17/05/2016	11
3	Marketing for a sustainable and responsible destination	Joan Manuel Ribera	18/05/2016	14
4a	Private sector's relationship with the Authorities	Ángel Díaz	20/05/2016	8
4b	Private sector's relationship with the Authorities	Ángel Díaz	10/06/2016	4
5	Collaborative economy and other common economies for a better integration of tourism in the city	Paolo Russo Elsa Soro	23/05/2016	18
6	Planning and urban-development management tools around tourism	Ricard Pié Josep M. Vilanova	24/05/2016	19

7	Territorial strategy and tourism management in Barcelona's metropolitan arena	Francesc López-Palomeque	26/05/2016	18
8	Sustainable and responsible enterprise	Josep Capellà	27/05/2016	7
9	Smart tourism and city	Luís Falcón	31/05/2016	13
10	Strategies around the trade and catering sector	Josep Francesc Valls	06/06/2016	11
11	City, heritage and tourism	Saida Palou	07/06/2016	13
12a	The effect of cruises on destination Barcelona	Daniel Imbert-Bouchard Ramon Serrat	15/06/2016	16
12b	The effect of cruises on destination Barcelona	Daniel Imbert-Bouchard Ramon Serrat	20/06/2016	13
13	Turisme de Barcelona today	Enric Truñó	16/06/2016	11
Total No. of participants				192

With the plan's managers and executive staff working together, a framework was established for the starting point, the issues to be debated, the goals of each group and the make-up of participants in the various Work Groups. A total of 15 meetings, each lasting two to three hours, were held in the months of April, May and June, livened up by the Momentum team. The meetings all had a very similar structure, apart from a few exceptions. First, the debate was framed around diagnosing the plan. Later on, after a brief presentation from those attending, the individuals in charge of the reports introduced the subject and opened the debate based on a guide previously shared with those attending. Finally, to conclude the meeting, the participants were called on to summarise their key ideas. The results of the process were captured in an event shared between the participants and the rapporteurs.

These meetings had a twofold purpose. First, to deal with the issue at hand from a broad and shared perspective with participants. Second, to help rapporteurs in their task to prepare the diagnostic document that supplemented their initial knowledge.

For the purposes of meeting and comparing various visions and sensitivities regarding tourism in Barcelona, a balance was sought between the interests of the parties and the voices of other experts.

The overall composition of those attending was divided as follows:

- Representatives of the public sector: 39%
- Representatives of the private sector: 24%
- Academics and experts: 24%
- Turisme de Barcelona: 9%
- Local resident representatives: 4%

The meetings' conclusions and debates made an indisputably interesting contribution to the process of the Plan. All the materials and documents generated are available on the plan's web space <http://ajuntament.barcelona.cat/turisme/ca/pla-estrategic/activitat>, featuring data on the meetings, their minutes, lists of participants and diagnosis documents.

But it should also be pointed out that, even though the reports are consultation documents authenticated by their authors and the pluralistic discussion process, under no circumstance may the final document or minutes of the meetings be regarded as binding parts of the plan.

Summary of the contents

We present a summary below of the goals of the discussion and debate on the documents and the meetings, in addition to a collection of the three most important ideas of the key diagnosis documents. We recommend you read them thoroughly for a better understanding of the documents, as well as the minutes of the fifteen work meetings.

1. Tourism in the districts

The diagnosis document on tourism in the city's districts reflects the opportunities that tourism implies for the districts and the way that the activities in the city's districts and neighbourhoods have to continue to be planned and managed.

The city's ten districts have their own unique and specific features. That is why the starting points and needs for each of them are so different. Tourism in the city is an established reality that creates economic activities, but which is not free of imbalances. Spatial concentrations of tourist activities create opportunities for districts to redistribute their positive effects and the mandatory need to reduce negative effects.

Some of the most important strategies for combating tourism's externalities in the districts are:

- Prioritising the management of the effects of tourism on the city's districts and neighbourhoods.
- Working on diversity in the districts rather than making everything homogeneous in the territory.
- Reviewing the districts' management needs.
- Tackling directly the control of illegal accommodation, improving the tools for territorial management and the indicators for flow and mobility management.

2. Employment and labour market

The aim behind this report on employment and labour market is to provide tools for creating a subsequent reflection on how to boost a sustainable tourism development that benefits the whole local population, through better access to the labour market (by improving its employability), improved employment conditions and the creation of new quality jobs with the final goal of offering a fairer distribution of the economic benefits and, in general, improving the well-being of the population.

It also explains the need to improve the governability of tourist-management tools and bring about greater involvement in the public sphere and establishing larger participatory spaces. To this end, we therefore need to involve the territory's main social and economic players in a space where debates and decisions can be made on strategic lines and shared commitments to the labour market.

Here are a few of the key aspects:

- Qualitative improvements to employment brought about by the sector as well as the creation of new stable and quality jobs.
- Promoting quality employment as a key element for redistributing wealth and social returns.
- Promoting commitment and consultations among all the economic players.
- Improving knowledge and information with indicators and metrics that allow their monitoring.

3. Tourist marketing for a sustainable and responsible destination

The report on tourist marketing for a sustainable and responsible destination aims to set out the marketing strategy that has to be followed in a destination as successful as Barcelona, so as to contribute towards developing a sustainable model. Barcelona has become one of the world's main tourist destinations but this situation is not free of challenges and these need to be tackled with communication tools.

Some of the key aspects for ensuring the future of the destination are:

- The main strategy for contributing to the sustainability of Barcelona as a city and destination is for tourist marketing to be put at the service of the city's welfare. The city has to find a balance between its roles as a city for living, working and enjoying.
- Concentrating promotion efforts on the products that Barcelona intends to offer with a strategy and a rich narrative of the city.
- Prioritising the promotion of tourist sectors that bring social, environmental and economic value, as these constitute genuine quality tourism. It is among these sectors that internal tourism is probably one of the most sustainable the city can have.
- Promoting training processes, ongoing improvements and certification in responsible and quality tourism which allow us to distinguish companies working to bring value to destinations.

4. Private sector's relationship with the Authorities

As for the private sector's relationship with the authorities, the text deals with relations between institutions, associations and individuals from the public and private sectors and the way they have to be shaped in the future. It mentions the need for adapting to the current context for joint work on the city's tourist policies.

Notable key aspects in the document are:

- The public sector has to be capable of providing information on everything it is doing and of adopting and better understanding business dynamics. The private sector has to understand the determining factors in the city's tourist management and to create a long-term responsible vision geared towards sustainability.
- The traditional public-private confrontation has to give way to cooperation, allowing work on a joint model that ensures sustainability.
- Defining clearly the roles of the public and private sectors in planning, implementing and managing tourist activities.

- Boosting joint-work strategies between the public and private sectors, to share future scenarios and objectives, as well as information and knowledge.
- Extending and dynamising the foundations of business representation, in order to boost innovation and involve all the new activities currently shaping Barcelona's range of tourist offers and making up a large part of its capacity to attract.

5. Collaborative economies and other commons economies for a better integration of tourism in the city

The text explores the current dimensions of the collaborative economy and its role as an engine for new tourist models and practices, referring to the specific case of Barcelona and highlighting the most popular platforms operating in this sector, as well as the pros and cons they apparently bring.

Having analysed the social and environmental effects in Barcelona and other cities, it then calls for a definition of a commons framework for characterising these models and evaluating the convenience of backing (or regulating) their expansion, from a public-authority perspective, depending on their level of capacity for contributing to the transition towards a fairer and more cohesive and inclusive city model than the one produced by traditional tourist-sector practices.

Here are a few of the key aspects:

- Distinguishing practices that come under the collaborative umbrella, for the purposes of separating commons-based ones from extractive and corporative ones.
- Defining a favourable strategy for collaborative commons practices, by evaluating their social return and contribution towards a fairer and more redistributive economic model.
- Promoting social-innovation mechanisms that are based on use, joint management and the generation of new knowledge available to everyone through open data.

6. Planning and urban-development management tools around tourism in the territory

The document aims to reflect on the urban-development planning and management tools that are available today for dealing with tourist uses of territories and cities. It initially examines Barcelona's position today as an unavoidably tourist city, an essential step for taking on the effects of tourist practices as the city's own challenges. It also analyses key aspects of the need for urban-planning regulation and management, to ensure the right to the city, focused in particular on the guarantee of the

right to housing and competition for the use of shared urban resources such as infrastructures, services and public spaces. It also evaluates the tools currently available in urban planning for dealing with the management and planning of the city's tourist uses.

Its notable key aspects are:

- Tourism as an economic power house of the post-industrial city is affecting property values in such a way that people can no longer enjoy permanent residence in extensive areas of the city.
- Pressures on property from tourist accommodation, fierce competition with local economic activities and competition for shared basic resources as the main challenges to be managed.
- The need for reviewing the general regulatory framework for deactivating, when not eliminating, speculation on land suitable for development and built for developing tools for satisfying the property's social function.

7. Territorial strategy and tourism management in Barcelona's metropolitan arena

The metropolitanisation of tourism is a general phenomenon found in many large cities, besides Barcelona and its metropolitan surroundings. This implies a change of scale in tourist activities, a new situation that is made more complex, and a brand-new scenario for the public management of tourism. The diversity of tourist activities in Barcelona and its metropolitan surroundings sketch out maps of unequal intensity, areas, variable functional tourist spaces (according to the spatial specificity of each activity), which do not necessarily coincide with municipal-authority, county or metropolitan (AMB) boundaries. Even so, the diverse nature of the tourist phenomenon and cross-cutting character of its economic dimension do not allow for public action as an expression of the authority's management aim and/or competence (layout and planning as administrative jurisdictions).

Notable issues in this report are:

- The need to order, plan and channel growth in tourism by avoiding the perception and partial and interested initiative of acting only from Barcelona's perspective, to export problems to the metropolitan surroundings. Action is required from all the players (public and private) in the whole territory, with the roles that correspond to their circumstances in each case.
- Considering other metropolitan-level planning tools so work can be done on metropolitan territorial strategy and tourism management.

- Promoting communication among players, their coordinated action and cooperation in projects is one of the key challenges. Faced with this complex situation and dysfunction with the institutional framework, we might want to proceed with caution, advisable also given the limitations in management, ordering and planning competence and tools in the matter and in the territorial areas.

8. Sustainable and responsible enterprise

The diagnosis on sustainable and responsible entrepreneurship focuses on the situation of entrepreneurship, its sustainability and responsibility, and reflects on the opportunities for prompting a transition of Barcelona's business structure towards sustainability and responsibility through support and joint work with an emerging productive fabric, which individually and collectively opts for this paradigm.

Notable issues in this report are:

- Increased demand for sustainable and responsible tourism in line with the trend of western societies towards a more responsible and ethical consumption.
- A commitment to sustainability is a cross-cutting city-wide commitment, involving all tourist attractions and services that interact with visitors.
- The authorities, especially the local ones, have to commit themselves to leadership and action. Their practices and programmes are of an exemplary value, especially for the other players in the destination.
- Positively discriminating all the tourist events promoted by the administrations, procuring sustainable accommodation, ecological taxis, public transport and selective purchasing.
- Promoting businesses and services with seals and certificates that are used for advancing towards a more sustainable and responsible model.

9. Tourist intelligence: challenges and possibilities

Thanks to the opportunities offered by a strongly digitised society, the document aims to reflect on the integration of data-acquisition systems, the building of knowledge from these and their activation in the management of the city and for providing an incentive for private initiatives.

To that end, the role of technology in the tourist-value chain is first of all analysed through a summary description of how this has been established in each section of the value chain, and how it has been generating new business models. The features of the data on smart tourism are set out below, distinguishing between sta-

tistical data and *Big Data* and their impact for managing destinations.

Notable key aspects in the document are:

- The importance of sharing information between public bodies and private companies, promoting the acquisition of own data as well as the implementation of methodologies for processing data from authorities.
- The metropolitan vision as a territorial scale and the active role of territorial phenomena for developing sustainable tourism.
- The potential of *Big Data* for taking on the challenges of monitoring, evaluating and taking decisions on managing tourist activities in the city.

10. Strategies around the trade and catering sector

The text of the report on strategies around the trade and restaurant sectors deals with the opportunities that these sectors represent when there are tourists and visitors in the city from other neighbourhoods and municipalities in the Metropolitan Area and the rest of Catalonia.

Notable issues in this report are:

- *Shopping* has gone from being a complementary activity to part of the tourist-travel plan. Buying from local shops is an activity that strongly attracts locals and European tourists and which is taking on greater and greater importance every day as a reason for travelling.
- The diverse range of commercial offers in Barcelona promotes the creation of an urban commercial identity and the personalisation of neighbourhoods and hubs as spaces of particular attraction in the city.
- Each hub or neighbourhood has to pool the efforts of its retailers and players such as proprietors, APIs, banks, etc., and the City Council to develop its uniqueness and capacity to attract visitors and tourists.
- We have to boost tourist attractions by making the most of existing icons and creating others in neighbourhoods, to provide opportunities for benefiting from tourism in every part of the city.
- Improving the welcoming process for clients (locals and tourists), to improve shopping experiences.

11. City, heritage and tourism

This report deals with the relationship between heritage - understood broadly, pluralistically and heterogeneously - and tourism. To do that, certain key issues are explained to help us to reflect on them, taking account of the complexity of this relationship. First, the difficulty of framing heritage

in the tourist context is explained in an essentialist way, and the risks involved in tracing a line between what is touristic and what is not. It highlights the importance of heritage as a key element in the attractiveness of a tourist destination like Barcelona, but also champions heritage as a multiple object and, as such, capable of taking on several roles, even different interpretations and experiences, at the same time. It therefore calls for compatibility of functions between conservation and enjoyment, assuming that these necessarily have to be complementary.

As key aspects, the following are to be noted:

- Intensity of uses, forms of consumption and compatibility of functions are important challenges that have to be taken in management.
- We need to ensure that heritage contents and values are not distorted, trivialised or impoverished whilst ensuring quality in transmitting knowledge of heritage and making it accessible and adapted to the various types of public.
- Tourism can help to emphasise heritage that is neither hegemonic nor iconic, by reawakening an interest in visiting and promoting such assets, by seeing to aspects of their material management and ensuring their variety.

12. The effect of cruises on destinations

The report considers how to coordinate the way cruise activities currently fit in with Barcelona and its tourist model over the coming years. It does this comprehensively and by taking account of the complexity of the issue to be dealt with, proposing several aspects for tackling an established scenario and forecasting growth over the coming years. The economic perspective of its impact, and also the necessary investments and derived costs; the social and territorial perspective, dealing with the effects of cruise activities in Barcelona as regards mobility, tourist products and their itineraries, in relation to neighbourhoods annexed to the port, etc., as well as the environmental angle, by tackling the activity's environmental impact.

Some of the report's notable key aspects are:

- Lack of widespread knowledge of the activity, both with regard to potential positive effects and externalities. This is worsened by a lack of available information and studies.
- Increased concern over the impact of cruises on the environment, as well as the serious effects of visits to the territory.
- Lack of spaces for dialogue among the various players and paucity of influence the City Council has over the

decisions taken at Barcelona Port, making it difficult to have a joint strategy between the various institutions.

13. Turisme de Barcelona today

The document aims to reflect on the current situation of the Turisme de Barcelona consortium and propose strategic criteria for its future. To do that, the origins and evolution of Turisme de Barcelona are explained as a tool for promoting and receiving visitors, a key tool for understanding Barcelona's place as a destination. It also reflects on the possibilities of reconsidering promotion and communication tools, their alignment and integration with the city's tourist strategy.

Notable key aspects in the document are:

- There is still a need in the present environment for marketing, promoting the destination, attracting specific demand sectors under certain criteria (interests and criteria framed by the destination's managers).
- Updating Turisme de Barcelona as a tool for public-private promotion and adapting it to the new needs of the city's tourist policies.
- Changes to the tool will have to be accompanied by institutional changes. While public-private cooperation is conceived as an optimum scenario, it also provides for the need for rethinking its members' participation and representation, suggesting a new funding model and working jointly on the destination's new strategic elements.
- Turisme de Barcelona has to rise to this new situation, take on new responsibilities, find a new point of equilibrium, take part more actively than ever in the debate on tourism and become part of the common challenge: the city.

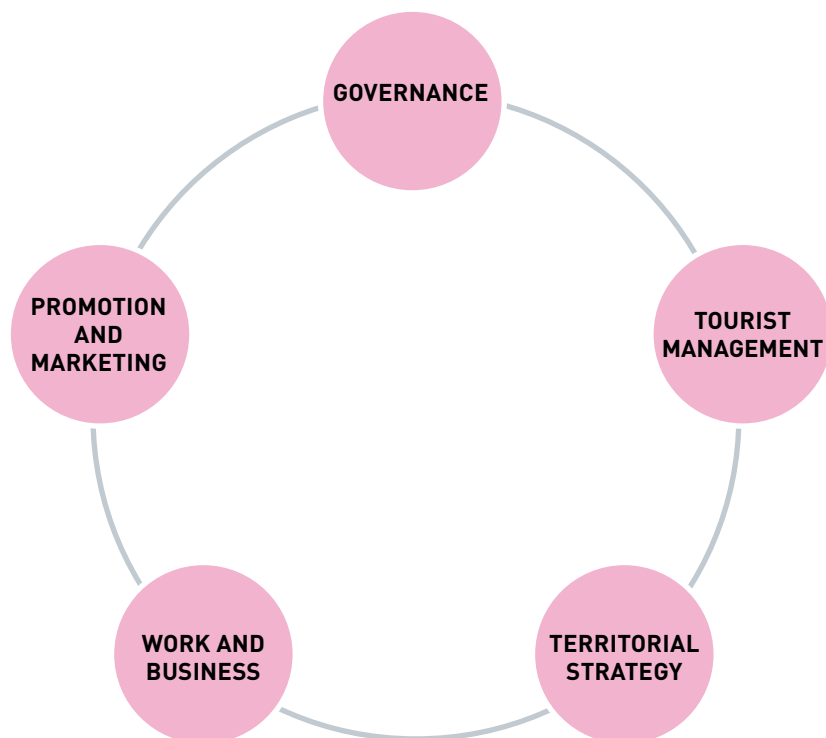
STRATEGIC CHALLENGES



We present the results of the work process of this diagnosis stage below, as strategic challenges and goals. For these purposes we have structured them into five areas, defined during the design stage of the plan, after assessing the preliminary documents. These areas respond to the wish to systematise the results

and make them easier to read, without losing sight of the comprehensive and complex view of the tourist phenomenon in the city. The areas, however, must not be understood as unconnected, water-tight compartments, but rather as challenges and goals that are clearly inter-related.

WORK AREAS OF THE STRATEGIC TOURISM PLAN FOR 2020



AREA 1. GOVERNANCE

Challenge 1.1. Strengthening municipal leadership to guarantee broad participatory governance of tourist policies, thereby ensuring a pluralistic and diverse representation of players.

Tourism is a collective issue and its activities are cross-cutting in nature and affect the building of the city; that is why it is the public authorities that have to take charge of its management. This public leadership has to set out the possible action frameworks with the main goal of ensuring the city's general interest. To do that, it will have to launch participatory spaces for the co-production of tourist policies in conjunction with the private sector and social and community players, without losing sight of open participatory mechanisms.

Goal 1.1.1. Creating participatory spaces for discussing and debating municipal tourist policies with the various players.

Goal 1.1.2. Turning the Tourism and City Council into the main shared work space for debating and reporting.

Goal 1.1.3. Ensuring a fair composition of the parties and taking into account the pace and potential for action of the various participating players.

Goal 1.1.4. Guaranteeing a pluralistic and diversified representation of the private, social, trade-union and community players in the various participatory spaces.

Goal 1.1.5. Strengthening open-participation tools through virtual participation tools.

Challenge 1.2. Strengthening the links between public authorities to line up the strategies at different scales, in different areas and with different authorities.

Most of the challenges around tourism in Barcelona cannot be dealt with solely by the Local Authority. Spaces need to be found for joint work with the various institutions responsible for the regulatory and executive framework of tourist policies, as well as non-government institutions. These spaces have to help with tackling the shared challenges, lining up political and technical positions, to coordinate the strategies from the various territories, areas and institutions.

Goal 1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia, Barcelona Provincial Council and the Barcelona Metropolitan Area, municipalities and tourism trusts.

Goal 1.2.2. Creating and/or strengthening joint work spaces with public, private and government-assisted institutions that have an effect on the shaping of the destination: Barcelona Port, Barcelona-El Prat Airport, Fira de Barcelona etc.

Goal 1.2.3. Activating and establishing national and international networks for sharing tourist-management challenges, strategies, tools and criteria that go beyond promoting and marketing.

Challenge 1.3. Integrating policies for tourism planning, regulation, funding, communication and promotion policies in a shared strategy.

Tourist activities are diverse in form and function: accommodation, transport, personal services, etc. Each of these has a sectoral set of rules answerable to different areas and institutions. An integrated management involves thinking about the complex network of activities to tackle their effects jointly. Tourist management, then, has to be of a cross-cutting nature and enjoy a central space in the Authority if it is to guarantee its functions.

Goal 1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

Goal 1.3.2. Finding innovative administrative formulas for bringing greater effectiveness to the coordination of plans and management tools relating to the city's tourist uses.

Goal 1.3.3. Promoting coordination between tourism-management strategies and the other territorial and sectoral municipal policies.

Goal 1.3.4. Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.

Challenge 1.4. Generating open information as a key element in decision-making.

Open knowledge is key to our ability to maintain and design tourist policies. The last few years have seen considerable progress in the gathering and publication of information on tourist activities. Even so, we need to keep up our commitment to fund, produce and publish more and better data, reports and monographs with innovative methods for obtaining, managing and displaying information.

Goal 1.4.1. Creating a Tourism Observatory that leads and produces knowledge as well as open information on tourist activities, in coordination with other authorities and public and private institutions.

Goal 1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

Goal 1.4.3. Opting for new tools for obtaining, managing and displaying information (*big data* and AI etc.), to improve knowledge in tourist activities and manage the territory and mobility flows more efficiently, among other fields of application.

AREA 2. TOURISM MANAGEMENT

Challenge 2.1. Strengthening the links between tourist activities and other economic areas, as well as social and cultural players in the territory, to create opportunities.

Far from being foreign to the city, tourism is part and parcel of it. We need to think, then, about ways of integrating its activities into the territory's business and social initiatives, to generate dynamics that multiply the positive effects derived from the presence of visitors in the city and to encourage tourist agents' participation in local and community development plans for the territory they are located in.

Goal 2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

Goal 2.1.2. Operating new public-private community cooperation tools, based on co-producing projects under sustainability and responsibility criteria.

Goal 2.1.3. Strengthening relations between commercial offers and visitors to maintain a diversified and local fabric, by periodically monitoring their effects.

Goal 2.1.4. Informing visitors of the city's cultural-activities calendar and promoting the use of and visits to facilities that are not oversubscribed.

Goal 2.1.5. Promoting measures that make tourist practices and activities more accessible - accommodation, transport, services - for people with disabilities.

Challenge 2.2. Managing the impact of tourist activities to make them compatible with daily life in the city.

Tourism-sustaining activities have a big impact on the city. Whereas many of the practices are integrated into and positively complement the daily running of the city, others generate high social, economic and environmental externalities, such as competition for basic housing resources or urban space. We need to ensure positive community life and compatibility with residents' lives by managing, regulating and controlling externalities.

Goal 2.2.1. Finding formulas for balancing costs and benefits, through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

Goal 2.2.2. Looking out for illegal accommodation, in particular the unlicensed letting of entire flats, which puts housing access at risk.

Goal 2.2.3. Preparing comprehensive management plans for over-visited spaces, to minimise their negative impact, in collaboration with private and community players.

Goal 2.2.4. Drafting a Tourist Mobility Plan that reduces the impact of tourist uses of mobility, both in regular public transport services and specific tourist uses.

Goal 2.2.5. Exploring systems that allow real-time knowledge of mobility flows, for the purposes of managing them, correcting them and boosting visit spaces.

Challenge 2.3. Building standardised criteria for evaluating the social return of tourist activities and being able to highlight good practices.

To ensure the maximum social return from tourist activities, and for the purposes of highlighting good practices and fostering their development, we need to set the criteria to enable an evaluation of how businesses fit in with their environments and in their activities. These criteria have to be aligned with international standards without losing sight of Barcelona's actual context.

Goal 2.3.1. Promoting our own certification system, adapted to the reality of urban tourism in Barcelona and allowing us to highlight activities that satisfy these criteria.

Goal 2.3.2. Establishing indicators and protocols for evaluating grants and funding in territorial, sectoral and development projects to ensure maximum possible social return.

Goal 2.3.3. Positively discriminating the promotion and procurement of services and activities certified with legitimate quality seals.

Challenge 2.4. Evaluating and regulating new disruptive activities and eliminating illegal activities, in particular those that pose a danger to basic citizen rights.

The last few years have seen a series of completely new activities in the tourism framework, such as accommodation and transport-mediating platforms, the collaborative-economy umbrella, etc. Deep reflection is required here for singling out these activities. On the one hand, they will have to launch and promote social innovation with a positive impact on the city. On the other, they will have to regulate those that end up merely mining the benefits and not bringing any added value to the destination or even putting residents' basic citizen rights in danger.

Goal 2.4.1. Promoting innovative business initiatives that create quality jobs and do not monopolise basic resources such as housing or urban spaces.

Goal 2.4.2. Finding spaces and tools for boosting the collaborative commons economy, having previously set out the criteria to be able to be considered as such.

Goal 2.4.3. Controlling and bringing disciplinary action against activities which, under the umbrella of innovation and technology, involve deregulating activities, unfair competition and performance with strong externalities, be these accommodation, transport, restaurants, guided-tour services or any other area of activity.

AREA 3. TERRITORIAL STRATEGY

Challenge 3.1. Ensuring a social and economic balance in the areas with greater tourist pressure, giving priority to maintaining and attracting the resident population.

The effects of tourist activities vary in intensity throughout the city. Accommodation, range of commercial, cultural and recreational offers, proximity to an icon or attractive space for visiting can put critical pressure on the resident population in some cases. This pressure affects their quality of life and even, in the case of real-estate pressure, put their continued presence in jeopardy. Actively promoting strong roots among the population is key to ensuring a social and demographic balance and also to helping to maintain the range of local commercial offers and ensuring the efficiency of public services. Maintaining the quality of life of residents is what will prevent these central areas from becoming exclusive containers for tourist uses and losing the uniqueness that makes them so attractive.

Goal 3.1.1. Promoting the permanent residence of locals through multiple forms of tenancy and housing contracts.

Goal 3.1.2. Fostering local and community development plans in the more popular territories, to ensure maximum social return from the activities and allow the building of alternatives to the visitor economy.

Goal 3.1.3. Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.

Goal 3.1.4. Involving tourist operators to integrate the various paces, seasons and temporary periods in the management of the more popular spaces.

Goal 3.1.5. Adopting differentiated municipal action in districts for each of the realities and necessities while strengthening the coordination of cross-cutting initiatives and municipal professionals in their territorial work.

Challenge 3.2. Reducing the ecological footprint of tourist activities in accordance with international guidelines and standards.

Extending the destination's sustainability criteria must involve reconsidering and extending all environmental aspects. While urban-tourism practices - in a dense city such as Barcelona - are not mostly typified by a differentiated consumption of resources with regard

to the city's daily uses, environmental guidelines and commitments acquired at an international level must not be forgotten. In addition, we need to take into account the prevailing use that tourists make of such means of transport as aeroplanes and boats, activities that have a big environmental impact, as well as the metropolitan dimension of the phenomenon.

Goal 3.2.1. Preparing environmental-impact indicators for tourist activities and means of transport for accessing the city in order to be able to monitor these periodically and launch a communication campaign for visitors and residents.

Goal 3.2.2. Building environmental guidelines through international standards to minimise the impact of the activities and means with greater impact.

Goal 3.2.3. Promoting the publication of the data on ecological footprints in the city, to open up a debate on management possibilities.

Goal 3.2.4. Promoting means of sustainable mobility under the Tourist Mobility Plan to reduce the impact of visitor mobility.

Challenge 3.3. Strategically promoting cultural, heritage and recreational attractions in the extended area of the destination, by evaluating beforehand the possible effects that are created.

Tourist activities are generally highly concentrated in central areas and the areas closest to the city's tourist icons. Diluting concentrations and therefore expanding tourist numbers in neighbourhoods must take into account the limited load-bearing capacity of some promoted points of interest, such as Turó de la Rovira. This situation calls for a return to the territorial strategy of tourist promotions in accordance with the territory's features and capacities. We need to think about the neighbourhoods, hubs, heritage sites and territories that are suitable for receiving more visitors without posing any danger to their residents and natural and cultural heritage. That is why we need to extend the municipal territory's focus and the territorial scale of the destination to three levels: metropolitan, provincial and Catalan region.

Goal 3.3.1. Promoting a coordinated territorial strategy among the various competent authorities to boost attractions such as new centres, routes, landscapes and experiences beyond their municipal boundaries.

Goal 3.3.2. Lining up current promotional strategies to strengthen the attractions that can ease congestion in the overcrowded areas in Barcelona's city centre.

Goal 3.3.4. Boosting the attractions that are accessible by public transport and through suitable access infrastructures for visiting them.

Goal 3.3.4. Making the conservation of the cultural and natural heritage compatible with its enjoyment, by ensuring that visits to it are compatible with its social function.

Goal 3.3.5. Ensuring that cultural, identity and heritage content and values are neither distorted nor oversimplified.

Challenge 3.4. Rethinking urban management tools in order to tackle the effects of intense and mobile uses by visitors and tourists in the city.

Managing the tourist city requires reviews of the municipal tools in urban-planning matters, tax mechanisms and byelaws. Many of these tools are currently designed for managing a city of permanent residents, and they have little capacity for affecting intensive, mobile and temporary uses by visitors. New systems and management tools will have to be introduced to balance the costs and redistribute the benefits of the wealth generated by tourism. Note that such a review of urban management tools would have to work on a metropolitan scale, bearing in mind that a large part of the tools coming into play are from the metropolitan area.

Goal 3.4.1. Promoting deep reflection in order to adapt urban-development management tools - planning, ordering, inspecting - and thereby take on the challenges of the city's tourist uses.

Goal 3.4.2. Finding new funding mechanisms - taxes, rates, public-sector charges - to compensate the balance between the costs and benefits of the activities, in particular the ones that generate negative externalities.

Goal 3.4.3. A decisive influence on general metropolitan planning - PGM, PDU and other territorial planning and ordering figures - to incorporate tourist uses of the land and find forms of urban-development compensation for their uses.

Goal 3.4.4. Incorporating the intensity, traffic volume and mobility of visitors when designing spaces, transport and facilities.

AREA 4. WORK AND BUSINESS

Challenge 4.1. Ensuring decent working conditions as a central element for redistributing the wealth generated by tourism.

Tourist activities offer an important opportunity for jobs for city residents. As tourism generates 17% of direct, indirect and induced jobs in the city, we need to ensure decent living conditions to enable continued residence in the city, through tourism-related work. Guaranteed quality jobs, paid under collective agreements and fair and healthy conditions, is the cornerstone to redistributing the wealth generated by tourism in the city.

Goal 4.1.1. Reviewing the City Council's outsourcing and tendering policies to promote social clauses and ensure the quality of employment conditions.

Goal 4.1.2. Including employment-condition clauses in any tourist-quality seal promoted by the City Council.

Goal 4.1.3. Promoting an agreement on quality of employment conditions among tourism-related private players and unions. A work and coordination space for implementing joint action programmes with players.

Goal 4.1.4. Strengthening disciplinary tools to ensure better compliance with current legislation and coordinated work with the competent authorities.

Challenge 4.2. Promoting a responsible and innovative entrepreneurship to guarantee shared value creations.

Responsibility and innovation are elements of great strategic value which have to be on the agenda for all the players involved in tourism. Shared-value creation requires the promotion of new formulas where business profits and social needs complement each other, so we can respond to the destination's shared challenges and needs. For their part, Authorities must take on the role of guaranteeing this new business culture, by setting an example through their companies, promoting good practices in a discriminatory manner and arranging funding programmes and lines aimed at this landmark.

Goal 4.2.1. Promoting certification with sustainability insignia for all municipal companies that provide tourist services.

Goal 4.2.2. Creating spaces for transferring knowledge and innovation among economic and social players and which allows experiences and methods to be shared and links and synergies created between them.

Goal 4.2.3. Raising awareness among established entrepreneurs of the advantages that undertaking medium and long-term sustainability and responsibility commitments represent for optimising service management.

Goal 4.2.4. Designing programmes for fostering and the active economic promotion of responsible entrepreneurship under the framework of tourist activities and boosting new, more redistributive business models.

Goal 4.2.5. Opting for positively discriminating companies committed to Sustainable Tourism for events promoted by the authorities: sustainable accommodation, ecological taxis, public transport, selective shopping, etc.

Challenge 4.3. Boosting the entrepreneurial capacity of tourist areas by launching and establishing other economic activities throughout the entire value chain.

Launching new economic areas through tourism is one of the key future challenges for the destination. Established tourist businesses can accelerate the launch and establishment of other complementary economic activities providing services to other spheres of the city's consumption and production economy. Economic activities based on sustainable, responsible and redistributive models will improve the tourist value chain.

Goal 4.3.1. Exploring new meeting and coordination spaces among the city's various economic and social players to create business synergies.

Goal 4.3.2. Creating formal and informal knowledge-exchange programmes between Barcelona's businesses and business and administration delegations coming to the city for different reasons.

Goal 4.3.3. Strengthening the links between business-tourism programmes and the local business network, to strengthen relations and generate multiplying dynamics.

Goal 4.3.4. Boosting the representativeness of the traditional tourist sector and fostering the structuring of the representativeness of the new economic activity sectors that are linked to tourism.

Challenge 4.4. Promoting the training and professionalisation of tourist services to ensure their excellence and competitiveness.

From now on, professionalisation of services will be a central element in the destination's competitiveness and excellence, for the purposes of ensuring product quality, workers' employment guarantees and capacity for resilience to changes. Excellent training at the various levels (professional, employment and university), in accordance with the sector's real needs, is therefore an inevitable step for the future.

Goal 4.4.1. Adapting ongoing training to the sector's needs and fostering measures for improving the qualifications of the staff who are currently working in the sector.

Goal 4.4.2. Developing employment training programmes for activities linked to tourism with recruitment commitments from private companies.

Goal 4.4.3. Strengthening the links between university centres and the authorities to enable a greater tourism-based knowledge transfer.

AREA 5. PROMOTION AND MARKETING

Challenge 5.1. Building an inclusive and pluralistic tourist narrative, focusing on the destination's sustainability.

The city promoted abroad has to strengthen its residents' sense of belonging to it and its neighbourhoods. This narrative has to take account of plurality of lifestyles and cultural expressions. In addition, this narrative has to be not just rigorous but also multiple and rich, so it avoids falling into the trap of presenting a monographic and clichéd image of a city. A narrative where the city is a space of peaceful coexistence where the trajectories of its residents and visitors come together and which is far removed from being a commodity.

Goal 5.1.1. Building a participatory and shared, pluralistic and diverse city narrative that gives a voice to every player in the city.

Goal 5.1.2. Extending the cultural narrative which is currently meagre and stereotypical, to broaden references and emphasise the importance of heritage and memories.

Goal 5.1.3. Broadening the spectrum of the promoted image beyond icons to attract visitors to places without crowds, outside municipal boundaries, by including attractions and resources from Barcelona's surroundings as part of the destination.

Goal 5.1.4. Normalising visitors and their practices in the destination's actual image and narrative, to the extent they are part of it, by promoting awareness of the mark left by their visit.

Challenge 5.2. Integrating tourist marketing into the city's communication, reputation and promotion strategy.

Tourist-marketing strategies have to be concurrent with and complementary to the city's economic-promotion and business-attraction strategies. At the same time, this promotion strategy must not lose sight of the goal to encourage the resident population to discover their own city, through its tangible and intangible heritage and its cultural and commercial offers, which need to be central elements in promotion policies.

Goal 5.2.1. Preparing a *City Marketing* strategy coordinated with Barcelona City Council's Areas of Communication, Tourism and Promotion.

Goal 5.2.2. Finding new public-private coordination formulas based on specific projects for promoting products and temporary and non-structural events.

Goal 5.2.3. Boosting internal marketing to strengthen the interest of resident citizens and help them to discover other realities in the city itself and its surroundings.

Challenge 5.3. Rethinking the promotion and communication strategy to guarantee the destination's sustainability.

From now on, comprehensive tourism management will have a bearing on the tools of public and state-assisted authorities, so that they satisfy the strategic and operational criteria of the city's tourist policies. The tourism promotions implemented by the city's Municipal Authority must not be exclusively determined by the economic return criterion of the activities it promotes. The promotions have to be capable, not just of highlighting and promoting practices and services that create greater social return, but also of minimising their externalities in accordance with the destination's territorial strategy.

Goal 5.3.1. Fostering promotion based on tourist-territory strategies rather than the quantitative capture of visitors.

Goal 5.3.2. Working jointly with private players to design strategic promotion and communication criteria for a sustainable and responsible destination.

Goal 5.3.3. Positively discriminating by promoting sustainable and responsible practices.

Goal 5.3.4. Focusing on image, promotion and communication of the destination in the practices and activities that fall under sustainability criteria.

Challenge 5.4. Adapting promotion and communication tools to influence visitors' expectations at source as well as in the destination flows.

Promotion and communication tools are the destination's opinion leaders at source, through the images and expectations they generate. That means they may influence visitors' planning by broadening the possibilities for their visits. This broadening and redefining work has to be carried out jointly with the players, that is, the big marketing companies, and with the micro-rapporteurs and opinion leaders. At the same time, we will have to think about the possibilities of intelligently managing information at destination, through the multiple communication channels available *offline* and *online* as a means to decongesting overcrowded areas, offering alternative places to visit and highlighting established events.

Goal 5.4.1. Redefining the running and funding of the Turisme de Barcelona Consortium as a state-assisted public-private, tourism-promotion tool, to respond to current needs in promotion, communication and marketing strategies.

Goal 5.4.2. Promoting new narratives and images of the destination to lower people's interest in visiting overcrowded icons.

Goal 5.4.3. Adapting visitor-reception information policies to highlight less crowded points of interest and promote the current cultural and sports calendar in the city.

Goal 5.4.4. Turning visitor assistance offices into spaces of interest for residents where they can find current information on the city's events.

Need for a deeper development of the territorial strategy of the Barcelona tourist destination.

3.1 Summary of challenges and goals

The issue of tourism governance is certainly one of the key elements, bearing in mind the long road that still lies ahead. Tourist numbers continue to grow and the destination has become an urban tourism benchmark worldwide. This new scenario opens up new collaboration possibilities between the public and private sectors. It will therefore be crucial for us to find new cooperation, co-responsibility and joint funding frameworks if we are to make our destination more sustainable and responsible. Competitiveness and sustainability will only be possible through public leadership of management, the close cooperation of private players and the involvement of the public and social players. The recent launch of the Tourism and City Council was an important landmark, but further work is required between various players, institutions and authorities, and to offer new spaces and tools for tourism-related territorial and sectoral policies.

Managing tourist activities and their effects is another crucial, essential aspect. The intensification and expansion of some practices linked to the city's tourist uses represent a challenge when it comes to managing asymmetric situations in negotiations for the city's space. The survival of local commerce, access to decent housing and efficient means of public transport are all affected today by tourist practices. Managing it comprehensively is one of today's key challenges. In that respect, activities linked to the "*collaborative economy*" or lax controls promoted within the European framework of the Services Directive are key elements that have to be borne in mind, in view of the lack of mechanisms for making sure that sustainability is a result of comprehensive management, not just the point of departure.

Another central aspect that allows confirmation of this diagnosis is the need to further develop the territorial strategy of Barcelona the tourist destination. On the one hand, we need to think about and coordinate the areas which shape this variable geometry that is destination Barcelona. From now on, strengthening the destination will include diversifying supply and communication beyond the city's administrative limits and, therefore, working jointly with the Generalitat, the Barcelona Provincial Council and other destinations in Catalonia. On

the other hand, it is becoming crucial for us to consolidate spaces if we are to tackle the management of tourist activities in the metropolitan sphere, beyond mere product creation, based not just on efficiency but also on territorial strategy criteria, to highlight and protect spaces that are considered key.

The diagnosis provides evidence of the need to strengthen tourism employment strategies. It is not enough to give an estimation of the jobs (direct, indirect or induced) that are created by tourist activities in the city. It is time we started speaking about the quality of these jobs' conditions and also to think about the mechanisms for promoting and highlighting good practices that could emerge as the main redistributive tool for the wealth created. But, in addition to that, we also need to rethink some of tourism's business forms, which are excessively based on making profits from the land and leave aside such key aspects as social innovation, the added value of the activities chain and the possibilities for complementing other areas that are not essentially tourist: commerce, research, consultancies, service companies and so on.

Lastly, we need to take account of the importance of the destination's promotion and communication policies. Promoting and marketing have to be in line with the city's interests, not just in achieving the business landmarks of the promotion tools. The development of urban marketing towards more comprehensive approaches, where the distinction between visitors, residents and businesses is increasingly diffuse, is one of the clear lines that has to be followed. Communication has to be tackled internally as well, by building new interaction frameworks that help to combat tourism-phobia, using thoughtful approaches without creating mirages or narratives that might run counter to the needs of everyday life in the city.

Managing the destination and seeing to its sustainability, reconciling to the full all the elements at stake and promoting the maximum possible social return from tourist activities while also satisfying the enjoyment of visitors without jeopardising the circumstances of those who live there.

3.2 Conclusions

The **Strategic Diagnosis** presented here aims to provide the foundations on which to build action proposals and thereby define the scenario for destination Barcelona for 2020. This exercise was the result of a thorough review of previous documents and commitments, during which we revised them and emphasised aspects that are relevant today, as a means of ensuring the destination's sustainability and the maximum social return of the activities that shape it, while also ensuring the well-being of the city playing host to them and its permanent residents.

The **issue of tourism governance** is certainly one of the key elements, bearing in mind the long road that still lies ahead. Tourist numbers continue to grow and destinations have become an urban tourism benchmark worldwide. This new scenario opens up new collaboration possibilities between the public and private sectors. It will therefore be crucial for us to find new cooperation, co-responsibility and joint funding frameworks if we are to make our destination more sustainable and responsible. Competitiveness and sustainability will only be possible through public leadership of management, the close cooperation of private players and the involvement of the public and social players. The recent launch of the Tourism and City Council was an important landmark, but further work is required between various players, institutions and authorities, and to offer new spaces and tools for tourism-related territorial and sectoral policies.

Managing tourist activities and their effects is another crucial, essential aspect. The intensification and expansion of some practices linked to the city's tourist uses represent a challenge when it comes to managing asymmetric situations in negotiations for the city's space. The survival of local commerce, access to decent housing and efficient means of public transport are all affected today by tourist practices. Managing it comprehensively is one of today's key challenges. In that respect, activities linked to the "*collaborative economy*" or lax controls promoted within the European framework of the Services Directive are key elements that have to be borne in mind, in view of the lack of mechanisms for making sure that sustainability is a result of comprehensive management, not just the point of departure.

Another central aspect that allows confirmation of this diagnosis is **the need to further develop the territorial strategy of Barcelona the tourist destination**. On the one

hand, we need to think about and coordinate the areas which shape this variable geometry that is destination Barcelona. From now on, strengthening the destination will include diversifying supply and communication beyond the city's administrative limits and, therefore, working jointly with the Generalitat, the Barcelona Provincial Council and other destinations in Catalonia. On the other hand, it is becoming crucial for us to consolidate spaces if we are to tackle the management of tourist activities in the metropolitan sphere, beyond mere product creation, based not just on efficiency but also on territorial strategy criteria, to highlight and protect spaces that are considered key.

The diagnosis highlights **the need to strengthen employment strategies for tourism**. It is not enough to give an estimation of the jobs (direct, indirect or induced) that are created by tourist activities in the city. It is time we started speaking about the quality of these jobs' conditions and also to think about the mechanisms for promoting and highlighting good practices that could emerge as the main redistributive tool for the wealth created. But, in addition to that, we also need **to rethink some of tourism's business forms**, which are excessively based on making profits from the land and leave aside such key aspects as social innovation, the added value of the activities chain and the possibilities for complementing other areas that are not essentially tourist: commerce, research, consultancies, service companies and so on.

Lastly, we need to take account of the importance **of the destination's promotion and communication policies**. Promoting and marketing have to be in line with the city's interests, not just in achieving the business landmarks of the promotion tools. The development of urban marketing towards more comprehensive approaches, where the distinction between visitors, residents and businesses is increasingly diffuse, is one of the clear lines that has to be followed. Communication has to be tackled internally as well, by building new interaction frameworks that help to combat tourism-phobia, using thoughtful approaches without creating mirages or narratives that might run counter to the needs of everyday life in the city.

Barcelona has always promoted itself abroad as a desirable city. This international promotion has been key in the city becoming what it wanted to be. Today, through the capacity of its international leadership, Barcelona can promote itself as a destination that squares with the image of the democratic, just and fair city we wish to be. **A destination that becomes the spearhead of sustainable tourism. A welcoming city that offers multiple lifestyles which do not threaten the circumstances of those living there and which are capable of ensuring maximum social return, allowing the enjoyment of its visitors.** This is the challenge today.

3.3 Purpose behind the Strategic Tourism Plan for 2020

Barcelona has always promoted itself abroad as a desirable city. This international promotion has been key in the city becoming what it wanted to be. Today's Barcelona can promote itself, through its capacity for international leadership, as a destination that squares with the image of the democratic, just and fair city we wish it to be. Managing the destination and seeing to its sustainability, reconciling to the full all the elements at stake and promoting the maximum possible social return from tourist activities while also satisfying the enjoyment of visitors without jeopardising the circumstances of those who live there.

If we are to do this, we need to opt for a comprehensive management of tourism by keeping an eye on its close relationship with other urban policies. If tourism is a collective issue, it has to be governed through public leaders to ensure the city's well-being. Governing tourism implies building a strategy that establishes action frameworks to respond to the challenges and goals shared by the largest possible number of players.

This Barcelona tourist strategy will have to be firmly aimed at guaranteeing the destination's sustainability, promoting, fostering and demanding responsibility for the actions, practices and activities that make up the city today, determining the city of the future. Planning the future city depends on reconsidering the practices of the present. Sustainability is no longer an option or brand attribute but rather an absolute commitment. The quality of tourist experiences depends on guaranteeing the well-being of the people who live in the city, ensuring a balance between the tourist city and the many other ways of experiencing it.

Tourism therefore needs to be exploited as a lever for developing other economic sectors and territories by ensuring the biggest possible social return. Boosting the knock-on nature of tourism on all areas, creating a shared value in every chain of relations and consumption and by concentrating efforts to ensure a redistribution of the wealth that is created.

ACTION PROGRAMMES



This chapter presents the ten action programmes thought up in response to the challenges and strategic goals set out in the diagnosis and which are explained above. It is thanks to the complexity of this tourist phenomenon that the proposals explained in each of the programmes are strongly linked to one another and cannot therefore be conceived of as hermetically sealed compartments but rather as tightly bound up and part of a joint strategy.

The proposals presented below are a complex construction involving several integrated sources of information and expertise. In the first place, they have incorporated or adapted unsuccessful elements from the previous Strategic Tourism Plan for 2015 and which are still in force, in response to present challenges. Second, a document entitled “Barcelona, city and tourism” has been examined in detail and content from the proposed initiatives that fit into the overall strategy has been incorporated. Third, initiatives resulting from the decidim.barcelona participatory process have been incorporated under the framework of the Municipal Action Plan. Finally, the recommendations proposed in the Strategic Diagnosis’ report documents have been incorporated.

In addition, the process for drafting the proposals used sources from several group work spaces on a variety of specific themes, as well as the dozens of meetings held with the main players or managers for leading action lines. Not just the opinions but also the prioritisation of ideas and initiatives planned by the various collectives involved were key at this stage for drafting the document.

Proposals from a wide range of people could be collected thanks to the work sessions and meetings held. Several meetings took place with various collectives during this second stage. Notable ones included: the Co-Responsibility Board meeting of 5 October 2016, the Strategic Tourism Plan for 2020 meeting of 27 October 2016 with the City Council’s professional staff, the work meetings of 10 and 22 November 2016 with the Tourism and City Council, two work meetings with members of the Barcelona Turisme Consortium’s executive team, as well as meetings over other existing plans, such as the Inclusive Tourism Plan, the Tourist Mobility Plan and PEUAT, not to mention bilateral meetings with local-resident, private-sector and municipal-group players as well. The ten programmes and their action lines are structured as follows:

1. GOVERNANCE

- 1.1. Internal coordination
- 1.2. External relations
- 1.3. Participation and deliberation
- 1.4. State and international networks
- 1.5. Turisme de Barcelona

2. KNOWLEDGE

- 2.1. Destination Barcelona Observatory
- 2.2. Research and technology
- 2.3. Education and outreach

3. DESTINATION BARCELONA

- 3.1. Sustainable tourism criteria
- 3.2. Marketing the destination
- 3.3. Destination’s territorial strategy
- 3.4. Tourist attractions and products

4. MOBILITY

- 4.1. Tourist Mobility Plan

5. ACCOMMODATION

- 5.1. Special Urban Development Plan for Tourist Accommodation (PEUAT)
- 5.2. Active policy on tourist accommodation

6. MANAGING SPACES

- 6.1. Managing tourism in the districts
- 6.2. Crowded spaces
- 6.3. Urban balance
- 6.4. Accessible tourism plan

7. ECONOMIC DEVELOPMENT

- 7.1. Local economic development strategy
- 7.2. Promoting employment strategies.
- 7.3. Promoting responsible and socially innovative companies
- 7.4. The exchange

8. COMMUNICATION AND RECEPTION

- 8.1. Communication strategy
- 8.2. Visitor Information and Reception Plan

9. TAXATION AND FUNDING

- 9.1. Tourism taxation programme
- 9.2. Planning and criteria for IET resources.

10. REGULATION AND PLANNING

- 10.1. Changes in municipal byelaws
- 10.2. Adapting urban planning tools
- 10.3. Monitoring and inspecting tourist activities

OVERLAPPING AREAS AND PROGRAMMES

PROGRAMME	GOVERNANCE	TOURISM MANAGEMENT	TERRITORIAL STRATEGY	WORK AND BUSINESS	PROMOTION AND MARKETING
1. Governance	●	●	●	●	●
2. Knowledge	●	●	●	●	●
3. Destination Barcelona	●	●	●	●	●
4. Mobility	●	●	●	●	●
5. Accommodation		●	●	●	
6. Managing spaces	●	●	●	●	
7. Economic development	●	●	●	●	●
8. Communication and reception		●	●	●	●
9. Taxation and funding	●	●	●		
10. Regulation and planning	●	●	●	●	

Programmes, lines of action, areas and challenges

Five areas were defined in the plan's diagnosis which grouped together the 20 challenges and 80 strategic goals. The chart presented below explains the relationship established between the programmes set out in this stage and the areas of the diagnosis stage. The strong inter-relationship between the programmes and areas explains the achievement of the proposed strategy's comprehensive approach where there is a multilateral relationship between programmes and areas.

The following table shows the correspondence between the 30 lines of action under this Plan and the 20 strategic challenges. Once again it highlights the holistic,

inclusive and cohesive vision with which the Plan has been drawn up as well as making it clear that all the strategic challenges and goals are tackled by one or more of the lines of action proposed.

Structure of the programmes' file

Each of the programmes has a proposal and general introductory text where the general framework and a summary are set out along with the main ideas of the action lines that make them up. On the one hand, the files of the lines of action include a summary and the initial plan followed by specific measures. Finally, the file is accompanied by a chart show a summary of the associated challenges and strategic goals responded to.

STRUCTURE OF THE FILE OF THE LINES OF ACTION

PROGRAMME'S NUMBER		PROGRAMME'S NAME																																							
X.X Action line's name																																									
SUMMARY Which features the main challenges the action line faces. Text explaining the action line's general proposals and the facts that have led to the need for its inclusion in the programme.		LIST OF MEASURES M.X.X.X. Title of the measure Implementation of the measure with the level of detail corresponding to a strategic plan and possible in each case.																																							
STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO																																									
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	5	●	●	●	●																																				
STRATEGIC GOALS O.X.X.X. Description of the strategic goal defined in the diagnosis.																																									

OVERLAPPING LINES AND CHALLENGE

	AREA 1	AREA 2	AREA 3	AREA 4	AREA 5
	GOVERNANCE	TOURIST MANAGEMENT	TERRITORIAL STRATEGY	WORK AND ENTERPRISE	PROMOTION AND MARKETING
	R1.1. R1.2. R1.3. R1.4.	R2.1. R2.2. R2.3. R2.4.	R3.1. R3.2. R3.3. R3.4.	R4.1. R4.2. R4.3. R4.4.	R5.1. R5.2. R5.3. R5.4.
1.1. Internal coordination	●	●	●		
1.2. External relations	●	●		●	●
1.3. Participation and deliberation	●		●		
1.4. State and international networks	●				
1.5. Turisme de Barcelona	●			●	●
2.1. Destination Barcelona's Observatory	●	●	●		
2.2. Research and technology	●	●	●	●	
2.3. Education and outreach		●		●	●
3.1. Sustainable tourism criteria		●	●		●
3.2. Marketing the destination				●	●
3.3. Destination's territorial strategy		●	●		
3.4. Tourist attractions and products		●	●		●
4.1. Tourist Mobility Plan	●	●	●	●	●
5.1. Special Urban Development Plan for Tourist Accommodation (PEUAT)		●	●		
5.2. Active policy on tourist accommodation		●		●	
6.1. Managing tourism in the districts	●	●	●	●	
6.2. Crowded spaces	●	●	●		
6.3. Urban balance		●	●		
6.4. Accessible tourism plan	●	●	●		
7.1. Local economic development strategy	●	●	●		
7.2. Promoting employment strategies.		●		●	●
7.3. Promoting responsible and socially innovative companies		●		●	
7.4. The exchange		●		●	
8.1. Communication strategy				●	●
8.2. Visitor Information and Reception Plan		●	●		●
9.1. Tourism taxation programme	●	●	●		
9.2. Planning and criteria for IEET resources.	●	●	●		
10.1. Changes in municipal byelaws	●	●			
10.2. Adapting urban-development planning tools	●	●	●	●	
10.3. Monitoring and inspecting tourist activities	●	●			

PROGRAMME 1

Governance



PURPOSE TO PROGRAMME 1

Strengthening the spaces, tools and mechanisms available to the municipal government for the purposes of ensuring a public leadership of tourism management through coordination and participation with other players.

Tourism is a collective issue and its activities have a cross-cutting effect on the construction of urban space. So the public authorities have to define the governance framework to ensure the city's general interest. To achieve that, the line of coordinating internal work spaces already started must first be intensified to make the management of those spaces more efficient and ensure the cross-cutting nature of the action. The spaces for coordinating policies with other public institutions, as well as discussing and co-designing them with the private sector and the area's social and community players, also need to be expanded by ensuring there are open participation mechanisms.

Another requirement is strengthening relations with other destinations, not just to share experiences but also to start collective projects, rescaling common demands through coordination or by creating permanent working spaces. Lastly, it is crucially important to ensure the Turisme de Barcelona Consortium fits in with the municipal tourism strategy with regard to the destination's overall challenges.

LINES OF ACTION

- 1.1. Internal coordination
- 1.2. Institutional relations
- 1.3. Collective participation and deliberation
- 1.4. Regular and international networks
- 1.5. Barcelona Tourist Consortium



PROGRAMME 1 GOVERNANCE

1.1 Internal coordination

SUMMARY

Improving the coordination, deliberation and communication tools for implementing the cross-cutting plans, programmes and policies on tourism issues between the City Council's areas, territories and institutions.

Cross-cutting works spaces inside the City Council have become essential pieces for designing, deliberating and implementing administrative initiatives in response to challenges in the area of tourism management. These coordinated spaces enable the designing, implementation and monitoring of mid- or long-term strategic challenges and the acceptance of the complexity and diversity of the players at stake, though these spaces also enable the resolution of problems resulting from contingencies requiring a response and immediate executive capacity.

The creation of the Department of Tourism, towards the end of 2009, was essential for a cross-cutting approach to tourism from within the City Council, by coordinating, providing content and posing questions relating to tourist activities and their effects on the agenda of many areas and territories, besides enabling strategies set out in specific projects in 2010 to be copied.

Achieving a greater administrative centrality through new tools and spaces is essential for meeting the city's challenges, as tourism has become a major issue over the last few years. It was likewise highlighted that so-called "tourist management" requires a complex approach and diversity of players, tools and projects that have nothing to do with the tourist-promotion and marketing policies that had been dominant until recently. This internal coordination, then, will become key to ensuring responses to the challenges raised by this Strategic Tourism Plan for 2020. To that end, a cross-cutting approach is needed which coordinates efficiently and brings coherence to the municipal services' functions, enables networking and improves the planning for the various action programmes from a holistic perspective, integrates and sees to the coordination of everything going on outside the framework of administrative action, and strengthens the role of the City Council as the body in charge of the destination's management. Such spaces have to possess a political leadership which sets out strategies and priorities on the one hand, and on the other have a technical space for responding based on designing programmes and initiatives to be implemented.

MEASURES

M.1.1.1. Designing and setting up cross-cutting spaces that improve the coordination and communication of political and administrative action between different areas and territories

If the local authority is to manage tourism comprehensively, it will have to be provided with spaces and tools that ensure work among the various areas and districts involved in the different issues at play. One proposal is to create a political and administrative co-responsibility framework to ensure the impetus to and coordination of the initiatives of every municipal body over tourist activities and their effects on quality of life. Even though there is a clear precedent for this, the proposal's structure needs to be redefined and extended and given sufficient strength to consolidate itself.

A three-area structure is proposed:

1) Co-responsibility space

First area with political and managerial heads of different areas and districts for ensuring coordination, communication and deliberation over activity monitoring, tourist space management, legal and tax frameworks, funding programmes, accommodation policies and tourist mobility as well as examining new strategic lines among various municipal players.

2) Commissions

This second level is intended to give detailed accounts of the plans, programmes and initiatives in progress and to look for executive coordination between areas and districts, explore possible joint initiatives and make proposals for improving these plans, programmes and initiatives. The proposal is to work with two commissions. The first, which has already been created, is entitled "Tourism Management", for working on more executive issues around initiatives relating to tourist-activity management, tourist-space management and the coordination of policy guidelines of several areas and territories. The second commission, entitled "Communicating and promoting tourist products", will focus on coordinating initiatives that promote the City Council's various areas and districts which are marketed as tourist attractions, so they are in line with territorial and temporary tourist strategies and, what is more, guarantee sustainability and responsibility criteria.

3) Work groups

This third area will have to tackle specific issues, at the maximum level of detail possible, which require expertise in and coordination of several areas and districts. They are operative work spaces for profiling the design of initiatives which leave open possibilities for amending the projects presented. Possible key issues may include: the tourist-accommodation policies, mobility policies and tourist strategies of districts, among other things.

M.1.1.2. Providing the co-production spaces, tools and instruments for responding to strategic challenges in the areas and districts

Besides the stable internal coordination spaces, creative spaces need to be generated, enabled and technically procured from within the Authority, to work on specific plans, projects and programmes and ensure a pluralistic representativeness of government officials and municipal professionals by sector and territory.

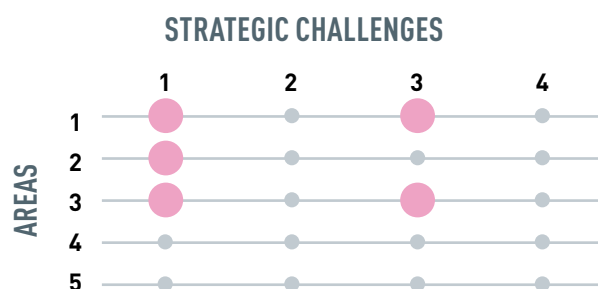
It is these spaces where the first drafts of action proposals will be presented, following the strategic lines to be discussed, deliberated and designed together with their expert managers, to improve, nourish and bring greater efficiency to the initiatives provided for. These spaces have to be understood not just as co-production spaces of a technical proposal but also as generative and training spaces, where knowledge, tools and mechanisms for strengthening future networks are shared.

Work will have to be carried out on defining the calendar every six months, as well as issues and projects that will have to be worked on first of all, on technical procurement, work-method facilitators, material conditions for carrying them out and a communication protocol for networking and ensuring return from work meetings and the traceability of their results in the final documents.

M.1.1.3. Developing an online internal communication mechanism for updating the progress on proposals

Periodically presenting the internal municipal players taking part in the various spaces, the state and development of the various proposals that are under way. This virtual newsletter will enable its recipients to find out about the status of the various projects and make face-to-face meetings more operative.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.1.1. Creating participatory spaces for discussing and debating municipal tourist policies with the various players.

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.1.3.2. Finding innovative administrative formulas for bringing greater effectiveness to the coordination of plans and management tools relating to the city's tourist uses.

0.1.3.3. Promoting coordination between tourism-management strategies and the other territorial and sectoral municipal policies.

0.1.3.4. Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.3.1.5. Adopting differentiated municipal action for each of the realities and necessities while strengthening the coordination of cross-cutting initiatives and municipal professionals in their territorial work.

0.3.3.2. Lining up current promotional strategies to strengthen the attractions that can ease congestion in the overcrowded areas in Barcelona's city centre.

PROGRAMME 1 GOVERNANCE

1.2 Institutional relations

SUMMARY

Creating stable spaces to strengthen the links and relations between the City Council and other institutions, public and private, to align positions, design strategies and implement joint initiatives for tackling shared challenges.

Most of the challenges around tourism in Barcelona cannot be dealt with solely by the Local Authority. Spaces need to be sought for working together with the various institutions in charge, under the regulatory and executive framework of tourist policies, such as the Generalitat de Catalunya; as well as the key institutions in shaping the destination, such as the big transport infrastructures - port, airport, railway - the consortiums or business associations of accommodation, guide and transport services, etc.

In the first place, the existing bilateral work spaces have to be strengthened to define shared strategies, minimise disagreements and, as far as possible, implement initiatives together under the framework of co-responsibility through internal mechanisms which ensure executive transactions. On the other hand, note too the work of boards or commissions led by the City Council - and aligned with internal coordination spaces - where specific issues are tackled with the players directly who are involved, interested or affected. These bilateral or multilateral dialogue and deliberation spaces have to be able to be used for clearly sharing specific initiatives and always ensure the pluralistic representativeness of the institutions taking part in them.

MEASURES

M.1.2.1. Strengthening and creating spaces for the multilateral co-production of tourism policies through a structure involving external players

Highlighting or consolidating an ongoing work commission structure with a threefold goal. First, ensuring deliberation of the decisions and initiatives, by attempting to find common-understanding spaces and minimising decisions taken unilaterally by one of the players. Second, monitoring the decisions communicated, by sharing the development and validity of their functions. Finally, designing jointly with other specific public or private projects agreed to under mutual interest.

Several proposed commissions on issues of considerable importance and with possibilities for creating results are presented below:

- Accommodation: it already has a commission with the Generalitat and another with business associations (both in regular operation since 2012), focused above all in compliance with regulations and prosecuting illegal activities. The range of issues would have to be extended, in line with the development of the urban-planning regulations that apply.
- Tourist mobility. With AMB, TMB, tourist transport operators and marketers. Working jointly on proposals from the Tourism Mobility Plan (see Programme 4).
- Tourist attractions and products. With big private operators, guide associations, marketers, Barcelona Provincial Council and Generalitat of Catalonia through the Barcelona Tourism Consortium. Defining together a territorial and temporary strategy for activities that are sold to visitors so they fit in with the destination's needs.
- Destination's metropolitan management. With the Barcelona Provincial Council and the AMB. Working on and defining joint strategies in the metropolitan territory as tourist space, whether for promoting attractions or managing activities: mobility, accommodation, etc.

M.1.2.2. Building bridges for ongoing dialogue with key players in shaping the destination

Negotiating and reaching agreements on tourism-related policies and initiatives with other public or private organisations or institutions which the City Council has no jurisdiction over, but which it aims to influence as their decisions affect the running of the city.

Some of the institutions and key issues for dialogue and negotiating:

- Generalitat of Catalonia: sectoral and urban-planning regulations; policies for marketing and promoting the destination; tax tools (IEET and others).
- Barcelona Port: in particular, strategy over the activity of cruises to tackle the impact that they have on destinations, tax issues and environmental criteria; sharing data regularly; establishing protocols for managing mobility flows on peak days. This will have to be coordinated as well with the other spaces tackling the city-port relationship.
- Barcelona-El Prat Airport: sharing data for managing flows better, exchanging positions and strategic challenges and exploring possibilities for joint action.

Dialogue and negotiating are likewise key to reaching one-off agreements with the representative players of the private sector, individual and local resident representatives.

M.1.2.3. Ensuring agreement over the plans of various levels and authorities through working committees

Actively influencing the designing of the sectoral or higher level plans, whether tourist or territorial, to concur with the City Council's positions and thereby ensure a smooth fit between the strategies and initiatives provided for. In particular, the Strategic Tourism Plan for Catalonia (present and future), the Barcelona Strategic Metropolitan Plan and the Metropolitan Urban-Planning Master Plan or, for want of these, in the General Metropolitan Plan's revisions.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia, Barcelona Provincial Council and the Barcelona Metropolitan Area, municipalities and tourism trusts.

0.1.2.2. Creating and/or strengthening joint work spaces with public, private and government-assisted institutions that have an effect on the shaping of the destination: Barcelona Port, Barcelona-El Prat Airport, Fira de Barcelona, etc.

0.1.3.4. Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.

0.2.1.2. Operating new public-private community cooperation tools, based on co-producing projects under sustainability and responsibility criteria.

0.4.3.4. Improving the representativeness of the traditional tourist sector and fostering the structuring of the representativeness of the new economic activity sectors that are linked to tourism.

0.5.2.2. Finding new public-private coordination formulas based on specific projects for promoting products and temporary and non-structural events.

PROGRAMME 1 GOVERNANCE



Collective participation and deliberation

SUMMARY

Activating and establishing collective deliberation spaces for approaching tourist policies, ensuring a plurality of voices, seeking to influence political and technical tools and exploring open participation mechanisms.

Tourism is a collective and cross-cutting issue and developing its activities has an effect on building the city. This public leadership has to lead its management and set out the possible action frameworks with the main goal of ensuring the city's general interest. Likewise, to do that, it will have to launch participatory spaces for deciding, designing and evaluating tourist policies in conjunction with the private sector and social and community players.

The constitution of the Tourism and City Council in May 2016 played a crucial role in providing a venue for the debate on tourism in the city from a comprehensive perspective, by ensuring a plurality of players where, besides sectoral interests, tourism is tackled as a public and collective issue, with an agenda prepared among its participants. A formal space that is intended to be central for the monitoring and evaluation of this strategic plan.

Other spaces are also needed for working on aspects and issues that require other formats and methods. First, the approach framework and strategies allocated in the other regular participatory spaces have to be presented, whether sectoral - housing, commerce, culture, territory, mobility etc. - or territorial - districts and neighbourhoods. Second, *ad hoc* working committees have to be accompanied, coordinated and co-designed to tackle specific situations, topics and issues requiring specific communication and deliberation initiatives, not to mention the necessary accompaniment and technical support for adding value to these working committees. Third, new online and non-binding deliberation and consultation channels need to be explored through existing tools for the entire city.

MEASURES

M.1.3.1. Consolidating the Municipal Tourism and City Council as a regular participatory space for discussing and co-designing tourism policies

The Municipal Tourism and City Council (henceforth, the CTiC) is a regular body for public participation and a discussion and debate forum for organisations, business associations, residential associations and political experts representatives; a privileged space for exchanging ideas, evaluating the effect of the initiatives carried out up to now and generating proposals to be used for guiding tourism-related policies.

Although the resolutions adopted by the Council are not binding under current regulations, it operates as the basis for policy decision-making and, by the same token, is meant to be the main body where the Authority is accountable before the public for the degree of achievement and development of tourism-related initiatives.

The CTiC prepares its agenda through its own work groups, based on the action proposals of this strategic plan, a starting point for prioritising and tackling the future work framework. The CTiC is then meant to offer reflections and put forward proposals to be used for improving the implementation and development of the Strategic Tourism Plan for 2020 as well as seeing to the deployment and achievement of its goals, through periodic monitoring.

M.1.3.2. Raising and framing tourism-related issues in the City Council's regular participatory spaces

The PET20's generated knowledge, diagnosis and proposals have to go beyond sectoral areas, as the very nature of the planned initiatives are diverse and are the responsibility of areas and districts that already have regular participation and deliberation spaces.

So, the PET20's presentation has to be organised in these spaces for introducing the planned initiatives, especially the ones that most clearly affect them. This approach to tourism in other spaces needs to help to frame the issues by contributing knowledge on the issue and planning the coordination of the initiatives in progress.

M.1.3.3. Creating working committees to deal with specific issues

No single solution satisfying all the parties can apply where there are specific situations with open disputes. Specific working committees will be set up with the players concerned and affected to clear up these issues. These committees must not be mere dialogue spaces - for reaching consensus from pre-established starting points - but rather working spaces for seeking the best broadly agreed to technical solution possible, by incorporating, where appropriate, experts playing the role of technical advocate-facilitators.

Although their independence will be guaranteed, as they will be provided with their own resources, these committees will not be able to remain isolated from the City Council's regular participatory structures; on the contrary, a consensual pluralistic representation will have to periodically report to the various councils and explain in detail what the initial position is, how the issues are being dealt with and what the proposed responses are.

M.1.3.4. Starting up online consultation and deliberation mechanisms for examining specific issues

Many discussion issues require extensive and pluralistic public scrutiny to bring demands, proposals and solutions out into the open. Tools such as the decidim.barcelona website, created for this purpose, are the best ones available for promoting such discussions, debates and consultations.

Likewise, the issues up for discussion and debate need to be evaluated before any initiative is launched. The proposal then is for the Tourism and City Council to be the body that ultimately validates them.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.1.1. Creating participatory spaces for discussing and debating municipal tourist policies with the various players.

0.1.1.2. Turning the Tourism and City Council into the main shared work space for debating and reporting.

0.1.1.3. Ensuring a fair composition of the parties and taking into account the pace and potential for action of the various participating players.

0.1.1.4. Guaranteeing a pluralistic and diversified representation of the private, social, trade-union and community players in the various participatory spaces.

0.1.1.5. Strengthening open-participation tools through virtual participation tools.

0.3.1.3. Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.

PROGRAMME 1 GOVERNANCE



Regular and international networks

SUMMARY

Activating and establishing international city networks as common exchange and work spaces for sharing challenges, strategies, tools and criteria on the governance and management of tourist cities.

There has been an explosion of urban tourism over the last few years. Its rapid growth has caused significant changes in the cities concerned and increased the pressure on their inhabitants, public spaces, neighbourhoods and resources. Every city is dealing with the phenomenon from its unique perspective and reality and, while it is true that the legal frameworks and requirements are neither unique nor identical for all the cities, it is also the case that there is a manifest need for finding common ground to enable guarantees for the cities' goals of general interest and, possibly, action as a pressure group for influencing the European Commission's decisions in areas affecting tourist activities by ensuring proposals are compatible with competition from the markets.

Barcelona is clearly committed to international collaboration, as demonstrated by the City Council's participation in nearly 40 city networks and associations in general. This commitment is also clear in the case of tourism, whether directly or through the Turisme de Barcelona Consortium. Barcelona City Council takes part in the following city networks: 100 Resilient Cities, Mayors of Peace, Metropolis, United Cities and Local Governments, ACR+, Eurocities and MEDCITIES, World Tourism Cities Federation, NECSTour, Association of WTO-affiliated members, Délice Cities, European Cities Marketing, International Congress and Convention Association (ICCA) and MedCruise, to name but a few.

The networks are a very efficient tool for conveying and disseminating information, seeing that they enable the resources to be economised on the one hand, and the quality of applicable public policies to be increased on the other. That is why networks are regarded as an opportunity for improving the quality of life of citizens.

MEASURES

M.1.4.1. Promoting Barcelona City Council's inclusion in city networks aligned with its action priorities on domestic and international levels, and reviewing its representation in the networks it already participates in

Working to achieve a full presence on the existing city networks that defend the tourism-related interests of local governments and reviewing what representation is needed in these networks where Barcelona is already a member, by strengthening the presence of the City Council's Department of Tourism in cases where the aim excels the city's promotional tourist initiative.

M.1.4.2. Building on the first city Urban Tourism Governance meeting

Opting for the continuity of a joint work area between cities such as the one that represented the city meeting launched by Barcelona City Council on Urban Tourism Governance. This is about having a political and technical themed forum, aimed at professionals and elected officials from the various cities, that can become a benchmark space for managing and regulating urban tourism.

Such meetings need to enable the consolidation of a shared framework in which to evaluate and transfer knowledge on policies and strategies in tourism in cities on domestic and international levels.

M.1.4.3. Establishing alliances to promote joint projects and bring about changes in higher-level regulatory and legislative frameworks

Activating both domestic and international work networks to further the implementation of joint projects in managing and governing cities with tourism, which help to find partners and disseminate the project's results.

It is advisable to create a framework that enables a strengthened presence of the city's interests and action to be taken in supervising, contributing to and influencing the development of European tourism policies.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.2.3. Activating and establishing national and international networks for sharing tourist-management challenges, strategies, tools and criteria that go beyond promoting and marketing.

0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

PROGRAMME 1 GOVERNANCE

1.5 Barcelona Tourist Consortium

SUMMARY

Reviewing and adapting the make-up, structure and running of the Turisme de Barcelona Consortium to respond to destination challenges, by accepting the promotion and reception of visitors as tourist-management mechanisms.

Since its creation in 1993, the Turisme de Barcelona Consortium has been the body tasked with promoting the city's image as a destination and with managing tourist information and care, as well as certain of the city's tourist resources, invariably on its foundational bases as a public-private partnership and the entity's economic solvency.

The previous Strategic Tourism Plan for 2010-2015 already highlighted the need to review the integration of the Turisme de Barcelona Consortium and its promotion strategy for responding to a better "niche for tourism in the city". The need is greater than ever today for adapting the goals of the tourist promotion and marketing strategy as well as the operational tools for responding to the current challenges: guaranteeing the destination's sustainability, actively promoting the social return of activities, coordinating communications with territorial strategies, etc.

These necessary changes, which will be explained in the plan's marketing and communication programme, must be accompanied inevitably by an adaptation of the relationship frameworks between the Chamber of Commerce and the City Council as parties making up the Consortium, as well as better integration into municipal policies, to ensure suitability, the initiatives and alignment with requirements. This is a development that other urban destinations have been going through to ensure the created shared value of the activities promoted and put the consortium at the service of the destination as a whole, making the collective benefits concur with the interests of the private sector that is part of it.

MEASURES

M.1.5.1. Aligning the Turisme de Barcelona Consortium with municipal tourism policies

Guaranteeing the alignment of the Turisme de Barcelona Consortium's work with the criteria and strategies of the political and administrative action through participation in the various management spaces around tourism management, be it those arising from internal coordination or open participatory spaces. Such integration will also enable, where necessary, policies to be launched that involve action from their members, by including the infrastructural elements, knowledge and expertise of the professionals working there.

Such greater integration and coordination will also have to enable a better sharing of knowledge, the forwarding of requests for specific initiatives, joint co-productions of programmes and projects and a rendering of accounts of the development of the Consortium's running.

M.1.5.2. Establishing and strengthening the working relationship with the Chamber of Commerce

Building a structure of shared spaces and resources with the Chamber of Commerce that helps with integration and coordination among the parties to share requests for specific initiatives and jointly co-produce programmes and projects. This space has to enjoy a direct relationship with the Consortium's governing and decision-making bodies to transfer the strategies to the operational sphere.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia; Barcelona Provincial Council and the Barcelona Metropolitan Area; municipalities and tourism trusts.

0.1.3.4. Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.

0.4.2.1. Promoting certification with sustainability insignia for all municipal companies that provide tourist services.

0.4.3.3. Strengthening the links between business-tourism programmes and the local business network, to strengthen relations and generate multiplying dynamics.

0.5.4.1. Redefining the running and funding of the Turisme de Barcelona Consortium as a state-assisted public-private, tourism-promotion tool, to respond to current needs in promotion, communication and marketing strategies.

PROGRAMME 2

Knowledge



PURPOSE OF PROGRAMME 2

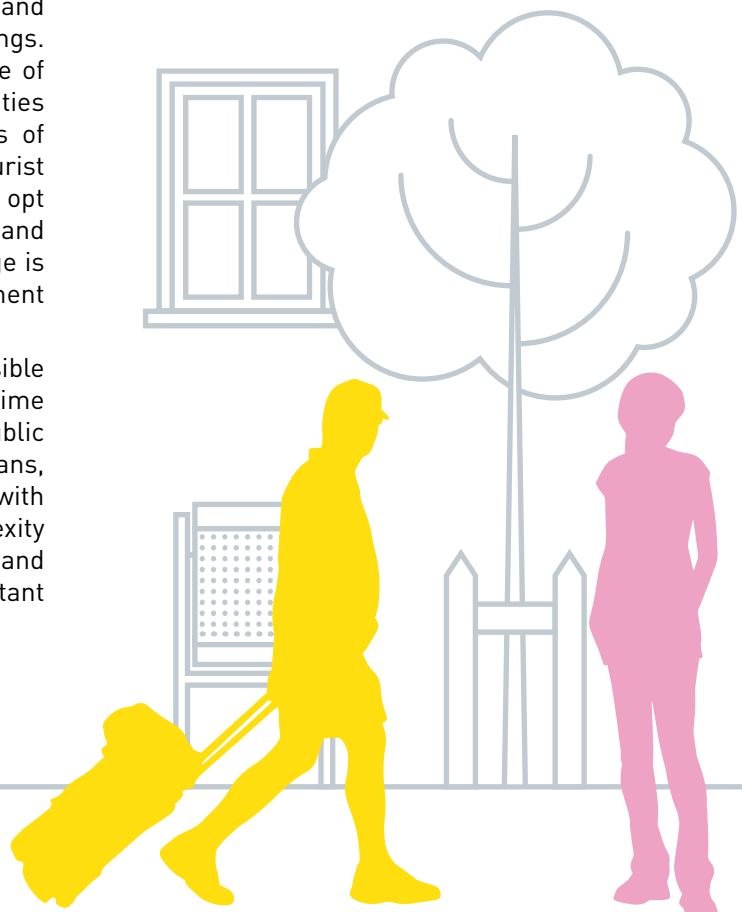
To develop a programme for generating, sharing, spreading and transferring knowledge of tourist activity in destination Barcelona, to support the decision-making process, examine strategic issues and enrich public debate.

Generating knowledge in the field of urban tourism is essential for managing and taking decisions in the destination. Barcelona is only too aware of its importance and has made considerable efforts to generate and publish a diverse range of information on tourist activities and studies have been conducted analysing the economic impact, tourist profiles and public perceptions of tourism, among other things. We need to continue developing our knowledge of other aspects through collaboration with universities and R&D&I centres, in particular, those lines of knowledge that are useful for supporting the tourist policies of the coming years. We also need to opt for new, smart tools for gathering, managing and displaying information, because open knowledge is key to sustaining and designing the management policies of a city faced with tourism.

It is essential to disseminate as widely as possible the knowledge generated in this field at a time when tourism has taken centre stage in the public debate. The various players in tourism, politicians, businesses and the public, have to be provided with the necessary elements for grasping the complexity of this phenomenon, to know the opportunities and challenges of being one of Europe's most important urban destinations.

LINES OF ACTION

- 2.1. Destination Barcelona Observatory
- 2.2. Research and technology
- 2.3. Education and outreach



PROGRAMME 2 KNOWLEDGE



Destination Barcelona's Observatory

SUMMARY

Creating a comprehensive space of tourist intelligence that deepens our knowledge of tourist activity throughout destination Barcelona, and which acts as a coordinator, promoter and communicator of the knowledge generated.

A great effort has been made over the last few years for producing and coordinating highly valuable information on tourist activities. Barcelona City Council, whether acting on its own or in coordination with the Barcelona Provincial Council and the Turisme de Barcelona Consortium, has generated periodic reports, surveys, sectoral reports, etc. Both the previous strategic plan and the various public deliberation spaces have proved very much in favour of the creation of a Destination Barcelona Observatory, an integrated intelligence space that collects, generates and coordinates information and knowledge on tourist activities and which includes other public and private players.

There is already a sound path that has been trodden which concentrates the initiatives created by these institutions into a joint programme, with a steady transfer to the City Council of the initiatives launched in addition by the Turisme de Barcelona Consortium and strong coordination with Barcelona Provincial Council, which has enabled a unification of criteria and methods for the entire destination. From here on, the Observatory will officially come into operation, by guaranteeing first a structure, a funding mechanism and a regular governance among the parties making it up, driven and led by Barcelona City Council. The information and knowledge generated will have to be used, mainly, for backing the initiatives planned.

Second, on the basis of the above-mentioned integration carried out over the last few years, consideration needs to be given to a shared work plan designed jointly with member organisations which responds to the general interest and also guarantees the preparation of reports commissioned by the Tourism and City Council and other consultative bodies, as well as co-fund projects jointly with other public and private players.

Third, the Observatory must become the central open dissemination and communication body for the knowledge generated, seeing to the legality, coherence and truthfulness of the information conveyed, as well as its adaptation so that it can reach the non-specialist public.

MEASURES

M.2.1.1. Setting up the Destination Barcelona Observatory

First, its organisational structure needs to be designed and the relations and agreement protocols between the players making it up clearly defined. In addition, the composition of a governing board and a possible advisory board made up of a diverse range of players not exclusively its organisational members need to be outlined.

Second, a funding model will have to be established. As the driving force corporation behind this, Barcelona City Council will have to pay for minimum structural costs. The general criterion for establishing the model is one of seeking a balance of costs among the project's promoter organisations.

Third, the technical team will have to be gauged and its collaborators identified. Gauging the staff of the various promoter organisations running the project, these being the individuals who make up the Observatory's technical team, and identifying the players who can collaborate in generating knowledge and with whom agreements or commissions will have to be made through the promoter institutions.

M.2.1.2. Preparing a work plan and publications

First, all the information that is systematically prepared will have to be integrated, as well as the reports and publications that are under way, by assessing the coherence between them.

Second, several work lines will have to be launched depending on the requirements of the information detected in three large work areas: market statistics, studies and intelligence. Proposed strategic knowledge lines joining the already existing ones include:

- Updating the quantification of visitors (tourists and day-trippers) in Barcelona, using current data, reviewing the methods used in 2008 and putting special emphasis on the new types of accommodation and in the phenomenon of day tripping.
- Studying employment conditions of the various tourist sectors, starting with an exhaustive use of the already existing secondary sources, and delving deeply into each of the sectors to grasp the reality of employment.
- Tackling environmental issues relating to the arrival, departure and stay of tourists and day-trippers in Barcelona, viewed from a metropolitan perspective. Establishing an automatic collection and centralisation mechanism for data on energy consumption, water

consumption, waste generation from tourist accommodation (along with data on occupancy) and points of interest for tourists (together with data on visits) to monitor the environmental behaviour of the city's main tourist elements.

- Conducting a comparative analysis of tourist policies, the development of policies and strategies of the cities' tourism, on both domestic and international levels, which experience similar tourist phenomena and invite them to share information on and knowledge of best practices and their application.
- Working with the Barcelona Provincial Council, under the framework of the *NECSTouR Network of European Regions for Competitive and Sustainable Tourism* working group, to develop indicators for sustainable tourism under the criteria of the *ETIS European Tourism Indicators System* launched by the European Union. The ETIS indicators will be used for periodically evaluating progress in the development of a sustainable tourism according to Biosphere certification requirements.

M.2.1.3. Information dissemination plan

Drafting a plan for disseminating the information generated by the Observatory which guarantees the data's accessibility and availability through the creation of a specific website portal, open digital publications and holding specific conferences and seminars. The aim behind creating the website portal is to make it a benchmark space for sharing tourist knowledge on Destination Barcelona to leave open the possibility of incorporating documents which have been produced by third parties and fit in with the Observatory's work.

The Observatory will publish an annual report that will contain a compilation of all the reports, surveys and studies made and commissioned, detailing the costs and commissioned authors, as well as a study on the situation and future perspectives.

The Observatory will also have to include work and help spaces with the mass media and other knowledge players to guarantee the truthfulness and consistency of the information published, as well as how to explore new needs.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia; Barcelona Provincial Council and the Barcelona Metropolitan Area; municipalities and tourism trusts.

0.1.4.1. Creating a Tourism Observatory to lead and produce knowledge, as well as open knowledge on tourist activities, in coordination with other authorities and public and private institutions.

0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

0.2.2.1. Finding formulas for balancing costs and benefits, through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

0.3.2.1. Preparing environmental-impact indicators for tourist activities and modes of transport for accessing the city in order to be able to monitor these periodically and launch a communication campaign for visitors and residents.

0.3.2.3. Promoting the publication of the data on ecological footprints in the city, to open up a debate on management possibilities.

PROGRAMME 2 KNOWLEDGE

2.2 Research and technology

SUMMARY

Designing a knowledge-generating programme in conjunction with the main universities and R&D&I centres to enable the destination's strategic challenges to be tackled.

Tourism, as a living activity, changing and moving, requires an ongoing generation of knowledge. Tourist activity analyses do not enjoy as much importance as they merit, even though tourism is one of the main sources of wealth in this country and the city. To give it its dues, we will have to launch more regular coordination mechanisms among the various knowledge institutions, universities, research centres, consultancies and public and private institutions, and establish joint work agendas that create spaces for generating and conveying knowledge.

Second, tourism needs to be constantly analysed as it develops, largely, through the motivation and demand of visitors which vary from various places but which are becoming increasingly linked to the possibilities offered by technological innovations. New activities and services, new ways of relating to the environment, new channels for private marketing; a scenario that therefore requires constant monitoring and which needs to explore the capacities and effects of disruptions in the very heart of the destination.

Third, this technological mediation of tourism opens the way for a big opportunity through new generation tools, big data management through computer programming (big data, AI) to meet the challenges of tourist management, especially in the matter of flows and movements of people in urban spaces, providing public services and establishing new communication channels for visitors. Its application has to be properly evaluated, by optimising resources and clearly marking out what the challenges and real solutions are for this new paradigm.

MEASURES

M.2.2.1. Creating a joint research programme to generate and transfer knowledge

The complexity of current management challenges offers a good opportunity for creating and maintaining an ongoing work space with the main public and private university and R&D&I centres, to present the results of research projects, share and discuss methodological tools and seek out joint funding channels around projects that tackle an integrated management of destinations.

This space, which is linked to the Destination Barcelona Observatory, is meant to enable research presentations and evaluations, by launching projects together with data-processing, technical and methodological possibilities; as well as joining forces with other urban or regional destinations that share similar challenges.

The programme will also have to be accompanied by a communication and dissemination strategy through ongoing conferences, discussions and debates and publications linked to the 2.3 Education and dissemination line.

M.2.2.2. Giving an impulse to online spaces and technological tools for disseminating knowledge, applied research and data analysis

Promoting platforms for disseminating open knowledge using current technological and technical tools. Barcelona can become an excellent digital laboratory for carrying out projects, protocols and prototypes linked to tourist-management innovation. To do that, it will have to commit itself to opening up the maximum amount of data and information as well as bringing incentives to sharing the information generated by others to involve as many players as possible in the process.

M.2.2.3. Encouraging the development of innovative projects in applied research

Giving support to and accompanying as a priority projects based on new ways of obtaining and managing digital information which enable improvements to displays and to making decisions on and evaluating tourist activities.

Once the collaboration criteria have been established with partners, a commission will have to be set up to select projects according to their tourist applicability and depending as well on the guarantee of policies on the digital sovereignty, social transference, accessibility and availability of the data. Possibilities will be studied for giving economic support, incentives and recognition to developments of innovative applied research projects as well as doctoral theses and industrial doctorates.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia; Barcelona Provincial Council and the Barcelona Metropolitan Area; municipalities and tourism trusts.

0.1.4.1. Creating a Tourism Observatory to lead and produce knowledge, as well as open knowledge on tourist activities, in coordination with other authorities and public and private institutions.

0.1.4.3. Opting for new tools for obtaining, managing and displaying information (*big data* and AI etc., to improve knowledge in tourist activities and manage the territory and mobility flows more efficiently, among other fields of application.

0.2.2.1. Finding formulas for balancing costs and benefits, through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

0.3.2.1. Preparing environmental-impact indicators for tourist activities and modes of transport for accessing the city in order to be able to monitor these periodically and launch a communication campaign for visitors and residents.

0.3.2.3. Promoting the publication of the data on ecological footprints in the city, to open up a debate on management possibilities.

0.4.4.3. Strengthening the links between university centres and the authorities to enable a greater tourism-based knowledge transfer.

0.5.1.4. Normalising visitors and their practices in the destination's actual image and narrative, to the extent they are part of it, by promoting awareness of the mark left by their visit.

PROGRAMME 2 KNOWLEDGE

2.3 Education and outreach

SUMMARY

The last few years have seen significant changes occurring in the perceptions and opinions students have regarding the phenomenon of tourism. Surveys show that no one doubts the potential of tourism for the city's development, though it is undeniable that a debate has opened on its negative effects and the need for governing it. If tourism, as it progresses under the diagnosis of this plan, has become a collective issue, initiatives have to be taken so it can be talked about properly and prevented from falling into essentialism, binary positions or vagueness.

A deep collective reflection is therefore needed to capture the multiple reality of tourism, a complex and global phenomenon, though it also has a long history in our city, to the point of becoming part of its make-up. Disseminating the development and current tourist reality requires educational tools and programmes aimed at the entire population. Programmes that provide citizens with tools for discovering the advantages to being one of Europe's most important urban destinations, although citizens are also provided with analytical tools for building up grounded rigorous and complex critical positions.

So, instead of putting the emphasis on communicating the benevolent nature of tourism, as we did historically, we need to convey the idea that tourism is above all a complex reality, inherent in the city's development, whose benefits will depend to a great extent on how its economic activities are organised and its effects on the particular context in which it is developed.

Three different measures are proposed for developing the line. First, the creation of programmes for introducing the tourist reality to schools. Second, preparing informative material for communicating clearly and comprehensively the reality of the tourist phenomenon. And, finally, promoting thorough discussions and debates through open projects, seminars, meetings and training programmes.

MEASURES

M.2.3.1. Getting the "Tourism in Schools" project off the ground

Educational programme aimed at promoting knowledge on the social, economic and historical facets to tourism in the city. This goal will be reached through the organisation of educational projects that generate specific materials, workshops, *role plays*, visits to the city's most popular attractions, to university centres and local businesses, introducing too the jobs created and exploring future employment scenarios.

The criteria underlying this programme are:

- Introducing the various activities making up the tourist phenomenon, as well as the main features of tourism in the city.
- Explaining the historical development of the tourist phenomenon, its construction, the tools for its development and link to the social conquest of holidays.
- Influencing the economic, social and cultural transformational potential of tourism and highlighting the risks of its development without correct management.
- Introducing the mechanisms for managing tourism in order to explain its complexity and, in particular, the difficulty of tackling it without managing the city, by encouraging a process of reflection.
- Cultivating a critical approach and highlighting the many ways of organising and managing tourism and evaluating desired scenarios.
- Explaining Barcelona as a destination as well as a source and issuer of tourists. Residents in the city are also tourists at certain times.

The educational programme will have to be prepared jointly with the players who wish to play an active part in it and through a teaching institution that guarantees the programme's adaptation to the various types of public.

M.2.3.2. Adapting the information generated to give it an educational character

Preparing several informative materials with an aim for reflection, to present clearly and comprehensively the dynamics, trends and features of tourist activities of Destination Barcelona; its challenges, as well as the management mechanisms launched by the City Council. This is linked to Programme 8. Communication and reception.

M.2.3.3. Promoting and coordinating projects, conferences, discussions and debates on tourism

Promoting a series of initiatives to highlight tourism and hammer it home to Barcelona citizens, organisations and economic players by organising events around tourism-related issues.

Events in various formats, such as conferences, seminars, discussions and debates and courses, also have to be tackled through specific areas such as history, architecture, enterprise and up-and-coming activities. These events will need to have, at the same time, analytical elements to enable the enrichment of public debates on tourism and its controversies.

Research also has to continue being developed on responsible and educational tourism from an educational perspective under the framework of the *Educating Cities and Responsible Tourism* themed network, based on analysis and conceptualisation of “positive community tourist spaces”. This project is being developed with backing from the Càtedra de Turisme CETT-UB.

Likewise, to strengthen the links between schools and research centres on tourism, shared educational projects will be accompanied by the transfer of knowledge, such as MOOC (*Massive Online Open Courses*).

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.4.2.2. Creating **spaces** for transferring knowledge and innovation among economic and social players and which allow experiences and methods to be shared and links and synergies created between them.

0.4.3.1. Exploring new meeting and coordination spaces among the city's various economic and social players to create business synergies.

PROGRAMME 3

Destination Barcelona



PURPOSE OF PROGRAMME 3

Building a destination which goes beyond Barcelona's city limits and is fully committed to social, economic and environmental sustainability, which is dynamic, welcoming, open, innovative and desirable, which guarantees the quality of life of its citizens and a balanced territorial development, where the real city and its identity are the main attractions for visitors.

This is a key time for defining a destination that can ensure its long-term survival, and this definition absolutely depends on joining forces with all the players of the city and its surroundings to build a sustainable destination. The first steps in this direction were made in 2011, when Barcelona was the first city to receive Biosphere certification, which recognises the city as a destination that is committed to managing environmentally, socially and socio-economically responsible tourism. Tackling the shape of the destination from the broadest concept of sustainability enables us to improve the quality of urban life, the competitiveness of tourist activity itself and management of the activity's territorial effects.

The impetus to the sustainable destination depends on three key elements:

- **Marketing**, when it comes to building the destination, has to be an essential ally, tasked with raising the profile of the destination's virtues by promoting new narratives and prioritising the new strategy for the territory and for shaping attractions and products. Marketing has to be turned into a central management tool.
- **Territorial strategy**, which stops putting the emphasis on neighbourhoods as structured tourist products and opts for highlighting events, distinct itineraries and non-residential spaces as recipients of temporary activity.
- **Visit attractions and tourist products**, which have to meet sustainability criteria that ensure a social return and the area's regeneration, that go beyond fixed attributes, expand and diversify.

LINES OF ACTION

3.1. Tourism sustainability criteria

3.2. Marketing the destination

3.3. Destination's territorial strategy

3.4. Visit attractions and tourist products

PROGRAMME 3 DESTINATION BARCELONA

3.1 Sustainable tourism criteria

SUMMARY

Launching a strategy to extend tourist sustainability to the destination's establishments, services, products and facilities, by encouraging the city's tourist operators to incorporate economic, social and environmental sustainability criteria through a membership process.

In 2011, Barcelona was the first city in the world to receive Biosphere certification, in recognition of the city as a sustainable destination that promotes responsible tourism from environmental, cultural, social and economic perspectives. Barcelona is fully committed to promoting a model of sustainable tourist development and puts the emphasis as well on cultural diversity and social responsibility, so that it aims to involve the entire community in working towards a more comprehensive, integrating and cross-cutting concept of tourist sustainability. Work has been carried out, in conjunction with the Institute of Responsible Tourism, to spur on the creation of the Biosphere-Barcelona standard, which will be developing the attributes of the certification in a unique way for Barcelona and focusing on the indicators that guarantee sustainability in the urban context.

Delving deeply into the criteria of the Biosphere-Barcelona standard will allow, in the first place, a continued impetus to sustainability as an indisputable future landmark of the tourist city, and a guarantee of the maximum social return possible from the activities without risking the future survival of the city's population. Second, the certification will enable recognition of responsibility as an attribute of the destination and position Barcelona as a pioneering urban destination in this field. The fact that 2017 is, as established by the UN, the International Year of Sustainable Tourism for Development offers a unique opportunity for highlighting this commitment. Finally, signing up to the criteria of the certification will enable mechanisms to be launched that promote comparative advantages among the activities and services signed up to to the extent that they take on the proposed co-responsibility frameworks.

MEASURES

M.3.1.1. Continuing the impetus to applying sustainable tourism criteria

Barcelona, as a pioneer in promoting sustainable tourism, has to boost the network of sustainable destinations as a space for sharing experiences and exploring and tackling aspects of managing sustainable tourism. Barcelona aims to stay a pioneer and continue being a benchmark for other destinations certified with the Biosphere standard.

The expectation that the Province of Barcelona's tourist brands will also have Biosphere certification and the start of a process of compliance as a continuity to SICTED will provide a significant impetus to structuring Destination Barcelona.

In addition, Barcelona will also be presenting a specific programme, under the framework of the International Year of Sustainable Tourism for Development (2017), to delve deeply into the different initiatives and mechanisms, as well as to highlight the destination's shared attributes.

M.3.1.2. Updating urban destination certification criteria using the Barcelona standards

Biosphere certification has started a process for updating its criteria for destinations. To that end, it will be providing support for the global standards shaping institutions and agreements as the 17 Sustainable Development Goals highlighted by the United Nations and the COP 21 agreement. Barcelona has reached an agreement with the Institute of Responsible Tourism to take part in the process for reviewing the new certification criteria of urban destinations in the light of proposals from the New Urban Agenda - Habitat III. So, Barcelona is accompanying the RTI in designing these criteria, based on knowledge acquired over the last few years.

M.3.1.3. Defining the process and criteria for the various players to receive Barcelona Biosphere destination certification

The process for updating the mechanisms and protocols will enable every destination that already has Biosphere certification to define its own criteria for following the activities, products and services that make it up. The initial proposal for these criteria will be prepared from global standards using experiences from the Turisme de Barcelona Consortium's Barcelona Sustainable Tourism programme, the Barcelona Pro-

vincial Council's SICTED programme and the proposals that arise from the local economic development strategies that are launched by the districts.

Criteria will be defined for each of the types of products, services and businesses, to ensure sustainability according to its activity's desired effects.

A council will be created to ensure that the Biosphere-Barcelona standard is developed in line with its general principles, thereby contributing not just to effective change for continuing to develop a sustainable tourism in the actual city but also to its positioning as a global benchmark for other cities.

Once a group of businesses have signed up to this, a Biosphere-Barcelona community will be created, committed to promoting a sustainable tourist model. If a Destination Biosphere-Barcelona is to be promoted, a label will have to be created that enables instant recognition from the public and which invokes sustainable tourism criteria.

M.3.1.4. Promoting companies, products and services that have signed up to sustainable tourism criteria

If sustainable tourism criteria are to extend deep inside the range of offers promoted by the Turisme de Barcelona Consortium, member companies or those that wish to join it will have to sign up to the Biosphere-Barcelona standard.

Such criteria will be structured through the member companies of the Turisme de Barcelona Consortium's various programmes and the initiatives developed under the framework of the local economy's development strategies.

A period will be established for adapting to the sustainable tourism standard's criteria of the companies that are already members of the Turisme de Barcelona Consortium. The work plan will determine the commitments undertaken by members. For the companies that have signed up, comparative advantage mechanisms will be guaranteed through the promotion tools of the Consortium's various programmes.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.2.3.1. Promoting our own certification system, adapted to the reality of urban tourism in Barcelona and allowing us to highlight activities that satisfy these criteria.

0.2.3.3. Positively discriminating the promotion and procurement of services and activities certified with legitimate quality seals.

0.3.2.2. Building environmental guidelines through international standards to minimise the impact of the activities and means with greater impact.

0.3.4.1. Promoting deep reflection to adapt urban-development management tools - planning, byelaws, inspections - to take on the challenges of the city's tourist uses.

0.3.4.2. Finding new funding mechanisms - taxes, rates, public-sector charges - to compensate the balance between the costs and benefits of the activities, in particular the ones that generate negative externalities.

0.5.3.4. Focusing on image, promotion and communication of the destination in the practices and activities that fall under sustainability criteria.

PROGRAMME 3 DESTINATION BARCELONA

3.2 Marketing the destination

SUMMARY

Turning marketing into a key tool for the destination's sustainable management which is tightly bound to the territorial strategy, the responsibility criteria of the activities promoted and communication policies.

Marketing has a huge capacity for influencing a good part of the impact, positive and negative, of a tourist destination. The type and quantity of customers it receives, the expectations that are created, the forms of behaviour and services that are promoted, etc. Marketing raises the profile of and promotes the potential of the destination by communicating: desires, experiences, activities, which end up creating expectations among visitors and therefore influence their behaviour and practices at the destination.

In general, marketing initiatives have prioritised visitors' short-term needs, without taking into account the impact that they have on their destination's spaces, which is shared with other needs, practices and uses. So then, a sustainable destination marketing strategy integrated with the assumptions of territorial strategy and the shaped attractions and products has to apply for compliance with visitors' needs, without compromising the needs of the territory and society they arise in, by guaranteeing their durability. In short, sustainability does not have to be understood merely as a brand attribute, but rather as the effect of a management strategy for an extensive and diverse destination, where marketing plays a key role.

This tourist market strategy will have to shape the action of the organisations commissioned with marketing, giving them a more extensive vision of their responsibilities, by always evaluating the impact of their actions in a more holistic way, beyond short-term business criteria. What is at stake is the long-term survival of the destination, its attraction and competitiveness and, at the same time, the well-being of the city and its residents and visitors.

Furthermore, tourist marketing will have to be integrated into a larger umbrella, *City Marketing*, which will see to communications and the programme aimed both at visitors and at residents and businesses.

MEASURES

M.3.2.1. Developing a marketing strategy to ensure the sustainability of the destination

This strategy has to become a key tool for ensuring sustainability, accompanied by communication tools (see Programme 8) and in clear correlation with the territorial strategy and definition and running of visit attractions and tourist products. This three-band relation is the one that must ensure the coherence of the communication action between what is promoted - the image, the narrative - and its updating, its realisation, with respect to both its impact on the territory and the shaping of the services that enable these tourist practices.

Sustainability is the goal that has to be achieved, the effect of an integrated management strategy for the destination, where marketing plays a central role as an opinion leader and shaper of visitors' desires. So it is worth making it clear that marketing something sustainable is not necessarily being proposed as a product or distinguishing trait for competing in the market.

To do that, the strategy will have to have three determining elements: criteria, goals and indicators; images and narratives; and an operative plan.

a) Monitoring criteria, goals and indicators

Defining the evaluation and monitoring criteria, goals and indicators has to be the first step for shaping the marketing strategy. These have to frame the strategic decisions for managing both the city and the players taking part in it. Two criteria, goals and indicators are proposed as an example here:

CRITERIA	GOALS	INDICATORS
Reducing negative environmental and social impact	We are normalising the consumption of more sustainable products and services	Percentage of tourist services certified as sustainable
Reducing the carbon footprint of transport	We are reducing journey distances, increasing stays and optimising transport methods	Carbon footprint of transport per visitor and night

b) Images and narratives

The narratives and images projected from the destination are key to shaping the desires and expectations of visitors. The simplifying tendency inherent in the business marketing protocols may have undesired effects in the city, such as over-saturation of icons and their surroundings and the promotion of harmful practices that jeopardise the guarantee of daily life.

A destination full of a historical, heritage, cultural and social wealth such as Barcelona requires rich, pluralistic, multiple and living narratives, free from purely commercial-market criteria, and based on values the city wishes to present and which respect the territory's memories; opinion leaders of a destination that must inevitably present itself as a city that ensures tourism responsibility and sustainability.

To guarantee such diversity, plurality and multiplicity, a decentralised construction needs to be promoted, under projects and programmes which, supported by the destination's management channels and bodies, can build on legitimate positions, by ensuring their rigour and by accompanying more extensive relevant initiatives which the city joins. The nomination of international years by the UN; idea competitions; municipal, regional and national awareness-raising campaigns; projects around culture, heritage and memory: they may be perfect occasions for nurturing and strengthening the destination's narratives and images.

c) Operational plan

The criteria, goals and narratives that need to be presented have to be conveyed under an operational plan if the marketing strategy is to be effectively realised. This operational plan has to organise the initiatives, channel the proposals and design the measures coherently with the other parties. The Turisme de Barcelona Consortium, as an entity responsible for promoting and marketing the destination's services, will therefore have to adapt its programmes and lines of action to this new marketing strategy.

This operational plan will be periodically updated and reviewed for transposing the strategy to the various existing channels and institutions connected to the destination's marketing, mainly the Turisme de Barcelona Consortium; though also the departments of communication and promotion and international relations at the City Council, as well as other public and private institutions, such as the Barcelona Provincial Council and the Catalan regional government.

M.3.2.2. Coordinating the various marketing initiatives and integrating them into a broader and more pluralistic communication framework

The destination's marketing strategy has to be integrated into a broader action framework as regards communication and activities and promoting the city. Work needs to be carried out along the line that other cities have pursued through the *City Marketing* concept, to integrate and pool the communication interests of not just the resident and visiting population but also businesses. This shared umbrella represents a good opportunity, then, for negotiating the presentation of images and narratives, besides integrating the various agencies and initiatives that are being run separately today and sometimes disjointedly. Even though it is not merely a tourism issue and therefore ought to be promoted from a city perspective, it would help to boost the synergies between the City Council, business players and community players to draw out joint initiatives, ensuring and integrating the plurality of demand and needs and by exploring new opportunities.

M.3.2.3. Ensuring concurrence with other marketing strategies of the extended destination which includes the city of Barcelona

The new marketing strategy will have to ensure the coordination, compatibility and coordination of operative criteria, narratives and mechanisms with the strategies of other authorities that Barcelona is included in.

First, we need to continue strengthening the assimilation of Barcelona's surroundings, as a destination territory, as proposed under the "Barcelona is much more" programme. Maintaining and intensifying the joint work between the City Council, Provincial Council and Turisme de Barcelona Consortium are key to ensuring greater success in a key benefit situation for all three parties.

Second, we need to reconsider how Destination Barcelona fits in with Destination Catalonia, bearing in mind its constantly increasing relative influence in visit numbers and on how Destination Catalonia is being shaped. Joint work, then, will be needed for co-designing marketing and communication strategies, above all international projection initiatives with the Catalan Tourism Agency.

Finally, we need to take into account that the destination's marketing is not exclusively shaped from the public's perspective. The promotion, brand attributes and narratives are built by private players - service and marketing companies, etc. - but also by visitors and residents in their respective areas. This fact means that the destination's managers have to work, as far as possible, for the coordination of the strategies with this plurality of players.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.4.2.5. Opting for positively discriminating companies committed to Sustainable Tourism for events promoted by the authorities: sustainable accommodation, ecological taxis, public transport, selective shopping, etc.

0.5.1.1. Building a participatory and shared, pluralistic and diverse city narrative that gives a voice to every player in the city.

0.5.1.2. Extending the cultural narrative which is currently meagre and stereotypical, to broaden references and emphasise the importance of heritage and memories.

0.5.2.1. Preparing a coordinated *City Marketing* strategy with Barcelona City Council's Areas of Communication, Tourism and Promotion.

0.5.3.1. Fostering promotion based on tourist-territory strategies rather than the quantitative capture of visitors.

0.5.3.2. Working jointly with private players to design strategic promotion and communication criteria for a sustainable and responsible destination.

0.5.3.4. Focusing on image, promotion and communication of the destination in the practices and activities that fall under sustainability criteria.

0.5.4.2. Promoting new narratives and images of the destination to lower people's interest in visiting overcrowded icons.

PROGRAMME 3 DESTINATION BARCELONA



Destination's territorial strategy

SUMMARY

Deepening the territorial reflection on tourist destination Barcelona to fit the activities and practices it comprises in with the possibilities, necessities and capacities of the social and spatial environment that receives them.

If marketing is the destination's opinion leader as a creator of visitors' images, narratives and expectations, we need to take account of the fact that the tourist activities and practices that arise have an impact on the environment they occur in. Tourism is cropping up in activities and practices that occur in a specific territory and at a specific time. That is why it has to be tackled from a territorial perspective, seeing that a large part of tourist externalities lies in its spacial shaping.

The fact that Barcelona, a small-sized city, shows a high level of concentration of tourist products, means there are places in the city with problems involving saturated and over-used spaces and a pressure on the resident population that is critical in some places. It should be pointed out that, in a dense city such as Barcelona, visitors are not mainly noted for a differentiated consumption of resources compared to the city's daily uses; quite the opposite, they visit spaces that have multiple uses and practices, especially in the city's central areas, which add complexity to the management of the spaces and increase the environmental pressure.

Tackling the destination from a territorial perspective allows us to order and manage the effects of tourism, promote its development and improve its quality, in addition to increasing the quality of urban life. It also enables us to obtain a better distribution of its effects on the entire territory. For the purposes of ensuring the territory's social and economic equilibrium, we need to reconsider and rethink the current destination model that is creating certain practices with a strong territorial impact on some of the city's areas. The destination's territorial strategy has to bear in mind the reception features and capacity of the various territories and visit attractions, by making clear the need to extend the municipal territory to the metropolitan, provincial and Catalan regional sphere. A process of reflection will have to be started, alongside that of the territorial strategy, to adapt the tools of urban and territorial management so they can take on this challenge.

MEASURES

M.3.3.1. Reviewing and updating the deconcentration strategy

The deconcentration tool represented a clear commitment to the previous strategic plan which pointed out the need for deconcentrating and reducing tourist pressure in the more popular areas, in particular Ciutat Vella. A strategic line that focused on the need for extending the destination's territorial spectrum, by incorporating Barcelona's surroundings, as well as the neighbourhoods and the new urban centralities and facilities as tourist visit attractions, as formulated under the "Government Measure for the Territorial Deconcentration of Tourist Activities", of December 2013, where the District's tourism plans were established.

The potential benefits of this initial commitment to taking tourism to the city's neighbourhoods are beyond doubt. We should likewise not lose sight of the fact that tourist visits reshape the territories and extend their potential or shortcomings, as well as new problems of over-occupancy in fragile spaces unprepared for playing host to a large number of visitors (such as Turó de la Rovira).

Making an in-depth evaluation of the effects of the territorial deconcentration of the tourist activity, whether brought about by the municipal strategy or by the market's own inertia, will have to be the first step to be taken. Such an evaluation will be prepared with the districts and territory's economic and social players, in an attempt to provide it with an integrated approach that includes changes in offer and demand and also allocations to mobility, public space and housing.

Rethinking strategies by ending the emphasis placed on neighbourhoods as tourist products structured as consumer spaces. So the "oil-stain"-shaped deconcentration strategy that permanently pervades the territory with tourism has to be reviewed. The proposal is to deconcentrate under a threefold strategy:

1. Prioritising the calendar of activities and temporary projects that are assessed as favourable from the territory without compromising its survival in the event of success, on the territory's fixed attributes.
2. Rethinking key itineraries, by dividing up communications according to the features of the offer and demand. This proposal has to be supported through a network of nodes that also help with building a narrative that makes them more attractive and coherent.

3. Exploring the possibility of programming temporary - cultural, leisure - activities in areas isolated from residential networks, with a prior evaluation of the effects in the territory. Specific open places may be ideal for nourishing them with temporary offers, concentrated over the summer period, bearing in mind the need to attract and mobilise visitors during the high season.

In any case, the destination's territorial strategy has to take into account the formal features of the various places and visit attractions. The communication strategy and highlighting of new areas must be in line with the capacity for receiving and managing their visits, which will also depend on seasonal factors.

M.3.3.2. Initiating reflection on managing tourism in the metropolitan area with the Barcelona Metropolitan Area and the Barcelona Provincial Council

Creating a space for reflection with the AMB and Barcelona Provincial Council for discussing, debating and aligning territorial strategies. If the process for reflection is to start, it is essential for the three entities to collaborate in creating knowledge of the tourist dynamics of the territory and visitors' profiles. An evaluation has to be made of the potential of their attractions and the needs and potential of the transport infrastructures' system, their facilities and the offer and regulations in integrated accommodation. The territorial strategy that results from this reflection will have to be disclosed and incorporated into the marketing strategy of Destination Barcelona. On the other hand, we will need to influence metropolitan territorial planning and present tourism as a force vector in the metropolitan city's process of reflection, in the future Metropolitan Urban-Development Master Plan (see Programme 10), above all for the aspects that relate to accommodation, infrastructures and mobility.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.2.2. Creating and/or strengthening joint work spaces with public, private and government-assisted institutions that have an effect on the shaping of the destination: Barcelona Port, Barcelona-El Prat Airport, Fira de Barcelona etc.

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.1.3.2. Finding innovative administrative formulas for bringing greater effectiveness to the coordination of plans and management tools relating to the city's tourist uses.

0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

0.2.2.5. Exploring systems that allow real-time knowledge of mobility flows, for the purposes of managing them, correcting them and boosting visit spaces.

0.3.4.1. Promoting deep reflection to adapt urban-development management tools - planning, byelaws, inspections - to take on the challenges of the city's tourist uses.

0.3.4.3. A decisive influence on general metropolitan planning - PGM, PDU and other territorial planning and ordering figures - to incorporate tourist uses of the land and find forms of urban-development compensation for their uses.

PROGRAMME 3 DESTINATION BARCELONA

3.4 Tourist attractions and products

SUMMARY

Adapting tourist attractions and products to the destination's sustainability criteria, supported territorially, by boosting local players and the distinctive traits that add competitive value to the destination and providing for the effects of their activity.

Barcelona's attraction is much more than its great tourist icons. The diversity and great value of its heritage, cultural attractions, leisure, commercial and culinary offers as well as cultural and sports events over the year are the destination's indisputable attractions. What is more, visitors are coming over increasingly in search of experiences that often occur in everyday places. Visits to less popular places can become an opportunity for highlighting heritage attractions, to provide cultural facilities with a public and businesses with customers, which can help to keep the character and mixed and diverse identity of the city. An increase in visitors can likewise create strongly destabilising situations for life in the neighbourhoods, causing changes to the commercial landscape, increasing pressure in public spaces and the property market and bringing out disruptive activities without the tools to manage them.

As for tourist attractions, we need to ensure that tourist visits are compatible with the heritage value of the places, by guaranteeing their social community uses and their dynamising value for the local economy. It is advisable here to exhaust all management channels, in a complex and inter-related way, to minimise the negative impact of overcrowding, by avoiding forms of management that jeopardise the open and public nature of heritage places. If we are to do that, we will have to actively boost everyday uses and community and pluralistic events, opting for the enjoyment of various types of public and avoiding single-purpose uses.

As for tourist products and services, we need to boost their creation and integration into the territory's network of social players - associations, private sector, etc. - by attempting to design products that increase their shared value, which fit in with responsibility criteria, which do not jeopardise the social use of the territory by other users and which respect environmental criteria.

We also need to explore alternative itineraries for uncongested areas which propose new narratives, by reclaiming the place's memory, highlighting heritage elements, designed for the enjoyment of the resident population, who are meant to become their first opinion leaders.

MEASURES

M.3.4.1. Adapting tourist products to local economic development strategies

Tourist products and services must ensure their competitiveness, the greatest social return on their activity and create the maximum shared value. The best way to ensure this is by integrating tourist activities into local economic development strategies (Programme 7) for integration into the local production and services network and covering the needs of tourist companies. On the other hand, subscribing to responsible tourism certification will ensure a commitment to the city, making the most too of the comparative advantages on the part of the destination's managing bodies.

M.3.4.2. Creating new tourist attractions that fit in with the territorial strategy of the destination

As stated in Line 3.3, we need to consider building the territorial strategy on three types of attractions or products. Emphasising the city's events and cultural and sports calendar and thereby boosting a broader vision of the city's narratives. Support will continue to be given to collective events, by strengthening cooperation between public, private and community players and boosting their communication and publicity to improve knowledge of the city's cultural identity. We need to launch tangible and intangible heritage-linked cultural initiatives and products, history and popular culture if we are to seek involvement among expectations of the visiting public, diversification and enrichment of the city's narratives - not just as a destination - and the decentralising potential of coherent and structured offers.

M.3.4.3. Promoting local cuisine and trade

Promoting initiatives aimed at making the most of the influx of visitors so as to revitalise the entire city's extensive and diverse commercial network and restaurant establishments. If we are to do that, routes and proposed visits can be created with the commercial establishments organised under commercial categories and types, such as iconic, local, unique and specialist establishments. An impetus also has to be given to promoting the city's various commercial hubs and areas, above all the more outlying ones, and with less standardised proposals, which add value and help to keep the range of offers diverse. On the other hand, we need to open up the debate on other specific revitalising measures in certain formats and commercial types, and in support of the commercial sector in places where there are large influxes of people, initiatives that will have to be coordinated with the Department of Commerce.

Finally, we need to emphasise promoting the attractions of our restaurants and the food industry, as they represent an industry of great interest for visitors. Rotating promotions of restaurants will help to ease off the pressure on these very areas, while adding value to the entire destination.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.2.1.3. Strengthening relations between commercial offers and visitors to maintain a diversified and local fabric, by periodically monitoring their effects.

0.2.1.4. Informing visitors of the city's cultural-activities calendar and promoting the use of and visits to facilities that are not over-subscribed.

0.3.3.4. Boosting the attractions that are accessible by public transport and through suitable access infrastructures for visiting them.

0.3.3.5. Protecting cultural, identity and heritage contents and values against distortions or over-simplifications.

0.5.1.2. Extending the cultural narrative which is currently meagre and stereotypical, to broaden references and emphasise the importance of heritage and memories.

0.5.1.3. Broadening the spectrum of the promoted image beyond icons, to attract visitors to places without crowds, outside municipal boundaries, by including attractions and resources from Barcelona's surroundings as part of the destination.

0.5.2.3. Boosting internal marketing to strengthen the interest of resident citizens and help them to discover other realities in the city itself and its surroundings.

PROGRAMME 4

Mobility



PURPOSE OF PROGRAMME 4

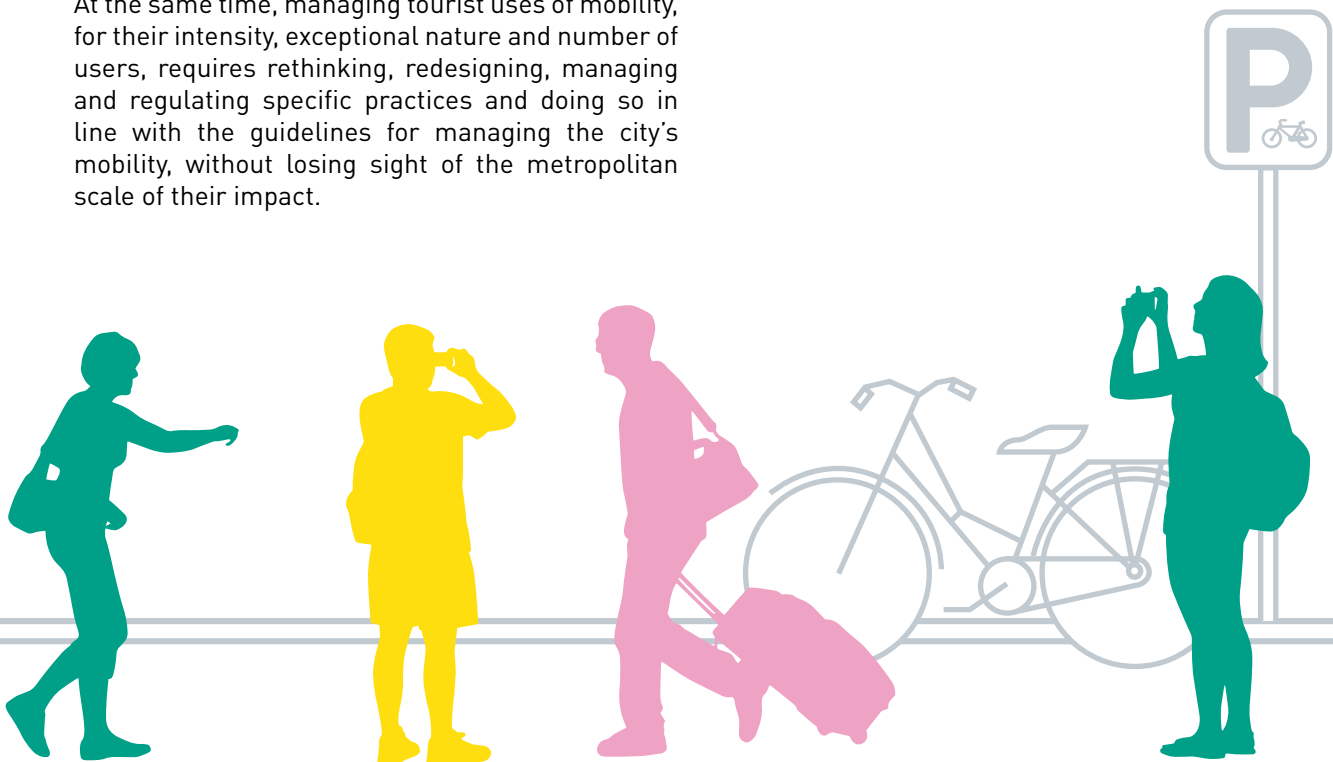
To analyse the tourist uses of mobility, as a key activity for shaping the destination, and to design and implement measures for managing mobility better.

Mobility is, together with tourist accommodation and attractions, one of the most important determining factors in shaping destinations. Tourism exists where there are people, items or images travelling from one place to another. Planes, trains, road transport and cruise liners enable tourists and day-trippers to enter and leave Barcelona and its surroundings. Internal mobility is also one of the central issues to be tackled in managing destinations. Reasons for stays, seasonal variations, temporary visits, means of transport, the state of transport network infrastructures and the most popular itineraries are among the parameters that determine the impact of tourist use of mobility in the city.

At the same time, managing tourist uses of mobility, for their intensity, exceptional nature and number of users, requires rethinking, redesigning, managing and regulating specific practices and doing so in line with the guidelines for managing the city's mobility, without losing sight of the metropolitan scale of their impact.

LINES OF ACTION

4.1. Tourist Mobility Plan



PROGRAMME 4 MOBILITY



Tourist Mobility Plan

SUMMARY

Designing a tool for obtaining a detailed analysis, defining challenges and action goals and conveying specific measures that are consistent with urban mobility policy as well as tourist management strategies.

Implementing the Tourist Mobility Plan (henceforth, TMP) has to tackle the main issues, in a coordinated way, on the tourist uses of mobility, by putting together a coherent narrative and taking account of its complexity in the urban and metropolitan scene where these practices occur. So, the TMP has to act as a buffer between the Urban Mobility Plan for 2013-2018, taking on its pledges, and the Strategic Tourism Plan for 2020.

The TMP's guiding principles, as agreed to in the Tourism Group of the Agreement for Sustainable Mobility during the workshops held in February 2016 under the framework of the Municipal Action Plan's participatory workshops, are:

- Achieving a modal distribution of the most sustainable, safe, fair, efficient and healthy visits.
- Fostering a type of visit that is responsible and compatible with ordinary mobility in the city.
- Establishing mechanisms for monitoring tourist mobility.
- Promoting an intermodal connectivity in the Metropolitan area that helps to measure and encourage Barcelona's tourist mobility in an environment that reaches beyond the city's boundaries.

It is under these agreed main principles that the TMP will have to make a full diagnosis based on an analysis of the range of offers, use of primary, secondary and tertiary sources and a key analysis of each of the most visited spaces. This thorough analysis will be key to detecting the challenges and opportunities that arise from tourist uses of mobility. Once the needs have been detected, the action proposals the city will have to implement over the next few years in response will have to be defined. These initiatives, as mentioned above, have to be fully aligned with the guidelines of the Urban Mobility Plan and the strategies for achieving the destination's sustainability. To that end, proposals will be made for general city-improvement initiatives, sectoral improvements for each mode of transport and territorial improvements in each tourist node.

MEASURES

M.4.1.1. Diagnosing tourist mobility to establish the challenges and strategic goals

This discourse will have to include a thorough analysis of the various aspects that shape tourist mobility in Barcelona and its environment. The following will be required for this purpose:

1. An analysis of the existing range of offers, taking into account not only the means for travelling within the destination but also all modes and systems that allow their access.
2. An analysis of the demand that all available information contains through existing secondary sources - from operators, infrastructures - from tertiary sources - sectoral studies or media prepared by others.
3. Preparing and analysing a specific survey for understanding tourist and day-tripper features: itineraries, visited nodes and mobility modes, which have to be broken down by visitor type: motivation, repetition, etc.
4. Studying thoroughly each of the large-influx spaces and specific neighbourhoods and hubs, where several disputes are assumed. To do that, we will have to address the district's managers, as well as the interested private-sector and community players affected.

Once the questions raised have been thoroughly analysed, the TMP's challenges and goals will have to be defined, in accordance with the main principles, with the conclusions of the diagnosis, as well as the challenges and goals of the Strategic Tourism Plan for 2020. This synthetic and prospective exercise will have to structure the planned lines of action at the second stage.

M.4.1.2. Defining the action proposals deriving from the challenges and goals

The planned initiatives will have to respond to the previously formulated diagnosis. These will have to be integrated into the city's general tourist and mobility management, as well as co-designed with the territories and areas involved in their implementation. That is why the proposals have to be introduced in a clear way with the motivations and challenges to respond to, while keeping the door open for their final completion with the technical teams that will have to implement them.

This collection of proposals will have to be structured into stages, with a performance timetable, estimated cost, one or several project managers, as well as the clear methodology where a consultation or round table with external players for profiling is required.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

0.1.4.3. Opting for new tools for obtaining, managing and displaying information (*big data* and AI, etc.), to improve knowledge in tourist activities and manage the territory and mobility flows more efficiently, among other fields of application.

0.2.2.4. Drafting a Tourist Mobility Plan that reduces the impact of tourist uses of mobility, both in regular public transport services and specific tourist uses.

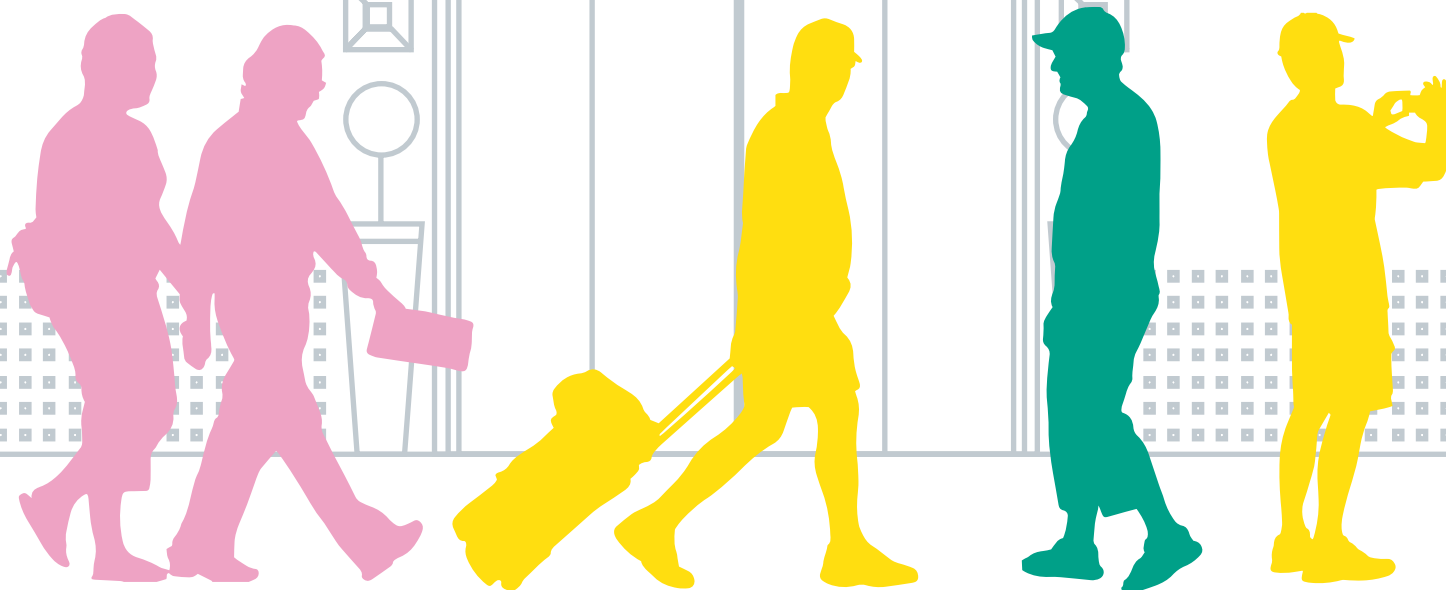
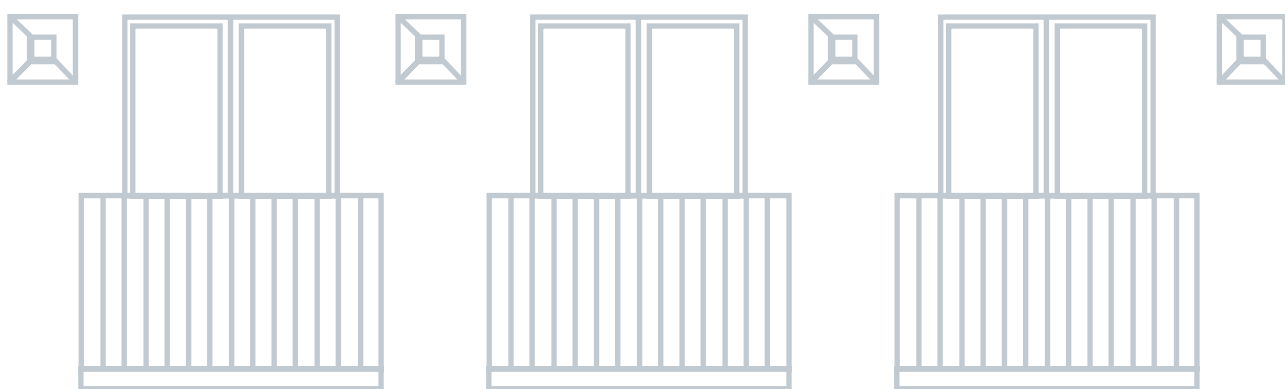
0.2.2.5. Exploring systems that allow real-time knowledge of mobility flows, for the purposes of managing them, correcting them and boosting visit spaces.

0.3.2.4. Promoting means of sustainable mobility under the Tourist Mobility Plan to reduce the impact of visitor mobility.

0.3.3.3. Boosting the attractions that are accessible by public transport and through suitable access infrastructures for visiting them.

PROGRAMME 5

Accommodation



PURPOSE OF PROGRAMME 5

To tackle tourist accommodation management in a strategic and proactive way by aligning the various regulatory instruments.

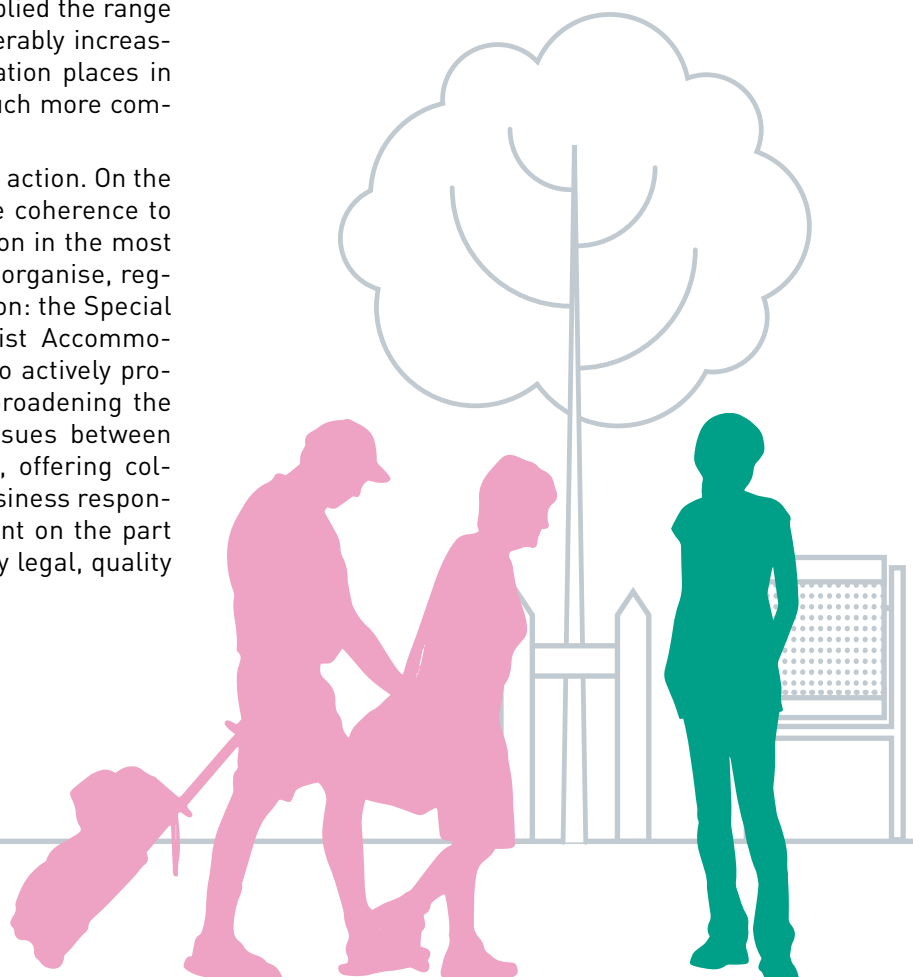
Tourist accommodation is one of the chief activities in shaping destinations insofar as it gives tourists a place to stay and spend the night in the city. The hotel sector in Barcelona has experienced an unprecedented growth in its range of offers, as it has doubled the number of places in just a few years, and has also diversified its activity management and investment models. At the same time, the last few years have seen new types, practices and intermediaries arise that have multiplied the range of accommodation available, considerably increasing the total number of accommodation places in the city and making the scenario much more complicated to manage.

This programme has two big lines of action. On the one hand, the determination to give coherence to the framework for strategic reflection in the most important tool put into operation to organise, regulate and plan tourist accommodation: the Special Urban Development Plan for Tourist Accommodation. On the other hand, it aims to actively promote accommodation policies, by broadening the working spaces for coordinating issues between the authorities and private players, offering collaboration frameworks based on business responsibility, and promoting a commitment on the part of the marketing platforms to supply legal, quality accommodation.

LINES OF ACTION

5.1. Special Urban Development Plan for Tourist Accommodation

5.2. Active tourist accommodation policies



PROGRAMME 5 ACCOMMODATION



Special Urban Development Plan for Tourist Accommodation (PEUAT)

SUMMARY

Giving conceptual coherence to the Special Urban Development Plan for Tourist Accommodation within the framework of comprehensive tourism management and strategic action proposals.

This Strategic Tourism Plan for 2020 first came about from the Government Measure of 20 July 2015, known as the *"Impetus to the Participatory Process on the Barcelona Tourism Model"*. Overall, this measure featured a wide variety of elements involving many issues on tourism, such as the creation of the Tourism and City Council and measures against illegal accommodation. One of the central measures was to suspend licences and start drafting the Special Urban Development Plan for Tourist Accommodation (henceforth, PEUAT), an extremely important plan owing to its binding nature.

PEUAT responds to several challenges raised in the PET20's diagnosis. First and certainly foremost, PEUAT responds to the challenge of seeing to the social and economic equilibrium of the areas with greater tourist pressure and priority for maintenance and attracting the resident population (challenge 3.1.). Second, it also responds to the need for managing the impact of tourist activities to make them compatible with daily life in the city (challenge 2.2). And, third, though certainly more indirectly, it responds to the challenge of strategically promoting cultural, heritage and recreation attractions in the extended area of the destination, by evaluating, in advance, the possible effects created (challenge 3.3.).

PEUAT's report provides for three large points that the technical proposal rests on:

1. The need to preserve the social function of housing on consolidated residential land. Changes in uses - from housing to tourist accommodation - represent increased pressure on the residential housing market³. Ensuring mixed and vibrant neighbourhoods, attractive for visits, is moving over to guaranteeing, above all, the right to housing and permanency.
2. The need to establish growth limits in certain areas, taking into account the level of saturation of the range of offers and the tendency towards exponential growth. Several areas that have been considered not just according to their existing accommodation but also the intensive use of their territory.
3. The need to consider these areas strategically for locating new accommodation.

These three points are fully consistent with the drafting of this strategic plan and therefore support the initiative taken in July 2015 to start a plan for regulating accommodation.

³ Pressure on the rented-property market from tourist-accommodation renting has been clearly compared in a study commissioned by PET, entitled "Impact of holiday renting on the residential rented property market", conducted by Duatis Arquitectes SLP and Urban Facts.

MEASURES

M.5.1.1. Promoting reflection and legislative changes on a metropolitan scale

Setting out changes in the future to the shape of higher general planning, whether through the General Metropolitan Plan or the Metropolitan Urban-Development Master Plan, to maintain the proposals made through derived planning (special plan).

Changes in these tools would enable, on the one hand, a better foundation for the necessary regulation and even a search for compensatory measures and other possible scenarios provided for by the Urban Planning Act.

On the other hand, this metropolitan reflection would fit in with a much more appropriate scale in the functional arena when it comes to planning accommodation, and enable discussions, debates and arrangements in line with the requisite territorial tourist strategy. So the metropolitan area is the scale with a growth potential that is much more strongly linked to transport infrastructures - port and airport - and to big facilities such as the Fira de Barcelona and the metropolitan municipalities' various congress centres.

M.5.1.2. Adapting legislation to new types of accommodation

The proposed Regulations on the Tourism Act of the Catalan regional government, presented in July 2016, provided for the creation of two types of accommodation that are not envisaged in PEUAT: *hostel* establishments (similar to today's youth hostels, but especially for tourists) and tourist-use flats handed over for rooms, that is, the main flats that rent out rooms for short periods through tourist channels. There are therefore two new types that will foreseeably have to be taken into account in regulating accommodation.

M.5.1.3. Creating a PEUAT management and monitoring space

This management and monitoring space would have to centralise and coordinate the monitoring of licence implementations. That way maintenance could be guaranteed, along with periodic publications of censuses of activities linked to accommodation so the plan can be evaluated and monitored. This space would have to provide the various areas and districts with accurate information on the condition of the census.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

0.3.1.1. Promoting the permanent residence of locals through multiple forms of tenancy and housing contracts.

0.3.1.5. Adopting differentiated municipal action in districts for each of the realities and necessities while strengthening the coordination of cross-cutting initiatives and municipal professionals in their territorial work.

0.3.3.4. Making the conservation of the cultural and natural heritage compatible with its enjoyment, by ensuring that visits to it are compatible with its social function.

PROGRAMME 5 ACCOMMODATION



Active tourist accommodation policies

SUMMARY

Designing and launching active policies on tourist accommodation to ensure a better relationship with the environment, promote social and environmental responsibility and highlight good business practices.

This line is conceived as a crucial tool for designing and launching proactive policies following the period of licence suspension and PEUAT's drafting and approval. The belief is that joint work with public and private players is needed if we are to be able to address the challenges of accommodation and their relationship with the urban environment. These policies have to be tackled out of a conviction that a virtuous future scenario is only possible through cooperation between the public authority and the private sector, both wanted for ensuring the destination's sustainability.

The last few years have seen confirmation that there are many shared goals that can be dealt with through cooperation. The tourist-accommodation coordination table for tackling illegal accommodation represents the clearest example of all that. It is precisely for that reason that it is considered opportune to launch a broader range of policies that go deep into the issues worked on so far, but which open new frameworks of possibility for joint forms of cooperation between the local authority and private players with a unique space for addressing the issues proposed bilaterally: co-designing tools to build up knowledge for managing, setting out policies for boosting social and environmental responsibility, working to highlight good practices, sharing positions before regulatory or executive changes or activating coordination programmes and relations with other territorial players under the framework of the economic development programme (see Programme 7).

The City Council must likewise design a strategy for tackling the disruption to the "*collaborative economy*", by establishing action protocols for dealing with the platforms' responsibility in the marketing of illegal accommodation. On the other hand, the City Council must design its own agenda by strengthening its relations with other cities, monitoring their policies around accommodation and promoting active information exchanges, mechanisms and expertise at the very heart of the activity's management.

MEASURES

M.5.2.1. Expanding the City Council's ongoing collaboration framework with the accommodation sector

The range of issues on the existing table between the City Council and the private sector have to be broadened if a space of confidence is to be created to be able to periodically tackle accommodation-related issues.

Besides delving deeply into the measures for putting a stop to the illegal offers, we are proposing a space for dialogue to make progress in coordinating joint initiatives on issues relating to how accommodation fits into the urban environment, discussions on initiatives provided for under the framework of municipal action, coordinating strategic-territorial and economic-development projects, as well as to attempt to find shared positions for taking on future regulatory changes.

This framework would also have to provide initiatives for promoting responsible accommodation, co-designing campaigns for raising the profile of good practices and ensuring accompaniment in signing up to the responsible tourism certification that has to guarantee, in the future, comparative advantages for members.

M.5.2.2. Establishing a protocol with platforms to ensure they comply with the legislation currently in force

The emergence of *online* platforms as new tourist-accommodation marketing intermediaries has been making it enormously difficult to guarantee the appropriateness of current legislation, too often camouflaged by the "*collaborative economy*". In that regard, Catalan tourism legislation has been tightening up the conditions for questioning the statuses of mediators and intermediaries on these platforms located outside the country, which have been sheltering behind European directives as a means to ensuring they are exempt from any responsibility.

The City Council must design a protocol for tackling this new situation in a threefold sense, in full coordination with control and inspection tools (Programme 10). Crucial tasks are:

1. Permanently monitoring the activity of platforms using digital tools. Making it mandatory to publish Turisme de Catalunya registry numbers in adverts is a key means to detecting whether platforms allow illegal adverts.
2. Establishing dialogue spaces with the various platforms so they can be required to remove illegal offers.
3. Sharing strategies and evaluating and coordinating initiatives with other local, regional and State authorities - domestic or international - to tackle shared challenges and put joint pressure on calls for regulatory changes.

M.5.2.3. Creating a mediation service to improve relations between residents and legal tourist flat (HUT) users

Creating a mediation service between local residents and HUT's users is a measure for an alternative management of disputes in the sphere of residential positive community life with tourists.

The aims of this measure are:

- Guaranteeing positive community life and social cohesion in the city's neighbourhoods by enabling the integration of activities that arise from housing for tourist use (HUT).
- Promoting an alternative management for disputes which encourages positive community life among local residents, owners and tourists.
- Offering spokespeople (residents' associations and HUTs) a methodology and resources for enabling positive community life for citizens and providing for disputes caused by diversity of interests.
- Having quantifiable references of negative incidents arising from the activities of residents in HUTs.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

0.2.4.3. Controlling and bringing disciplinary action against activities which, under the umbrella of innovation and technology, involve deregulating activities, unfair competition and performance with strong externalities, be these accommodation, transport, restaurants, guided-tour services or any other area of activity.

0.4.1.4. Strengthening disciplinary measures to ensure better compliance with current legislation and coordinated work with the competent authorities.

PROGRAMME 6

Managing spaces



PURPOSE OF PROGRAMME 6

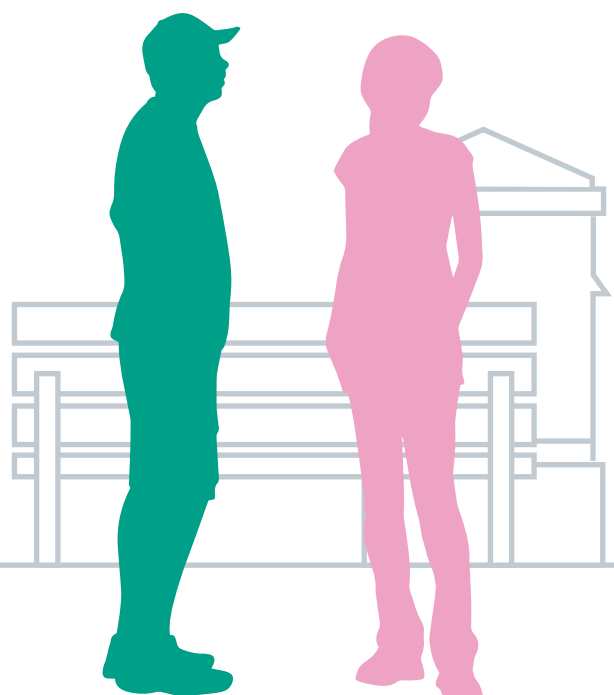
To adopt a comprehensive and cross-cutting approach to managing urban spaces in order to reconcile tourist activities with ongoing, everyday life in the city.

Tourist activities and visitor practices shape the city's urban spaces. Their intensity and volume is very unequal throughout the municipal territory, with an obvious, high concentration in certain areas around the main attractions. These areas are subject to a high intensity of use which leads, in some cases, such as the area around the Sagrada Família and Park Güell or much of Ciutat Vella, to saturation and pressure on daily life. However, apart from the occasional areas, tourism is becoming increasingly present in the other territories that had escaped its influence, historically speaking, through a progressive transformation of the commercial landscape and residential structure caused by increasing interest from visitors.

Facing this situation, the city is opting to reduce pressure on its most congested areas so as to reclaim an ongoing quality of life on the one hand, and on the other to ensure a balance between uses and access to basic resources by the resident population, such as basic services and housing. Lastly, Barcelona needs to be turned into a destination where everyone, irrespective of their age and background, can enjoy and share experiences of visits by promoting measures that ensure universal accessibility.

LINES OF ACTION

- 6.1. Tourist management of the districts
- 6.2. Crowded spaces
- 6.3. Urban balance
- 6.4. Accessible tourism plan



PROGRAMME 6 MANAGING SPACES



Tourist management of the districts

SUMMARY

Developing district tourism management strategies which include the necessary tools for enabling district action in response to the various situations and challenges.

The cultural and heritage wealth of the territory, along with Barcelona's landscape diversity, are among the destination's key assets and distinguishing features. It is precisely these elements of interest in the territory that are causing a spatial concentration of tourism whose effects, however, include overcrowding and competition over the use of public space.

The last few years have seen the drawing power of less visited territories awaken an interest among visitors in discovering new areas and attractions. The City Council consequently launched a strategy for deconcentrating the territory and strengthening visitor attractions in the city's districts. To achieve this work, 2013 saw the approval of the government measure entitled "Territorial deconcentration of tourist activities. District tourism plans", which basically focused on highlighting the districts' heritage and actual attractions, as well as preparing material for communication and dissemination.

Whether as a result of the active tourist-decentralisation policies, the economic dynamics of the territories, increasingly specialising in a visitor economy or the spreading of tourist accommodation to non-central neighbourhoods, there are now many territories that have become spaces visited by tourists.

These and other changes have led to a need to adopt active territory-management measures and the effects associated with the presence of visitors and tourist activities. It should be pointed out that tourism, so long as it is developed under sound sustainability criteria, can offer an opportunity for greater social return, generate local-level economic activity and act as a territorial gear shift /revitaliser. Note too that a large part of the future challenges of tourism in the city represent challenges in their own right on a smaller territorial scale: the districts.

The various natural and social paces, requirements, points of departure and possibilities all need to be respected at this new stage of managing the districts' territory. The aim behind this new priority is to move on from highlighting attractions to comprehensively managing these spaces, citizens, economic activities and visitors. If the attractions and potential of the territory are not in question, it will be essential to manage all the foreseeable effects of crowding from visitors to the districts.

MEASURES

M.6.1.1. Defining a comprehensive tourism strategy in the districts

The district tourist plans launched in 2014 were intended to create opportunities for people to visit and enjoy the districts, by highlighting their heritage, commercial, cultural and community attractions while activating communication tools so visitors could discover the territory. At present, the requirements for action over tourism in the districts is very heterogeneous given the differences of current tourist activities - Nou Barris and Ciutat Vella could be poles apart in that respect - but then so are the management needs and tools, the presence of crowded spaces and spaces for promoting.

It is for that reason that these plans have to be assessed and updated if the destination's strategy is to be approached comprehensively and have a bearing on each district's specificities. The proposal is therefore as follows:

1. The districts' participation in the City Council's internal governance, for the purposes of coordinating cross-cutting projects, demands and tools as well as the demand for resources hailing from the Management Fund of the Spanish Institute of Economic Studies (IEET) (Programme 9).
2. Putting the districts' strategy in line with the destination's management strategy. The districts must integrate the changes to the marketing strategies, territorial layout and generation and transformation of visited places' attractions and tourist products (Programme 3).
3. Incorporating the mechanisms and tools for tourist-activity management: mobility, accommodation, crowded spaces, ordering and regulating, etc. to minimise the adverse effects that compromise the development of other ways to experience the territory.
4. Coordinating the content that feeds the communication channels aimed at visitors with information on the events calendar, projects, attractions and projects - public or private - that the territory aims to boost (Programme 8).
5. Coordinating the initiatives of the local development policies with the districts to create synergies between the local or community initiatives for possible participation in creating new products and services, safeguarding employment rights and establishing agreements between the various public, private and community players (Programme 7).

M.6.1.2. Boosting the structures and improving administrative coordination linked with tourist activities

Boosting the administrative structures of the districts involved in managing tourism and related activities, by ensuring at the very least the presence of a specialist professional, requiring a greater dedication of resources in some cases. The functions to approach in the districts' tourist management, besides those aimed at promoting the territory, are as follows: coordinating issues relating to tourist-activity management; seeing to guarantee the coordination between the various plans and programmes in progress - mobility, accommodation; coordinating the communication of the initiatives provided for in the field of tourism; and enabling, where appropriate, tourism participation and deliberation mechanisms in the various plans that are prepared by the districts.

This impetus ought to be accompanied by an improvement in coordination between the technical and managerial spheres of the respective districts, for deliberating on and channelling initiatives and strategies.

M.6.1.3. Activating permanent participatory spaces and working groups with the local players

Given the importance of the presence of tourists in many districts, the proposal is to activate or possibly specifically deal with stable participation spaces among the territorial players and managers of the Districts' authorities, especially those where there are crowded spaces (Line 6.2). These participation spaces will ensure regular communication between the various parties to ensure a better response to possible problems and issues, while working to coordinate projects jointly (Line 1.3).

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.3.3. Promoting coordination between tourism-management strategies and the other territorial and sectoral municipal policies.

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.2.2.3. Preparing comprehensive management plans for over-visited spaces, to minimise their negative impact, in collaboration with private and community players.

0.3.1.3. Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.

0.3.1.4. Involving tourist operators to integrate the various paces, seasons and temporary periods in the management of the more popular spaces.

0.4.3.1. Exploring new meeting and coordination spaces among the city's various economic and social players to create business synergies.

0.5.2.2. Finding new public-private coordination formulas based on specific projects for promoting products and temporary and non-structural events.

PROGRAMME 6 MANAGING SPACES

6.2 Crowded spaces

SUMMARY

Generating a new stable management model for crowded spaces which applies improvements agreed to by the various parties and is governed by the area itself and creates wealth that is fairly and sustainably distributed.

An unprecedented increase in the number of visitors to Barcelona over the last few years has inevitably led to greater pressure on the city's big icons and neighbourhoods with visitor attractions. As a result, the surroundings of icons such as the Sagrada Família, Park Güell and the Montjuïc Fountains; hubs such as La Rambla and the Seafront; and entire neighbourhoods such as La Barceloneta, El Barri Gòtic and El Born have been experiencing a saturation that needs specific managing.

The crowding of these areas causes highly intensive employment, an explosion of services, activities and uses exceptionally focused on visitors, accompanied by a large volume of mobility. All in all, that makes it difficult for people to get on with their daily lives and harms other ways of experiencing and living in the city. While each of the areas has its own specific features, paces and problems, there are many points in common: ongoing congestion in accessing the areas; nuisances linked to excessive numbers of visitors, such as noise, and excessive use of public spaces; specialist services according to the visitor's economy; and the difficulties in ensuring basic cleaning or security services.

The particular features and needs of each area make it essential for there to be a comprehensive approach to each space as well as their physical determinants, accessibility, and social and business elements, etc. These determinants are the starting point for dealing with the complex problems under the framework of the players' joint responsibility, where it is crucial for the parties to fall into line with one another. The key lies in efficiently managing the spaces to ensure their multiplicity of uses, an impetus to community life and the right of visitors and residents to enjoy these unique spaces without having to turn to exclusive access measures in the case of public spaces.

Experience shows the need for having a series of tools that enable responses in the territory. Adopted measures that have been used include: deploying the civic-officers service, using new technologies for monitoring spaces, as well as arranging mobility, strategy and communication tools to have an effect on practices, among other things.

MEASURES

M.6.2.1. Carrying out an analysis and diagnosis of the Crowded Spaces (CS)

The management of Crowded Spaces (henceforth CS) must be preceded by a thorough analysis of the territory, players and elements that make up the area. An analysis that will enable a diagnosis to be conducted that highlights the challenges, goals and action proposals.

In the first place, a thorough analysis will be prepared from the elements at play in CS:

- Genealogy of increasing crowdedness
- Identifying the key points and specific areas in dispute.
- Making a map of economic and social players, their particular interests, public positions and the links between the various parties.
- Defining the routes, seasonality and means of visitors' mobility.
- Analysing the economic fabric: development, type, and system of ownership and structure of property.
- Development of the property market for business premises and residential housing.
- Assessment of the management measures implemented.

On the basis of this first analysis, a diagnosis can be prepared with the most important challenges and goals, bearing in mind the elements of dispute (existing or potential), the interests of the players and the relationship between them, among other things. The priorities will subsequently have to be defined, the costs assessed and an action proposal prepared to meet the challenges.

M.6.2.2. Drawing up plans for measures implemented in the CS

Once the needs have been detected, a series of measures and tools have to be deployed and implemented to reduce the impact of excessive numbers of visitors and the functional specialisation focused on floating populations, taking into account the development needs of daily life as well as the active appropriation of spaces with non-tourist uses. The management and design of these plans will have to be coordinated between the districts and the various areas, by incorporating the views of external players in the City Council (See Measure 6.2.4)

The elements to take into account for managing spaces include:

- **Mobility:** access modes, transport means and relations with the territory, visitors' routes, vehicle parking, etc.
- **Flow management:** signs, support, transport stops, queue management, etc.
- **Public spaces:** designing urban spaces, furniture, sentries, commercial activity licences, safety, etc.
- **Communication:** online tools, preliminary information aimed at visitors, civic officers, Tourist Information Officers, etc.
- **Community revitalising:** promoting activities for community appropriation of spaces, cultural programmes, etc.
- **Heritage:** protecting elements at risk, fostering alternative uses to visits, creating itineraries and different narratives through heritage nodes, etc.
- **Data and technological innovation:** the proposals' assessment indicators, counting visitors and seating places, shared knowledge with private players, etc.

M.6.2.3. Creating a specific entity for coordinating the CS management

The complexity behind implementing the proposals requires a CS management coordination entity. A responsible entity that coordinates between the districts, the areas and the external players and which ensures coherence, effectiveness and efficiency in the implementation of specific initiatives. Such an entity's key functions will include:

- Designing operations through experts and operative boards internally with the municipal players involved, be they districts, areas or municipal companies.
- Managing finances, both income and expenditure.
- Dialogue with the players involved - Co-responsibility Framework
- Coordinating work groups and channelling possible demands and proposals involving the parties: private and community players.
- Communicating business initiatives not just to the parties but also the public, by explaining clearly the reasons behind the decisions taken.

M.6.2.4. Promoting CS work groups

Creating specific work groups for each CS must accompany the plans' entire drafting process, from the analysis - contributing relevant and located information - to the diagnosis, followed by the deliberation on and co-designing of action measures. These spaces will have to be answerable to the public for their activ-

ities within the very heart of the City Council's stable participatory spaces. They will have to ensure the pluralistic representativeness of the territory's various players. They will likewise have to incorporate tourist and activity operators to keep the CS' specific needs in line with the commercial strategy or management of flows promoted by businesses. The municipal services will have to boost and provide all the possible technical and technological support to the work groups to give them information on the process and, where appropriate, enable mediator professionals to translate technical documents or build proposals.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.3.4. Integrating the Turisme de Barcelona Consortium into coordination spaces around the policies launched by the city.

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

0.3.1.3. Creating formal and stable participatory and work spaces in the districts with a greater tourist presence to share proposals and initiatives among the various players in the territory and the City Council.

0.3.3.1. Promoting a coordinated territorial strategy among the various competent authorities to boost attractions such as new centres, routes, landscapes and experiences beyond their municipal boundaries.

PROGRAMME 6 MANAGING SPACES

6.3 Urban balance

SUMMARY

Activating cross-cutting measures that help to compensate for the pressure on neighbourhoods with larger floating populations, to ensure a balance between activities aimed at visitors and improving the lives of their long-term residents.

Tourist activities make intensive use of certain of the city's spaces and neighbourhoods. Such intensive use of certain places can occasionally occur in specific situations or events, or become widespread and frequently make it hard for the resident population to get on with their daily lives. In the latter case, the constant presence of a large floating population, with specific expectations, higher daily spending and a greater intensive use of spaces often have a large impact on the lives of the long-term resident population in these neighbourhoods, which have gone beyond the geographical boundaries of Ciutat Vella. El Poble-sec, Sant Antoni, Vila de Gràcia and Poblenou are now experiencing pressure from the floating (but not exclusively tourist) population, transforming the commercial landscape and possibilities of practices and making it harder to access housing. Transformations which, while not exclusively caused by tourism, tend to be intensified by the practices of short-term visitors, by putting at risk the safeguarding of the long-term population's rights and the balance in demography, functions, uses and resources.

One of the most important recent phenomena has been the sudden appearance and large-scale proliferation of tourist accommodation and rise in per-season rents which has led to increased pressure on the property market, specifically on the rental property market. Meanwhile, the rise in the visitor population has increased the need for providing services such as public transport, customer care and security. This provision of services to the territories cannot take exclusive account of the officially registered population as this is being joined by a floating population that has become constant for the larger part of the year. What is more, a territorially focused examination has to be made of the regulations on practices, activities and services in urban spaces if a pluralistic, diverse and inclusive use is to be guaranteed.

Lastly, the tourist activity's compliance with its commitment to the urban environment has to be ensured. Compliance with the protocols for reducing gas emissions as part of the fight against climate change and noise-related issues are clearly matters to be dealt with from a cross-cutting perspective.

MEASURES

M.6.3.1. Designing Urban Improvement and Management Plans in the neighbourhoods under most pressure from tourist activities and the visiting population

The adverse effects of concentrating certain tourist practices are especially obvious in some neighbourhoods and environments of interest to tourists, with their consequential harm on the resident population's living conditions and activities less connected to the demands of the floating and visiting populations. Such populations create demands on the provision of public services, transport and mobility, facilities and use of public space which were not considered historically in urban-development planning and which require the application of new urban-planning standards for alleviating urban congestion.

First, then, the resources that are allocated to the territories will have to be adapted, so that tools can be deployed for minimising the pressure of visitors on the provision of services. Second, such pressure will have to be borne in mind when it comes to delimiting the special zoning in sectoral regulations through urban-development planning tools (Programme 10) or the various municipal byelaws that govern activities in urban spaces, domestic spaces and crowded public spaces.

The Urban Improvement Plans in these areas are aimed at extending provisions for open spaces, public housing and services and at introducing corrective measures that ensure the resident population enjoy similar conditions to those in the other neighbourhoods. The Urban Improvement Plans will have to provide for eliminating any economic activities and tourist accommodation that fall foul of urban planning and for designing urban-planning and tax measures that will ensure sufficient local commerce and space for local-resident activities.

M.6.3.2. Implementing policies to counteract pressure on the property market

Neighbourhoods and areas playing host to visiting populations' activities are also subject to greater pressure on their respective property markets, both residential and commercial, which leads to rises in rental prices. This not only makes it impossible for the long-term population to continue there but also puts an end to the existing activities that are necessary for people to carry on with their daily life.

As regards housing, a study first needs to be made on the feasibility of adopting a compensatory measure that enables social housing to be created in buildings that

have recently been for use by tourists or which require remodelling in order to obtain the necessary permits for activities to be carried out in them. Then, it would be advisable to provide more resources to the districts' housing offices so that mediatory action can be taken against property mobbing and action protocols adopted to detect and take action in property-mobbing cases that fail to reach housing offices. Finally, inspection work needs to continue receiving resources if illegal accommodation is to be penalised and the thousands of properties unlicensed for the tourist market are to be brought back to the residential rental property market. Alternatives to tourist rental properties also have to be proposed, in connection with active accommodation policies (Programme 5).

M.6.3.3. Implementing policies to minimise the environmental impact

First of all, there is a proposal in connection with the Tourist Mobility Plan (Programme 4) to toughen up the environment requirements for any means of tourist-use transport - aeroplanes, cruise ships, occasional coaches and tourist buses - for the purposes of reducing gas emissions, as enshrined under the Barcelona Commitment to Climate Action and in line with the COP21's international commitments.

Second, to reduce the carbon footprint of the city's tourist accommodation, by involving not just the authorities and visitors but also the properties' owners in improving the accommodation's energy efficiency, through training, regulation, consumption-data management and raising awareness. A study should likewise be made on the possibility of positive discrimination, through tax promotions and/or measures in favour of tourist accommodation where Biosphere certification has been signed up to and energy efficiency decisively opted for.

Special reference has to be made to business tourism, seeing that Barcelona has become a world benchmark in organising trade fairs and conferences. Reducing these events' ecological footprint contributions means designing specific programmes.

To act on one of the most important sectors while reducing its ecological footprint, that of transport, a study will be made in the case of terrestrial transport on the possibility of applying a tax on tourist coaches entering the city and offering bonuses to cleaner coaches that take advantage and implement the new environmental labelling system for vehicles. Action protocols of mandatory compliance can also be drafted for the responsible functioning of engines in tourist vehicles. As for air transport, the goal is to provide

Barcelona airport with an incentive to join up as a new member of the "Green Sustainable Airports" project, which is aimed at helping to improve the environmental running of airports to the benefit of all the parties concerned. As for maritime transport, the proposal is to enable, press for and accompany the gasification and electrification processes of some of the port's wharfs, to reduce the emissions of cruise ships and ferries and to change the tax system for a better regulation of waste generation from the cruise sector at Barcelona's port.

The other key measure to review is the policy linked to noise pollution by updating the Strategic Noise Map and adapting it to the current situation. Decibel calculations need to be updated as does noise-sensitivity zoning in neighbourhoods with more floating-population pressure. The new values can be used, where necessary, for the General Urban Environment Byelaw to ensure a better quality of life in the more popular neighbourhoods.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.2.2.2. Looking out for illegal accommodation, in particular the unlicensed letting of entire flats, which puts housing access at risk.

0.2.4.1. Promoting innovative business initiatives that create quality jobs and do not monopolise basic resources such as housing or urban spaces.

0.3.1.1. Promoting the permanent residence of locals through multiple forms of tenancy and housing contracts.

0.3.3.3. Making the conservation of the cultural and natural heritage compatible with its enjoyment, by ensuring that visits to it are compatible with its social function.

PROGRAMME 6 MANAGING SPACES

6.4 Accessible tourism plan

SUMMARY

Devising an Accessible Tourism Plan that helps to make Barcelona a city where everyone, regardless of age and background, can enjoy and take part in its visitor experience.

International tourist trends have been pointing to a higher demand in accessible tourism over the last few years. The ageing of the world's population and increased number of people with disabilities makes accessibility a crucial requirement in cities if visitors are to be able to enjoy them and take part in citizen life independently. Barcelona has been working for years now on being an accessible city, understood as the right to meet the space's user and consumer needs, everyone's urban services and goods, by taking special care to ensure equal conditions and opportunities for persons with functional diversity. So, guaranteeing accessibility means ensuring the universal right to visits. Barcelona aims to promote tourism for everyone, by ensuring not just physical accessibility but also accessibility to information, without anyone being excluded from enjoying the city, and by boosting the diversity of visitors, thereby making the city alive and active.

It is also essential, if accessibility is to be ensured, to work on spreading this concept and that of inclusion, to succeed in raising awareness and encouraging the private sector to transform its spaces, goods and services and thereby make them accessible at the maximum level, beyond the minimum ones governed by the current regulations in force (Act 13/2014, of 30 October, on Accessibility).

MEASURES

M.6.4.1. Analysing Barcelona's tourist accessibility

Making a thorough diagnosis of Barcelona's tourist accessibility by analysing elements not just under but also outside municipal responsibility to deal with all the elements that ensure everyone's right to visit, irrespective of their age and background. An analysis will therefore be made of several aspects, such as visitor attractions and tourist products, tourist accommodation and hotels, restaurants and bars, urban and inter-city means of transport and signage as well as Barcelona's tourist-communication processes. Emphasis will likewise be put on analysing the regulatory framework for accessibility requirements and how it differs from those of other destinations, so potential visitors can be informed of this.

M.6.4.2. Improving accessibility and personal independence

Creating an incentive for improving accessibility in spaces detected from the diagnosis which present accessibility flaws to ensure everyone's right to visiting attractions and tourist products and their non-dependence on others as far as possible, by ensuring people with learning difficulties or physical disabilities are able to enjoy personal independence in their tourist experiences. Improvement initiatives are envisaged for:

- Accessibility of visitor attractions and tourist products.
- Accessibility to events held in the city.
- Accessibility of online promotions.
- Training in accessibility for visitor-attraction and tourist-product workers.

M.6.4.3. Raising awareness of private initiatives with regard to accessible tourism

Promoting reflection on accessible tourism and fostering adaptations under maximum-accessibility criteria that go further than the minimum requirements established in Spain's Act on Accessibility, for spaces of interest for visitors and crowded public spaces, on the part of private initiatives, by creating training sessions and awareness-raising campaigns. Work will have to be actively done in publicising the open grants and subsidies for improving accessibility.

M.6.4.4. Communicate and promote the supply of accessible tourism

Communicating and promoting accessible tourism offers will have to include the usual communication channels and enable people with sensory disabilities to access them, which means specific information on accessible tourism will have to be incorporated along with the mechanisms for accessibly consulting such information in all municipal communication channels. A further recommendation will be to adapt non-municipal media channels through a set of good practices for spreading information on the accessibility of tourist resources.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.1.4.1. Creating a Tourism Observatory that leads and produces knowledge as well as open information on tourist activities, in coordination with other authorities and public and private institutions.

0.1.4.2. Delving deeply into knowledge of key aspects that have an effect on the management of tourism: the labour market and employment conditions, the impact on property, the commercial network and tourist use of mobility, etc.

0.1.4.3. Opting for new tools for obtaining, managing and displaying information (*big data* and AI etc.), to improve knowledge in tourist activities and manage the territory and mobility flows more efficiently, among other fields of application.

0.2.1.5. Promoting measures that make tourist practices and activities more accessible - accommodation, transport, services - for people with disabilities.

0.3.4.1. Promoting deep reflection to adapt urban-development management tools - planning, byelaws, inspections - to take on the challenges of the city's tourist uses.

PROGRAMME 7

Economic development



PURPOSE OF PROGRAMME 7

To strengthen the city's productive foundations, fostering local resources, facilitating investment and innovative, responsible, tourism business projects, and boosting quality employment.

Tourism generates opportunities for social, cultural and economic players which is why we need to integrate their activities as potential assets for the territories. In that regard, work needs to be carried out to foster the greatest possible social return on tourist activities by influencing above all the elements that ensure a redistribution of wealth. We also have to ensure the generation of dynamics that increase the shared value of tourist activity. To that end, we need to drive improvements in business operations, strive to minimise the externalities or costs of these activities, as well as strengthen the links with other economic and social players that can increase the value chain by creating collaborative synergies and frameworks. In short, turn tourism into a lever for change, for economic development and social well-being.

Within the framework of the Economic Development Programme, several initiatives are under way to promote an economy geared towards improving the living conditions of city residents and workers, driving new forms of business and promoting links between strategic sectors by guaranteeing a territorial balance and social return on activities.

LINES OF ACTION

- 7.1. Local economic development strategy
- 7.2. Improving the quality of jobs
- 7.3. Promoting responsible and socially innovative companies
- 7.4. The Exchange



PROGRAMME 7 ECONOMIC DEVELOPMENT



Local economic development strategy

SUMMARY

Incorporating tourism and the tourist economy as a central element in local economic development strategies to foster an economic activity model that strengthens the productive fabric of the area by guaranteeing the sustainability of activities.

The municipal strategy for local economic development sees to promoting a diverse and sound production model which ensures the quality of jobs and enhances the districts' economic, social and cultural initiatives. In that respect, activities linked to the visitors' economy and tourism are enjoying considerable influence on many central districts. Several activities that have been too often regarded as outside the territory where they are located by not responding to local demand. Their normalisation as an inherent part of the territory's economic and social fabric is crucial if we are to strengthen relations and bring together common projects between businesses and institutions.

The districts' economic development plans must integrate tourist activities into local economic development policies and create measures aimed at social return on tourist activities in the territory, ordering activities and recognising businesses that carry out their activities in a more sustainable way. A local strategy which has to be compatible with municipal job and business policies.

Even though the districts' economic development plans are a tool for the social and economic transformation of the city's neighbourhoods, not all the districts have planned such changes. As pointed out above, each district has its own specific particularities and needs, so solutions and responses will have to be adapted to their respective features. In any case, the initiatives of a district's economic development strategy and the high presence of tourist activities, above all in some, will make it necessary for the various municipal-scale plans and projects to be coordinated with the districts' teams.

MEASURES

M.7.1.1. Influencing district local development plans and strategies

The districts' economic development plans begun on the basis of the Ciutat Vella Plan for 2016-2021 provide a roadmap for the district's social and economic strengthening over the coming years. The plans are aimed at building a new economic model, a pluralist, diverse and sound economy, which puts the people's needs at the centre and promotes not just the growth of wealth and jobs but also work quality and social justice.

Tourist activities currently have a high profile in the city's districts and neighbourhoods, though in a very heterogeneous way. In this respect, the differences between Sant Andreu and Ciutat Vella are very clear, as they could be regarded as being polar opposites. It is for that and other reasons that we need to take on an integrated strategy for local-scale economic development and influence the aspects that relate to tourism and the visitor economy. The proposal is therefore as follows:

1. Accompaniment from the Department of Tourism in spaces promoting plans for bringing a specific vision of tourist activities, as well as coordinating projects and cross-cutting tools, such as managing crowded spaces or aspects around accommodation or tourist mobility.
2. Putting the districts' strategy in line with the destination's / city's management strategy. The Districts will have to integrate changes over local economic development strategies, territorial shaping and the creation and transformation of sustainable economic activities, taking account of visit attractions and tourist products, spaces that draw large numbers of visitors and other territorial strategies relating to tourism (Programme 3).
3. Measures will be promoted which not only enable access to local commerce and services as the preferential suppliers of hotels and tourist operators to make the most of the existing potential in the territory, but also foster the establishments that provide local residents with goods and services while preserving the traditional commercial network.
4. Making the most of the existing potential in the territory by promoting economy activity around tourism for the districts' sustainable economic development. The proposal is to accompany and promote the creation of tourist-related projects and entrepreneurship.

5. Coordinating initiatives for improving the quality of jobs. Furthering measures which promote quality jobs in the tourist sector for people in the territory by improving work redistribution, encouraging responsible and sustainable entrepreneurship, strengthening training, guaranteeing decent work and employment rights and fostering employment in tourist activities located in the district (See 07.2. Improving the quality of jobs).
6. Bringing order to the economy activity and compliance with legal obligations on the part of tourist establishments in the districts.
7. Promoting the social and territorial return of tourist activities through compensatory projects for financing with Spain's Institute of Economic Studies (IEET).
8. Promoting subscription to sustainable tourism certification in districts to distinguish all businesses that carry out their activities under a framework of responsibility and sustainability.
9. Operating tourist activities based on the cooperative, social and solidarity economy as a job-placement option and an opportunity for creating economic activity.

M.7.1.2. Activating spaces for local economic cooperation with local players

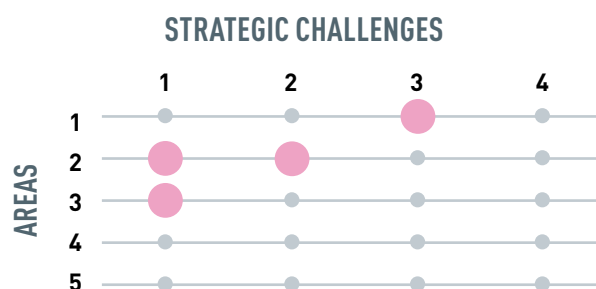
Promoting measures for building spaces for territorial economic coordination. Stable participatory spaces, above all for districts with CS, for working on the application of several city policies and links with other economic, cultural and residential activities, producing events, social programmes, etc. These spaces will ensure a periodic communication between the parties, while also allowing the coordination of shared projects.

M.7.1.3. Working for co-responsibility from visitors

Influencing the co-responsibility actions of visitors to promote social return from tourism, putting the emphasis on promoting quality consumption and information on illegal and disruptive activities (08.1. Communication strategy).

Such strengthening ought to be accompanied by improved coordination between the communication made and the shared city project for creating greater co-responsibility among residents, visitors and the enterprises operating in the city. Communication, education and dissemination campaigns will help to co-responsibilise the city's visitors and users.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.3.3. Promoting coordination between tourism-management strategies and the other territorial and sectoral municipal policies.

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.2.1.2. Operating new public-private community cooperation tools, based on co-producing projects under sustainability and responsibility criteria.

0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

0.3.1.2. Fostering local and community development plans in the more popular territories to ensure maximum social return from the activities and allow the building of alternatives to the visitor economy.

0.3.1.5. Adopting differentiated municipal action for each of the realities and necessities while strengthening the coordination of cross-cutting initiatives and municipal professionals in their territorial work.

PROGRAMME 7 ECONOMIC DEVELOPMENT



Improving the quality of jobs

SUMMARY

Guaranteeing the redistribution of the wealth that tourism brings the city to the whole population, by means of a commitment to quality, inclusive, innovative and competitive employment.

Work relating to tourist activities is becoming increasingly significant and visible in the city's social and economic dynamics. From Barcelona City Council's perspective, the problems around employment include: limited knowledge of employment and tourist work and limited municipal skills for directly influencing the labour market.

Tourist activities in Barcelona are going through a period of growth and consolidation. The tourist sector is perceived as a creator of economic activity and jobs though it has also seen a decline in the labour market over the last few years which is leading to job instability and a consequent loss of quality of the services offered. In short, there is currently a dysfunction between commitment to tourist activity and the creation of quality jobs.

To ensure that tourism remains a source of wealth for the city and its residents, we need to opt for quality, both in offered services and in work places; essential elements for redistributing the profits created from tourism among the entire population and for improving the population's well-being.

That is why efforts are to be channelled into providing tools to enable the quality of the tourist work to be evaluated and the importance of the indicators for work quality promoted as a central element in sustainability and quality seals and certificates. We also need to take measures for improving training among workers for ensuring competitiveness and social cohesion.

MEASURES

M.7.2.1. Developing a tourist employment observatory

Creating a space for evaluating the job quality of the tourist activities, which the unions and business sector are taking part in, while integrating it into the destination Barcelona Observatory. An observatory that delves deeply into the job situation of the tourist activity and which develops a sound analytical framework, with the measuring devices and indicators necessary for monitoring the situation. A quantitative and qualitative analysis, with levels of breakdown currently unavailable in tourist employment data.

M.7.2.2. Promoting the labour variable in seals as a central element in promoting quality and sustainability seals and certifications

Incorporating work quality as a central element into the various quality seals or sustainability certificates. This mechanism will enable establishments to be rewarded, promoted and displayed where they create stable, quality employment conditions. So, the quality of the service will inevitably have to be actively associated with guaranteed employment rights.

The job-quality seal will be linked to Biosphere certification, which lends recognition to destinations, products and services that comply with the requirements of the Responsible Tourism System and therefore acknowledges their responsibility. That means employment conditions have to give considerable weight to criteria to ensure the destination's sustainability.

The seal will have to be accompanied by communication and positive discrimination initiatives for recognising the efforts of businesses working under this framework while also being acknowledged as an added value or even a requirement, for public procurements of services put out to tender by the municipal authority. Likewise, not just the City Council but also municipal companies, institutes and consortiums will have to be guaranteed employment rights in the invitations to tender and outsourcing of services under their responsibility.

M.7.2.3. Introducing new active employment policies in tourist service companies to ensure the quality of employment

Promoting responsibility in employment must enable an agreement to be put forward for work in the tourist sector, opening up a framework for participation, coordination and agreement in jobs in the tourist sector which foster the creation of quality jobs that the public and private sectors are closely involved in. A series of measures are presented below to promote the quality of the jobs of companies.

First, the proposal is to improve the training and qualifications of the professionals providing services to the tourist industry. Here we shall have to promote ongoing training, adapting it market changes, improvements to courses, workshops and other continuous-training systems, online training, language knowledge, customer care and reception, etc.

Another important issue for improving professionalisation is certification and recognition of the qualifications and professionalism of workers in tourism, something that will require the establishment of minimal, non-compulsory yet recommended training and also recognised for providing a maximum quality service.

Also closely linked to training and professionalism will be work to promote access for unemployed people wishing to re-enter the labour market through tourism. Specific re-training programmes will be launched for people over the age of 40, as well as mixed job-placement programmes, among other things.

Fourth, we need to evaluate the establishment of incentives, aid, bonuses and subsidies for businesses that carry out certain good employment practices as well as establish positive discrimination measures in public procurement.

Finally, as proposed under the framework of the initiatives of the local economic development plans (See 7.1. Local Economic Development Strategy), influencing the establishment of “*small-business poolings*” which enable access to local commerce and services as the preferred suppliers of hotels and tourist operators, as well as tourist-activity businesses based on the new cooperative, social and solidarity economy.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.2.3.3. Positively discriminating the promotion and procurement of services and activities certified with legitimate quality seals.

0.4.1.1. Reviewing the City Council's outsourcing and tendering policies, to promote social clauses and ensure the quality of employment conditions.

0.4.1.2. Including employment-condition clauses in any tourist-quality seal promoted by the City Council.

0.4.1.3. Promoting an agreement on quality of employment conditions among tourism-related private players and unions. A work and coordination space for implementing joint action programmes with players.

0.4.4.1. Adapting ongoing training to the sector's needs and fostering measures for improving the qualifications of the staff who are currently working in the sector.

0.4.4.2. Developing employment training programmes for activities linked to tourism with recruitment commitments from private companies.

0.5.3.3. Positively discriminating by promoting sustainable and responsible practices.

PROGRAMME 7 ECONOMIC DEVELOPMENT



Promoting responsible and socially innovative companies

SUMMARY

Driving the growth of tourist companies that opt for a responsible, socially and economically sustainable management and organisation model, generate shared value and strengthen the ties between the territorial players and seek to integrate them into the tourism value chain.

Trends that are being imposed on tourist consumption in the international arena are pointing increasingly towards a sustainable and responsible tourism model. In Barcelona's case, implementing such a model presents certain difficulties, which are due in large part to the magnitude and diversity of the existing range of tourist offers. Its heterogeneous business network extends from large international companies offering standardised services to micro-businesses integrating the values assumed by the city, passing through a full range of possibilities. Micro-businesses opting for a sustainable and responsible and socially innovative tourism have limited representation and visibility in the management and promotion bodies of tourist activities, which is why opting for such sustainable and responsible entrepreneurship represents an opportunity for delving deeply into a sustainable destination model from the environmental and social and economic perspectives that Barcelona has been granted with Biosphere certification.

Innovation is the key to building an economically and culturally dynamic territory. Barcelona is fully aware that innovation brings value to work, creates jobs and represents an element of social and territorial cohesion. Barcelona is therefore opting for innovation as a future cornerstone for the city, acting as a gateway to the new activities that are currently shaping Barcelona's tourist offer and which form a good part of the basis of its capacity for attraction. The entrepreneurial, innovative and creative culture that the city has to be imbued with.

MEASURES

M.7.3.1. Raising awareness of responsible tourism

Launching awareness-raising campaigns on responsible tourism aimed at residents in Barcelona, businesses, end customers, operators, intermediaries and the destination's opinion leaders. It is deemed advisable to launch information campaigns on uses and behaviour in public spaces, linked to the Programme 8's proposals.

M.7.3.2. Promoting responsible and socially innovative companies

All initiatives for promoting responsible businesses or which opt for launching new activities with innovative business models.

Work will be carried out promoting the identification of entrepreneurial and creative initiatives and creating favourable environments for setting up innovative and highly competitive global businesses in the tourist sector. Advantage will be taken of the current services devoted to supporting entrepreneurs by explicitly backing and promoting sustainable and responsible tourism and ensuring advice for tourism entrepreneurs.

On the other hand, work will be carried out to ensure the representativeness of responsible and innovative businesses that are already established, as well as the entrepreneurs, in the destination's coordination spaces and the various opinion and discussion forums. This will thereby ensure the representation of businesses that opt for sustainable and responsible tourism in the tourist activity's management and promotion bodies.

Finally, work needs to be done to increase the tools for transferring technology to the tourist sector's businesses. We will be promoting the signing of agreements between technology centres and tourist businesses to boost the transfer of knowledge and innovative methods and to create successful models in Barcelona.

M.7.3.3. Promoting strategic sector clusters based on tourist activity

Promoting, supporting and developing communities of sectors which, based on tourism, create shared value for the city and which are considered strategic sectors.

Barcelona City Council and other authorities and institutions such as the Fira de Barcelona have been promoting sectoral clusters for years, aiming to bring together specialist players and take advantage of cross-cutting opportunities among them. Such work could be extrapolated to reflate strategic sectors, such as the sailing,

fashion and design sectors. PET20's aim is to boost the sectors that are creating shared value for the destination / city, as well as the sectors that ensure the goods and services are bought and hired in local base businesses.

In short, this measure opts decisively for supporting collaborative environments to make the most of opportunities for exchanges, innovation, technology, procuring services, etc., among members of the communities in high-value projects relating to or as a result of tourism.

M.7.3.4. Giving support to the RIS3CAT Tourism Community

Supporting the RIS3CAT Turisme Community as a cross-cutting collaborative initiative among all the players in the Catalan tourism ecosystem integrated into the European schedule for social and economic transformation and RIS3 regional competitive specialisation within the sphere of industries of experience.

The community, led by the Turisme de Barcelona Consortium, enjoys participation from a group of representative businesses from the entire value chain of the tourist activity and involvement from several R&D&I players: Eurecat, University of Girona, University of Rovira i Virgili and i2CAT; it also enjoys support from the Barcelona Provincial Council and the Directorate-General of Tourism at the Catalan regional government.

The various projects and initiatives provided for within the heart of the RIS3CAT Turisme Community are aimed at developing a quality, sustainable and territory-linked tourism based on smart tourist knowledge while prioritising and strengthening the tourist sector's ties with the other tourism attractions, to achieve economic growth not just in the tourist sector but also in the overall realm of the entire territory with related economic sectors.

Notable priority lines of action include: turning Catalonia into a destination recognised for its innovation, quality and distinction when it comes to creating tourist experiences; achieving a more innovative Catalan tourist business, with better results and positioning and with a competitive capacity in the highest international realm; and creating a worldwide benchmark tourist innovation model.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

Promoting our own certification system, Biosphere-Barcelona, adapted to the reality of urban tourism in Barcelona and allowing us to highlight activities that satisfy these criteria.

0.2.4.1. Promoting innovative business initiatives that create quality jobs and do not monopolise basic resources such as housing or urban spaces.

0.2.4.2. Finding spaces and tools for boosting the collaborative commons economy, having previously set out the criteria to be able to be considered as such.

0.4.2.2. Creating spaces for transferring knowledge and innovation among economic and social players and which permits experiences and methods to be shared and links and synergies created between them.

0.4.2.3. Raising awareness among established entrepreneurs of the advantages that undertaking medium and long-term sustainability and responsibility commitments represent for optimising service management.

0.4.2.4. Designing programmes for fostering and active economic promotion of responsible entrepreneurship under the framework of tourist activities, boosting new, more redistributive business models.

0.4.2.5. Opting for positively discriminating companies committed to Sustainable Tourism for events promoted by the authorities: sustainable accommodation, ecological taxis, public transport, selective shopping, etc.

PROGRAMME 7 ECONOMIC DEVELOPMENT

7.4 The Exchange

SUMMARY

Creating a benchmark exchange community that facilitates business cooperation processes, making the most of the potential that comes with the large number of meetings that are held in Barcelona, to identify and create new business synergies and opportunities, increasing competitiveness but always in line with the city's strategies.

As organised meetings go, Barcelona was positioned as the third-largest international city in 2015, totalling 2,268 meetings and close to 600,000 delegates. This positioning represents an opportunity for developing the potential of Barcelona's business network, especially where it focuses on tourism.

From the tourist-business-network point of view, the possibility of creating an exchange space is an opportunity for structuring the sector and exploiting its potential to the full. This opportunity lies in the possibilities for cooperation between the companies attending various types of meetings in the city and the companies of Barcelona and Catalonia to increase their business competitiveness through innovation and internationalisation, work that the agency is carrying out by the Catalan regional government's Agency for Business Competitiveness (Initiative 10).

So, creating completely new exchange spaces, beyond the traditional, should enable us to achieve two key goals. On the one hand, it ought to reduce the effects of the economic crisis that started in 2008 and led to a loss of quality in the offer and provision of services and profitability of companies. On the other hand, it should increase pro-activeness on the part of the business sector to tackle the problems that arise from tourist activities, and it should enable a greater commitment to innovation and the promotion of creativity as a driving force behind a dynamic territory that creates employment and generates social cohesion.

MEASURES

M.7.4.1. Creating an exchange community to facilitate business cooperation processes - the Exchange

Putting the Exchange into operation requires:

- 1. Defining the institutional model.** Establishing a body tasked with operating the Exchange project that puts together an organisational structure which ensures the smooth running of the project within the municipal structure and develops relations between the various public and private players involved in the project.
- 2. Defining the management and funding model.** Identifying the project's financial needs and putting a timetable to the initiatives' roadmap. Identifying possible public and private partners for inclusion in the project and defining the funding model.
- 3. Defining the strategic business niches.** Identifying the business niches that are strategic for their activity's return on the territory, which comply with sustainability and responsibility criteria and can cooperate with the companies of the various tourist sectors by creating powerful synergies that maximise such economic, social and environment return through innovation. Once the strategic sectors have been defined, the businesses belonging to them will have to have their attraction initiatives developed for their incorporation into the Exchange's business cooperation programmes.
- 4. Defining the mechanisms for transferring knowledge.** Defining the relations with the players promoting meetings and business competitiveness to attract international companies to the Exchange project and defining the mechanisms for transferring business know-how with local companies to accelerate innovative opportunities and extend the results of the synergies embarked on.

5. **Defining the potential players.** Defining the key players that have an impetus on economic activities, jobs and entrepreneurial initiatives and in organising trade fairs and business platforms their *raison d'être* for structuring the Exchange, promoting their operations and ensuring their running.
6. **Defining the work plan.** A detailed work plan and its short- and medium-term goals will have to be prepared to ensure its success.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.2.1.1. Integrating tourist activities and businesses into local and community development policies to have a positive impact on improving conditions in the neighbourhoods.

0.2.3.2. Establishing indicators and protocols for evaluating grants and funding in territorial, sectoral and development projects to ensure maximum possible social return.

0.4.2.2. Creating spaces for transferring knowledge and innovation among economic and social players and which permits experiences and methods to be shared and links and synergies created between them.

0.4.2.3. Raising awareness among established entrepreneurs of the advantages that undertaking medium and long-term sustainability and responsibility commitments represent for optimising service management.

0.4.3.1. Exploring new meeting and coordination spaces among the city's various economic and social players to create business synergies.

0.4.3.2. Creating formal and informal knowledge-exchange programmes between Barcelona's businesses and business and administration delegations coming to the city for different reasons.

PROGRAMME 8

Communication and reception



PURPOSE OF PROGRAMME 8

To expand the destination narratives, making them more diverse, dynamic, responsible and shared, involving the resident population and visitors in the discovery of other realities, taking care to improve their experience.

Tourist communication strategies are an essential tool for managing and shaping desirable destinations that are sustainable and responsible. Communication elements not only determine visitors' expectations at source but also potentially shape flows and practices at the destination.

Communication focused on conveying Barcelona's diversity, complexity and multiplicity is therefore crucial in drawing up a shared city narrative that guarantees a balance between a city for living in, working in and enjoying. This is an essential step for opening up a range of possibilities for visitors that goes beyond overcrowded icons. In that regard, we must not forget that the image we project is also created with the various players we work with on it.

Work also needs to continue on improving visitor reception and information services, by incorporating new proposals to dialogue with visitors. Improving and strengthening communication channels will, first and foremost, help to convey reception communications more clearly. What is more, it will also allow the use of information that visitors provide, to find out their opinions of the destination and monitor their stay, as well as enable us to improve their experience while reducing the pressure on over-visited spaces.

LINES OF ACTION

8.1. Communication strategy

8.2. Visitor Information and Reception Plan



PROGRAMME 8 COMMUNICATION AND RECEPTION



Communication strategy

SUMMARY

Adapting the communication strategies and tools for the new challenges posed, with a view to improving tourist communications at source and at the destination.

The municipal public communication channels and tools have an extensive range of online, face-to-face, telephone, newsletter and social-network tools, etc. Besides these tools aimed at communication with city residents, others need to be used for targeting the city's visitors and tourists, such as websites, blogs, famtrips, blogtrips, apps of various types and touch-screen information points. All these tools are supplemented with further ones from the other authorities, Barcelona Provincial Council and the Catalan regional government. An analysis of the various tools shows a notable diffusion of the information that is conveyed.

To meet the challenges of the future described in the diagnosis, this strategic plan needs an effective, balanced and coherent strategy. A communication, first, addressed to citizens, so that they can discover their own city, as well as the management challenges and efforts being met and made there. Second, a communication addressed to visitors and those with the possibility of understanding the destination beyond its tourist points. Finally, the communication is also addressed to opinion leaders and sectoral spokespeople, as well as those economic activity sectors that are influenced by tourism, as they need to find out about the tourist phenomenon, the situation and its impact on daily life in the city.

The aim behind this line of action is to design a series of measures that help to make the information compatible with the various institutional and public channels and media. In addition, these need to convey coherent messages and elements with the destination's premisses and guidelines. This initiative can also help to create better communication in the tools of the destination's private players and, above all, opinion leaders.

MEASURES

M.8.1.1. Coordinating tourist communication strategies and tools with city communications

Establishing measures that enable the city's communication messages to be conveyed through the various channels and tools, for visitors and residents alike. As for communication strategy, we need to delve more deeply into communications on tourism, as well as *City Marketing* tools and other elements.

It will be fundamental in this measure to adapt the various channels for disseminating a coordinated communication to convey an extensive, diverse and shared narrative based on the attractions and elements typical of the city.

Such an adaptation of the strategy ought to enable the communication resources to be maximised and, at the same time, a unified and therefore effective message to be conveyed, bearing in mind the diversity of profiles the city plays host to. To do that, then, the activity calendars for the territory and all local events deemed fit from the districts and areas, as well as the Turisme de Barcelona Consortium, will have to be integrated.

The communication message for dissemination will have to take account not just of the city's geographic space but also have Barcelona's surroundings and metropolitan area at its disposal. The Metropolitan city is an image of the future that is being consolidated.

As for this communication strategy, both the Barcelona City Council and Turisme de Barcelona have to continue aligning their tools and sharing information such as exchanging visit contents and the city's narratives between meet.barcelona.cat and www.visitbarcelona.com; not to mention all the other social channels and networks.

M.8.1.2. Designing communication content for visitors

Designing specific communication content for the city's visitors.

A series of coordinated communication initiatives around tourism will have to be launched under the framework of the city's communication strategy. Work will have to be done to introduce the destination's brand-new narratives, attractions and products as well as Barcelona's completely new and more pluralistic, dynamic and open visions into the collective imagination of its visitors.

Destination Barcelona's development of information and contents (Programme 3) will have to be ensured, as well as all the information of interest for visitors and which generates value and improves the destination's management. Finally, we need to have a bearing on the civic and desirable behaviour that is expected of our city's visitors.

M.8.1.3. Designing communication and awareness-raising campaigns on tourism policies

Designing campaigns to introduce citizens to the initiatives that it has launched and planned under the PET20 and Tourism and City Council framework.

So, one of the basic elements will be explaining the significant complexity to managing the effects of overcrowding, overuse and competence for using the city's spaces, among other things. These effects, even if they occur in crowded spaces, are not exclusively caused by tourist activities but are rather the city's challenges and therefore require complex urban-management solutions. Likewise, this communication line will have to be based on strengthening the tourist activity's good practices and the opportunities it offers.

Initiatives will be implemented for the residents in line with sustainable and responsible tourism, highlighting the externalities of the tourist activity and the work being carried out. Clear accounts will have to be given of the mechanisms and devices to tackle the problems from an educational and informative perspective, creating communication materials for explaining and organising conferences, seminars and debates on specific tourism issues (See 2.3. Education and dissemination).

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.4.2.5. Opting for positively discriminating companies committed to Sustainable Tourism for events promoted by the authorities: sustainable accommodation, ecological taxis, public transport, selective shopping etc.

0.5.1.2. Extending the cultural narrative which is currently meagre and stereotypical, to broaden references and emphasise the importance of heritage and memories.

0.5.1.4. Normalising visitors and their practices in the destination's actual image and narrative, to the extent they are part of it, by promoting awareness of the mark left by their visit.

0.5.2.3. Boosting internal marketing to strengthen the interest of resident citizens and help them to discover other realities in the city itself and its surroundings.

0.5.3.1. Fostering promotion based on tourist-territory strategies rather than the quantitative capture of visitors.

0.5.3.2. Working jointly with private players to design strategic promotion and communication criteria for a sustainable and responsible destination.

0.5.3.4. Focusing on image, promotion and communication of the destination in the practices and activities that fall under sustainability criteria.

0.5.4.2. Promoting new narratives and images of the destination to lower people's interest in visiting overcrowded icons.

PROGRAMME 8 COMMUNICATION AND RECEPTION



Visitor Information and Reception Plan

SUMMARY

Continuing to improve reception and information services for visitors, by incorporating the destination's new value proposals.

One of the key aspects to improve as a destination is improving the experiences of visitors and tourists. This work line is centred on improving these experiences through reception and information services. Important changes in visitors' habits as well as new possibilities for information and care, whether virtual or face to face, make it necessary for the Strategic Tourism Plan for 2020 to set the strategic guidelines of the services that the destination provides before, during and after people's stays there.

The debate on the need for possible improvements to be applied in these services has cropped up time and again during the strategic plan's drafting process. Some of the principles these improvements are based on are as follows:

- ensuring that visitors and tourists, as well as opinion leaders, receive all the necessary information for a satisfactory enjoyment of their experiences in the destination
- ensuring that residents receive information for improving their knowledge and enjoying the city
- modernising, structuring and classifying the various media and information-conveying systems

In sum, this line proposes a review and reformulation of the tourist information offices network and a systematisation of the care service, as well as a consolidation of a quality information officer service that help people travelling from their usual environment to take part in activities in the city. Finally, currently available technologies and their application in tourism are regarded as opening multiple possibilities for developing information and interpretation tools of the resources and attractions, such as a programme of virtual assistants and trip planners, and new information websites with a calendar of existing activities in the destination.

MEASURES

M.8.2.1. Influencing the various information channels before stays

Measures for contributing towards improving the experiences of visitors with practical information, *online* services and apps for the city's visitors. These information tools seek to help visitors with information, planning, bookings for stays and activities and mobility.

It is in this line that joint work will have to be carried out with the opinion-leader private players that recommend the destination, such as *online* travel agencies, booking centres, *online* aggregators and search engines, and travel blogs. These services ought to work to reach information-exchange and coordination agreements with the destination.

These devices must also strengthen certain pieces of information and basic recommendations for tourists, such as undesirable behaviour on the part of the city's visitors.

M.8.2.2. Boosting reception arrangements during visitors' stays

Initiatives for helping to improve visitors' experiences, both with the service of information officers deployed throughout the city and with the local players who deal with visitors directly.

This measure for beefing up staff and geographical, time and seasonal cover of reception officers will be complemented with the creation of a manual on visitor-reception procedures, as well as the development of training programmes adapted to the specific needs of these people. Efforts to create a visitor-reception manual ought to be complemented with its distribution to all the services dealing with tourists and visitors, such as accommodation and transport.

M.8.2.3. Renewing and adapting the tourist information office network

Adapting the information network's offices to provide them with new content, extending the cultural and heritage visit elements in coordination with the Provincial Council and the city's various districts.

Once renovated, the help and information offices should be capable of becoming benchmarks for conveying an extensive vision of the city and its culture, identity, social and political aspects, etc. Spaces have to meet the information and consultation needs of Barcelona's tourists, visitors and even residents, as well as receive, interpret and reference the city's territory and its possibilities.

New information points will be created to ensure the geographical cover and particularities of the help and information service for the various types of visitors.

M.8.2.4. Improving information exchanges with visitors

Developing a programme for improving information exchanges that visitors receive and generate at the destination by applying new technologies as a key element in managing the destination. The information issued from visitors before, during and after their stays through multiple channels has to become a key element for the decision-taking of the management mechanisms and processes. Big-data collection, its systematic processing and quantitative and qualitative analyses of information are becoming increasingly essential elements.

Likewise, we need to explore mechanisms for sending information in real time on the condition of the destination and spaces with saturation problems. Such information would have to enable visits to be promoted and flows of visitors redirected to areas with more reception capacity or with seasonal availability of services. It also needs to influence information on the internal activities, events and initiatives of organisations and the territory's players, a calendar of local cultural and sports activities of interest.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.2.1.4. Informing visitors of the city's cultural-activities calendar and promoting the use of and visits to facilities that are not oversubscribed.

0.3.3.1. Promoting a coordinated territorial strategy among the various competent authorities to boost attractions such as new centres, routes, landscapes and experiences beyond their municipal boundaries.

0.3.3.2. Lining up current promotional strategies to strengthen the attractions that can ease congestion in the overcrowded areas in Barcelona's city centre.

0.5.3.2. Working jointly with private players to design strategic promotion and communication criteria for a sustainable and responsible destination.

0.5.4.3. Adapting visitor-reception information policies to highlight less crowded points of interest and promote the current cultural and sports calendar in the city.

0.5.4.4. Turning visitor assistance offices into spaces of interest for residents where they can find current information on the city's events.

PROGRAMME 9

Taxation and funding



PURPOSE OF PROGRAMME 9

To design new tax measures to achieve the right balance between the costs and economic gains of tourist activities, as well as review the protocols for self-financing directly linked to those activities.

From a public management perspective, tax and funding mechanisms are key when it comes to influencing the redistribution of wealth generated by economic activities and having funds available for investing in improvements to the destination.

Such measures are mainly aimed at enabling the regulation of specific practices, thereby adjusting and compensating their effects and externalities. To do that, the spectrum regarded as tourist has to be widened, opening up the range to the visitors' economy. Tax charges need to affect above all those activities that cause greater externalities and compete directly with everyday life in the city: intensive use of public spaces, property pressure and environmental issues, among other things. In short, the idea is to explore new tax calculations, formulas and tools to ensure a fairer redistribution and turn them into computer tools.

We also need to structure public funding mechanisms through the Tourist Establishment Stay Tax (IEET) to ensure the provision of funds for the proposals in the Strategic Tourism Plan that require funding, as well as establishing criteria for designing strategic projects within the framework of sustainable and responsible tourism.

LINES OF ACTION

9.1. Tourism taxation programme

9.2. Planning and criteria for IEET resources



PROGRAMME 9 TAXATION AND FUNDING



Tourism taxation programme

SUMMARY

Finding out the balance of tourist activity costs, exploring tax mechanisms to compensate for negative externalities, and benefit the activities committed to sustainability and responsibility criteria.

Local authorities are ensuring enjoyment of the city with quality and security, by taking on a large part of the costs associated with tourist visits or by coordinating services specifically aimed at visitors, such as resizing general services to meet the demand of a floating population. The first estimates presume that the volume and intensity of the visits will involve an additional burden on municipal coffers. Even so, the current revenue system does not allow for a recovery of part of this expenditure, as most of the tax mechanisms are not designed for a city on the move, but rather for a city where only the number of its legitimate residents counts, and under no circumstances the seasonal population, whether visitors or temporary residents. The sole exception is the tax on stays in tourist establishments - in force in Catalonia since 2012 - which is levied on over-night stays, though it is not used as a regulatory tool for the activity itself.

So, we need to rethink and adapt our tax instruments to this situation and, if we cannot change them through our local authority - given its very limited jurisdiction - we will have to point this need out to the higher authorities. Besides, we need to go beyond the tax instruments and think about public-sector charges, taxes and mechanisms for urban-planning compensation as order-focused tax measures. To do that, we will have to know the municipal balance of payment for tourism. We know the economic impact on the basis of the expenditure from the demand, but not the associated costs that end up internalised by the Authority.

MEASURES

M.9.1.1. Carrying out a cost-benefit analysis of tourist activities in municipal management

Preparing a study for calculating an economic assessment of tourist activities in the city with a twofold goal. First, knowing the state of the assessment in general terms, even if they are estimates, to enable the current situation to be measured. Second, detecting the activities that generate more costs and more benefits and being able to adapt the tools.

The calculation method will have to be openly designed so the data can be periodically updated and evaluations made of the decisions taken during the municipal management of the tourist activity, as well as incorporating external recommendations.

M.9.1.2. Designing a new programme of tax measures

Preparing a proposal for rethinking new measures for tax collecting that includes a heterogeneous range of tax instruments and possibilities.

This measure will have to be consistent with the proposals that arise from changes in the law (See Programme 10), though also in accordance with the destination's territorial strategy (Programme 3) and the economic development (Programme 7).

These measures do not have to be seen as a tax-raising instrument but need to be understood as a tool for managing the tourist city, with a special influence on the economic activities that represent a threat owing to greater power:

- a. Economic activities that are based on the extra value generated through income from land, especially, income that represents a risk to complying with the social function of housing, by replacing uses without urban-planning compensation, or by triggering gentrification processes in residential areas.
- b. Economic activities that involve an overload, a permanent occupancy or an exclusive use of public space aimed at visitors, especially in very crowded areas.
- c. Activities that are harmful to the environment and which threaten compliance with international environment protocols.

On the other hand, we would have to explore the possibilities of seeking tax benefits for companies that are committed to sustainability and responsibility criteria agreed to under an explicit negotiation framework on this issue.

M.9.1.3. Setting up the City and Tourism Economic Fund

Preparing an economic source derived from tax sources and other income from tourist activities, whether through levies, taxes or public-sector charges from the Authority or companies and municipal concessions, to invest in and fund activities that help to mitigate the effects of tourism in the worst affected districts and neighbourhoods.

Under this framework, we will have to set up a monitoring committee with the districts and areas involved in collecting taxes to decide jointly, in both the political and technical arenas, on the origin and destination of investments and expenditure.

This mechanism would enable us to emphasise publicly, through ongoing public communications, the investments and expenses derived from tourist activities, ensuring the visibility and traceability of the income and expenses and the decision spaces where decisions have been taken.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.2.2.1. Finding formulas for balancing costs and benefits, through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

0.2.3.2. Establishing indicators and protocols for evaluating grants and funding in territorial, sectoral and development projects to ensure maximum possible social return.

0.2.4.1. Promoting innovative business initiatives that create quality jobs and do not monopolise basic resources such as housing or urban spaces.

0.2.4.3. Controlling and bringing disciplinary action against activities which, under the umbrella of innovation and technology, involve deregulating activities, unfair competition and performance with strong externalities, be these accommodation, transport, restaurants, guided-tour services or any other area of activity.

0.3.4.1. Promoting deep reflection to adapt urban-development management tools - planning, byelaws, inspections - to take on the challenges of the city's tourist uses.

0.3.4.2. Finding new funding mechanisms - taxes, rates, public-sector charges - to compensate the balance between the costs and benefits of the activities, in particularly the ones that generate negative externalities.

PROGRAMME 9 TAXATION AND FUNDING



Planning and criteria for IEET resources

SUMMARY

Designing an investment and funding plan using the IEET resources to develop a tourism strategy over the coming years, incorporating social, territorial and environmental clauses as well as offering more open, clear and transparent management.

The tax on stays at tourist establishments (henceforth, IEET) is an earmarked tax from the Catalan regional government, which has been in force since November 2012. Although the original text clearly stated that a percentage of the funds managed by local authorities had to be allocated “to funding specific initiatives in the sphere of tourist promotion”, Act 3/2015, of 11 March, on Tax, Funding and Administrative Measures (Act on Ancillary Budget for 2015), in Article 15, amends Article 116(3) of Act 5/2012, and enables tax sharing in projects that comply with the four end goals that the Act sets out, not just for promotion. This totally new scenario allows the fund to be allocated to the IEET’s three other goals:

- Promoting sustainable, responsible and quality tourism and protecting, preserving, reclaiming and improving tourist resources.
- Boosting, creating and improving tourist products.
- Developing tourism-related infrastructures.

Note that, under an agreement with the Government Commission of 17 April 2013, Barcelona City Council assigns 50% of each transfer received to the Turisme de Barcelona Consortium and reserves the other 50% for municipal management projects.

Being able to allocate funding resources to initiatives besides promotions, remaining properly covered with transfers to Turisme de Barcelona, also opens up a new scenario of possibilities that have to be designed under an investment and funding plan to ensure the continuity of strategic projects for managing the destination.

MEASURES

M.9.2.1. Designing the IEET Investment and Funding Plan

The IEET Fund is intended to be the funding system for implementing plans, programmes and initiatives which meet the strategic challenges of this Strategic Tourism Plan. Although the main municipal strategy with these resources during the first years that the IEET came into force was to develop the process for deconcentrating tourism in the city’s various neighbourhoods and districts, as proposed under the Strategic Tourism Plan for 2010-2015, current possibilities enable a complex plan to be designed that covers most of the PET20’s proposals.

To do that, we need to design an investment and funding plan under the following formal criteria:

1. Preparing an annual estimate of investment and expenditure.
2. Preparing long-term, multiannual programmes with continuity which help to maintain the structures and tools required for the projects’ management and monitoring.
3. Applying Barcelona City Council’s social criteria for procurement and invitations to tender, to ensure social return on public expenditure.

It will fall to Barcelona City Council to coordinate this plan as the body ultimately responsible for the certificate sent to the Generalitat. The Plan will have to include Turisme de Barcelona investments and expenditure corresponding to the half of the tax that is transferred to the consortium and to make it share its responsibility under the framework of the Strategic Tourism Plan for 2020 regarding promotion and visitor-reception strategies.

For the purposes of ensuring its monitoring, all the IEET’s expenses and investments will be periodically accounted for before the the Municipal Council’s commissions, at the Tourism and City Council.

M.9.2.2. Content of the IEET's Investment and Funding Plan

Priority will be given to projects provided for under the Strategic Tourism Plan for 2020 that have no possibility of being funded through other channels and which comply with the IEET's four end goals.

As for the other revenue provided for and for projects that do not meet the plan's strategic programmes, the order of priorities shall remain:

- a. Structural projects that are part of an ongoing strategy in previous years in relation to tourism management. These must be adapted to the forms of social procurement and the future criteria of Biosphere certification.
- b. Isolated projects and initiatives promoted by local players to produce events, routes and educational or informative material, to enhance the territory and community.
- c. Social innovation projects which are based on applying new technologies in response to key problems or challenges not provided for, in line with the strategy to ensure digital sovereignty.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

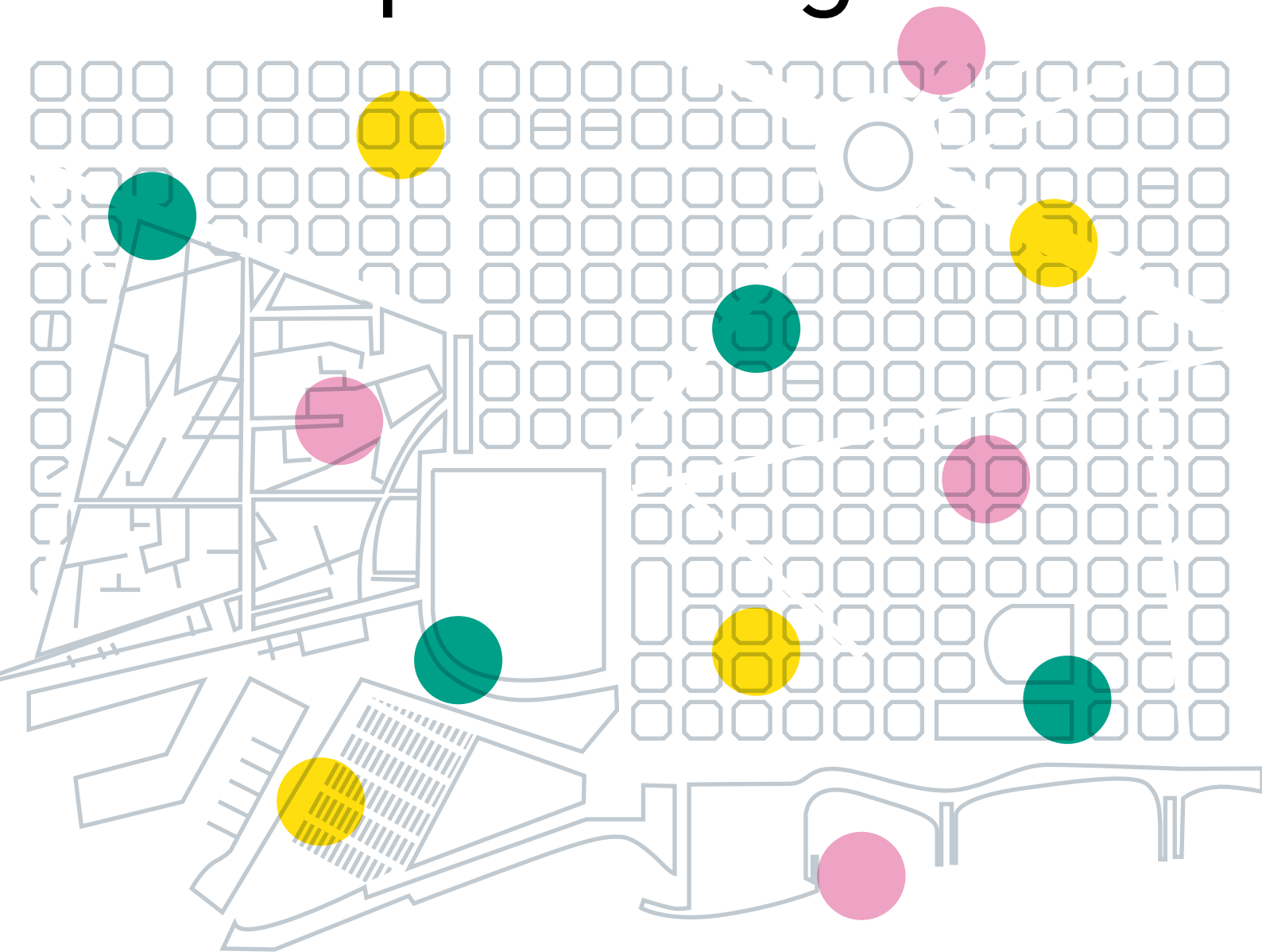
0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.2.3.2. Establishing indicators and protocols for evaluating grants and funding in territorial, sectoral and development projects to ensure maximum possible social return.

0.3.4.2. Finding new funding mechanisms - taxes, rates, public-sector charges - to compensate the balance between the costs and benefits of the activities, particularly the ones that generate negative externalities.

PROGRAMME 10

Regulation and planning



PURPOSE OF PROGRAMME 10

To adapt the regulatory and planning instruments in order to minimise the negative effects of tourist practices and guarantee the right to the city.

Regulatory tools have to shape the action frameworks for tourism so as to ensure effective management and planning of tourist activities in the city, activities that have to become part of the city's own activity. Moreover, new disruptive phenomena not covered by current byelaws have to be regulated, especially with regard to tourist accommodation and competition between economic activities and basic shared resources.

Apart from byelaws, urban planning tools have to be reviewed so the web of activities that shape the city can be tackled in a comprehensive fashion, providing them with specific regulations.

Developing regulatory frameworks will have to enable a greater level of control and effective sanctioning power over all irregular activities that lead to unfair competition and strong externalities, regardless of their nature.

LINES OF ACTION

- 10.1. Changes in municipal byelaws
- 10.2. Urban-Development Planning Tools
- 10.3. Monitoring and inspecting tourist activities

PROGRAMME 10 REGULATION AND PLANNING



Changes in municipal byelaws

SUMMARY

Regulating disruptive phenomena linked to the city's tourist uses by incorporating changes in municipal byelaws and drafting a specific byelaw to meet the demands of current legislation regarding tourist accommodation.

Barcelona has experienced a notable success in tourism over the last few years, causing changes in urban life. This has led to a series of issues that have to be regulated. The most significant are the ones relating to the proliferation of tourist accommodation and activities in public spaces that hamper the development of other uses and to the problems that arise from intensive mobility practices mostly in connection with tourist uses.

Barcelona, given its special legal status and protection under the Barcelona Charter, has previously demonstrated its capacity to respond and bring order to phenomena of varying nature requiring answers through rules issued under municipal byelaws. Whether because of the specific nature of the practices or the number of people and intense use of specific practices, this explosion of new tourism-related activities needs ordering and regulating. A type of regulating that has to respond to the need for encouraging compatibility of uses and practices, by watching over and guaranteeing the basic rights of citizens and general interests. Barcelona City Council's specific skills in addition to the explicit possibilities of current legislation on tourism open up the possibility for amending existing byelaws as well as drafting a specific byelaw for tackling specific practices and situations linked, above all, with tourist accommodation.

Despite the changes under the regulatory framework, the usual administrative procedures will continue, requiring public displays for scrutiny and majority approval at Full City Council Meetings.

MEASURES

M.10.1.1. Amending existing byelaws to incorporate aspects relating to tourist practices

Tourist activities, because of their specific and exceptional nature or the increased volume of visitors over the last few years, need specific regulations for their effects on public roads, crowded public spaces and mobility.

There are several aspects that have been politically ratified in Full City Council Meetings which will require changes in several byelaws, such as occasional parking services for coaches, use of personal mobility vehicles and undertakings to regulate guided groups in crowded spaces and areas with sensitive urban morphologies.

Note, however, that the overwhelming majority of practices do not exclusively relate to tourism and that we have to evaluate whether many of the regulatory changes will also affect the lives of residents for failure to discriminate, under any premise, the origin or reason for the practices.

M.10.1.2. Defining the content of the specific byelaw on tourist accommodation to meet the requirements of the Tourism Act

Recent amendments to the Act on Tourism 13/2002 under the a variety of cross-cutting legislation as well as Decree 159/2012, on Tourist Accommodation Establishments and Tourist-Use Housing open up the possibility to regulate aspects relating to this issue and, more specifically, over various aspects that have to do with Tourist Use Housing: periodic control, behaviour of users, specific requirements, categorisation, etc.

Likewise, regulatory proposals from the Act on Tourism 13/2002, presented in July 2015 and in July 2016, have pointed to specific regulation through municipal byelaws on the application conditions for the type of Tourist Use Housing allocated for flats.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia; Barcelona Provincial Council and the Barcelona Metropolitan Area; municipalities and tourism trusts.

0.1.2.2. Creating and/or strengthening joint work spaces with public, private and government-assisted institutions that have an effect on the shaping of the destination: Barcelona Port, Barcelona-El Prat Airport, Fira de Barcelona, etc.

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.1.3.2. Finding innovative administrative formulas for bringing greater effectiveness to the coordination of plans and management tools relating to the city's tourist uses.

0.2.2.1. Finding formulas for balancing costs and benefits through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

PROGRAMME 10 REGULATION AND PLANNING

10.2 Urban planning instruments

SUMMARY

Reviewing urban planning and management tools by considering the effects of tourist activities on the city at every level of planning, from the metropolitan level (new PDU) to the local and neighbourhood level.

Tourist activities have cross-cutting effects at different administrative levels and in different administrative jurisdictions. These tourist activities respond to a different array of changing and sometimes contradictory logic, and tackling the challenges that this involves is only possible through a coordinated action between the various public authorities that allows the sharing of executive and legislative commitments.

One of the challenges that arise from tourist practices in Barcelona is jurisdiction over the same space among residents who carry out their everyday activities there and visitors who make intensive use of that space, which also becomes a growing economic specialisation in services and receiving visitors. Despite the importance of the phenomenon, current urban planning ordering and, in particular, planning in general - the General Metropolitan Plan of 1976 - has no compensatory mechanism for tackling the negative effects that occur from the intensity and concentration of tourist activities or for reclaiming added urban-planning value that can be allocated to subsidising the effects that the new activities have on the city. That is why we have to align legislation in various areas with strategic needs to manage tourist practices more effectively and minimise the negative impact that these have on the city through compensatory cost formulas and corrective measures. It is only with a cross-cutting and comprehensive conception of the phenomenon and in coordination with the various public authorities that the tools for urban-development planning and management can be constructed with a wide array of measures capable of taking on the challenges of tourism.

MEASURES

M.10.2.1. Incorporating the urban planning regulation for tourist accommodation activities into the territorial and general plans.

As for Urban Planning, the new general planning - the Metropolitan Urban Development Master Plan and, where necessary, the Municipal Urban Ordering Plan - must incorporate the regulations for tourist users of land and tourist accommodation to ensure they are properly introduced into urban fabrics, under the following goals:

- a) Clearly distinguishing ongoing residential uses from other economic uses that residential properties allow, to safeguard the right to housing. To that end, the proposal is to guarantee a percentage of mandatory ongoing residential use for each of the urban fabrics, in accordance with their physical features and the limitations of the network, to ensure that the accommodation and other tertiary uses do not compete with the permanent residential market.
- b) Establishing the conditions for introducing the tourist uses of the property and urban-planning accommodation, in accordance with the features of the urban fabrics: position, maximum size, density, minimum distances between accommodation; as well as limiting or determining, where appropriate, the types of tourist accommodation whose features make it better adapted to the urban environment in question.

The new general plan will also have to analyse the effects of the existing stock of tourist housing and determine which tourist accommodation remains in an unsatisfying situation or outside ordering, by limiting the areas of action or deploying urban improvement plans that establish specific tools for subsidising their adverse effects and the transformation or elimination of tourist accommodation and economic activities that are incompatible with the urban planning model.

M.10.2.2. Designing specific plans for implementing new uses for tourist land sites and tourist accommodation where authorised by the General Plan and the Special Urban Development Plan for Tourist Accommodation (PEUAT)

Introducing new uses to tourist properties and, in particular, new tourist accommodation, cannot be divorced from the effects that tourist practices have on the nearest urban surroundings, especially on public spaces and derived services.

Under the decisions on the new general plan, specific plans will have to be designed for the new uses of tourist

properties and, in particular, new tourist accommodation that the supplementary measures specify - improved provision of free spaces, extended local facility systems, extended public housing stock, contributing to public transport, improvements in urban planning, specific management systems of markets and waste - by considering the effects of the floating population on the environment and on the provision of public services, and by guaranteeing that the living conditions of the resident population do not worsen.

The plan will have to mark out the introduction stages and make them conditional on the effective implementation of corrective and urban-improvement measures, both in their own sphere and in particular the city's areas with the greatest pressure, to ensure the entire city's sustainability.

M.10.2.3. Establishing specific regulations for economic activities in areas with the biggest concentrations of visitors in public spaces

The concentration of economic activities aimed preferentially at the floating and visitor population imposes more difficulties on the resident population's daily life: on the one hand, leisure practices often cause disturbances and disrupt positive community life, due to noise for example, and on the other hand, they tend to draw physical concentrations, which they achieve by being more profitable than the economic activities aimed at the resident population, where specific regulation does not prevent them.

Preparing a specific regulatory plan for introducing economic activities, by incorporating tax measures, regulating particularly the limits to capacity and to waste generation and management, to distribution and storage of goods with regard to the physical features of the urban fabric and buildings.

M.10.2.4. Coordinating and unifying the different urban development plans inherited

Tourist activities have often been managed through sectoral and partial approaches, such as the Souvenir Plan or Special HUT Plan, which considered, only partially or through specific territorial spheres, the effects of some practices that have become structural in economic terms for the entire city.

We therefore need to review the specific use plans we have inherited and integrate them into urban-development plans with a cross-cutting scope in regulating uses, urban reforms and improvements, by introducing corrective measures, where necessary, to update their effectiveness.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.2.1. Strengthening permanent work spaces with the various public authorities to line up management strategies and share executive and legislative needs: Generalitat of Catalonia, Barcelona Provincial Council and the Barcelona Metropolitan Area, municipalities and tourism trusts.

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.1.3.2. Finding innovative administrative formulas for bringing greater effectiveness to the coordination of plans and management tools relating to the city's tourist uses.

0.1.3.3. Promoting coordination between tourism-management strategies and the other territorial and sectoral municipal policies.

0.2.2.1. Finding formulas for balancing costs and benefits through shared responsibility frameworks with players, without having to activate control or disciplinary mechanisms.

0.2.2.3. Preparing comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.

0.3.4.1. Promoting deep reflection to adapt urban-development management tools - planning, byelaws, inspections - to take on the challenges of the city's tourist uses.

0.3.4.3. A decisive influence on general metropolitan planning - PGM, PDU and other territorial planning and ordering figures - to incorporate tourist uses of the land and find forms of urban-development compensation for their uses.

0.4.1.1. Strengthening disciplinary measures to ensure better compliance with current legislation and coordinated work with the competent authorities.

PROGRAMME 10 REGULATION AND PLANNING



Monitoring and inspecting tourist activities

SUMMARY

Strengthening monitoring and inspection mechanisms to flush out illegal activities linked to tourism, above all the supply of illegal accommodation and activities requiring mandatory compliance under current regulations.

One of the main changes that have been made in the tourist sector over the last few years has been, on the one hand, the explosion of new intermediaries in the tourist sector and, on the other, the development of the so-called *collaborative economy*. These two have changed not only the model for running tourist activities but also the models of the other economic activity sectors. Likewise, facing a surge of these activities that are being developed under the umbrella of innovation and technology, activities are being developed that involve the market of practices outside the sector's legal boundaries, unfair competition -some with strong externalities - in sectors as diverse as accommodation, transport, restaurants and tour-guide services, among others.

That is why we need to increase our inspections and surveillance to ensure compliance with the current regulations. Inspections have been especially active in illegal offers of HUT and irregular tourist accommodation since the implementation of the Tourist-Use Housing Shock Plan, which is aimed at putting pressure on and controlling intermediary platforms. Completely new resources have been introduced that help to make inspections more efficient, optimise results of detecting illegal activities and ensure positive local neighbourhood community life.

MEASURES

M.10.3.1. Stepping up inspections of the supply of illegal tourist accommodation

Increasing the provision of resources to strengthen the team of inspectors and boost the detection of illegal activities and repeated infringements, as key tools for controlling and penalising practices that represent unfair treatment and unfair competition for regulated activities as well as a disturbance to local residential life.

First, we need to ensure that resources are provided for carrying out, with guarantees, the Shock Plan against Illegal Accommodation, presented in June 2016. This plan provides for:

- a) Detection measures: by putting the emphasis on online detection mechanisms for illegal advertisements, as well as strengthening the channels for collecting possible complaints in collaboration with other players, among other things.
- b) Inspection and penalisation measures: by increasing the number of inspectors on the street, but also boosting the opening of proceedings against fraudulent adverts and publications through searches in marketing platforms.
- c) Inter-authority collaboration measures: by strengthening the existing coordinated work by sharing online detection resources with the Catalan regional government and by establishing a direct communication and coordination channel with the Tax Authority.
- d) Regulatory measures: by proposing changes in the current legal regulations to improve the efficiency of the inspection mechanisms.
- e) Awareness-raising measures: to highlight the importance of putting an end to such practices.

This measure is strongly linked to the active accommodation policies put into operation, with special emphasis on the agreements reached with the platforms, by encouraging them and giving them incentives to comply with the current legislation in force (Programme 5).

M.10.3.2. Promoting the creation of an inter-authority meeting point

Promoting the creation of an inter-authority meeting table - other municipalities, the Catalan regional government, the central government - to develop collaboration measures, as well as to discuss regulatory measures together for tackling shared challenges and aligning political and technical positions, to coordinate the strategies of the various territories, areas and institutions.

STRATEGIC CHALLENGES AND GOALS IT RESPONDS TO



STRATEGIC GOALS

0.1.3.1. Continuing the administrative and regulatory development to enable Barcelona to become a benchmark in management, ordering, funding and promoting tourist activities.

0.2.2.2. Looking out for illegal accommodation, in particular the unlicensed letting of entire flats, which puts housing access at risk.

0.2.4.1. Promoting innovative business initiatives that create quality jobs and do not monopolise basic resources such as housing or urban spaces.

0.2.4.3. Controlling and bringing disciplinary action against activities which, under the umbrella of innovation and technology, involve deregulating activities, unfair competition and performance with strong externalities, be these accommodation, transport, restaurants, guided-tour services or any other area of activity.

The following table shows the correspondence between the 30 lines of action under this Plan and the twenty strategic challenges. Once again it highlights the holistic, inclusive and cohesive vision with which the Plan has been drawn up as well as making it clear that all the strategic challenges and goals are tackled by one or more of the lines of action proposed.

OVERLAPPING LINES AND CHALLENGE

	AREA 1	AREA 2	AREA 3	AREA 4	AREA 5
	GOVERNANCE	TOURIST MANAGEMENT	TERRITORIAL STRATEGY	WORK AND ENTERPRISE	PROMOTION AND MARKETING
	R1.1. R1.2. R1.3. R1.4.	R2.1. R2.2. R2.3. R2.4.	R3.1. R3.2. R3.3. R3.4.	R4.1. R4.2. R4.3. R4.4.	R5.1. R5.2. R5.3. R5.4.
1.1. Internal coordination	●	●	●		
1.2. External relations	●	●		●	●
1.3. Participation and deliberation	●		●		
1.4. State and international networks	●				
1.5. Turisme de Barcelona	●			●	●
2.1. Destination Barcelona's Observatory	●	●	●		
2.2. Research and technology	●	●	●	●	
2.3. Education and outreach		●		●	●
3.1. Sustainable tourism criteria		●	●		●
3.2. Marketing the destination				●	●
3.3. Destination's territorial strategy		●	●		
3.4. Tourist attractions and products		●	●		●
4.1. Tourist Mobility Plan	●	●	●	●	●
5.1. Special Urban Development Plan for Tourist Accommodation (PEUAT)		●	●		
5.2. Active policy on tourist accommodation		●		●	
6.1. Managing tourism in the districts	●	●	●	●	
6.2. Crowded spaces	●	●	●		
6.3. Urban balance		●	●		
6.4. Accessible tourism plan	●	●	●		
7.1. Local economic development strategy	●	●	●		
7.2. Promoting employment strategies		●		●	●
7.3. Promoting responsible and socially innovative companies		●		●	
7.4. The exchange		●		●	
8.1. Communication strategy				●	●
8.2. Visitor Information and Reception Plan		●	●		●
9.1. Tourism taxation programme	●	●	●		
9.2. Planning and criteria for IEET resources.	●	●	●		
10.1. Changes in municipal byelaws	●	●			
10.2. Adapting urban-development planning tools	●	●	●	●	
10.3. Monitoring and inspecting tourist activities	●	●			

ANNEXE

1. Strategic Tourism Plan for 2020

Full information on the Strategic Tourism Plan for 2020 is available at

<https://ajuntament.barcelona.cat/turisme/ca/pla-estrategic>

2. Work groups' reports and minutes

All documents relating to reports, documents, minutes, reports on the process and CVs of the reporters.

<http://ajuntament.barcelona.cat/turisme/ca/pla-estrategic/activitat>

3. Strategic Tourism Plan for Barcelona for 2010-2015.

The previous Strategic Plan's main documents are available at

http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/101029_pla_estrategic_turisme_ciutat_barcelona_2010-2015.pdf

4. Evaluation of PET15

The document of the Evaluation of Strategic Tourism Plan for 2015. July 2015.

<http://ajuntament.barcelona.cat/turisme/ca/pla-estrategic/activitat>

5. Barcelona, City and Tourism

The entire document of Barcelona, City and Tourism." Dialogue for a sustainable tourism. Bases for a local agreement for the management and promotion of responsible and sustainable tourism. Presented in April 2015.

http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/150409_barcelona_ciutat_i_turisme_cat.pdf



P L A E S T R A T È G I C



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