

# WORKSHOP REPORTS

## BARCELONA

### WORKSHOP DATES AND LOCATIONS

The first workshop was held on 10<sup>th</sup> and 12<sup>th</sup> December 2014, in the premises of an innovative small-medium enterprise (SME) in Barcelona, specialized in organizing and hosting events, particularly for cultural and culinary meetings and courses. This is a dynamic company run by young entrepreneurs and embodies the dynamism of SMEs under difficult financial circumstances.

### PARTICIPANTS

Participants were selected based on a list provided by the Urban Habitat office of the city of Barcelona, which is responsible for organizing the cities analytical studies, providing consultations, and organizing events on the future of Barcelona as a smart city. The list of invitees consisted of over twenty people including representative of citizens, SMEs and students. Fourteen accepted the invitation, but only seven were actually present at the first workshop, falling to four in the second. Three people attended both the workshop.

Based on the number of attendants and the lack of some key representatives of utilities and citizens, there was a lack of balance to perform a vision which reflects the concern of main parts of city sectors and interests. This is partly corrected by the participation of Anteverti and Urban Habitat, which have an overview of the situation in the cities.

### WORKSHOP 1

Institution	Name and Surname
Responsible for the maintenance and of new projects in the public bus sector, Metropolitan Transports of Barcelona (TMB)	Josep ARIÑO
Consultant from Anteverti	Ana ALCANTAYUD
Head of Projects, Social and Economic Counsel of Barcelona (CESB)	Pascual BAYARRI VALCÁRCEL
Deputy Secretary General, Catalan Chamber of Commerce	Miguel DEVESA VILALATA
Director of Management and Relations, Urban Habitat, Barcelona Municipality	Teresa FRANQUESA I CODINACH
Head of the Department of Electric Engineering, Catalan Institute of Energy	Manel SANMARTI

Research	
Head of Section of local Energy Management, Technical Office of Climate Change and Sustainability, Barcelona County Council	Francesc DE SÁRRAGA MATEO

## WORKSHOP2

Institution	Name and Surname
Consultant from Anteverti	Ana ALCANTAYUD
Director, Anteverti	Pilar CONESA
Head of Projects, Social and Economic Counsel of Barcelona (CESB)	Pascual BAYARRI VALCÁRCEL
Deputy Secretary General, Catalan Chamber of Commerce	Miguel DEVESA VILALATA

## MODERATORS

Institution	Name and Surname
CEPS – case study leader	Jorge Núñez Ferrer
CEPS	Federico Infelise

# I.I METHODOLOGY AND RESULTS FOR VISION BUILDING

## METHODOLOGY FOR VISION WORKSHOPS

The first workshop was structured closely to the methodology presented in the training workshop at the partner meeting in Berlin on September 9 and resumed in the deliverable T4.2 *Case study workshop guidelines*.

## AGENDA

13:00	14:00	Registration and lunch
14:00	14:05	Welcome
14:05	14:15	Introduction of the participants
14:15	14:35	Agenda and objectives of the workshop, description of the vision scenario process and the first workshops
14:35	14:45	Presentation: Barcelona in the global context – challenges until 2050
14:45	14:50	Presentation of the visualization exercise

14:50	16:00	Group activities visualization
16:00	16:30	Coffee break
16:30	17:00	Analysis of results- production of 'Mindmaps' A member of each group presents results
17:00	17:30	Creation of thematic groups – text creation with key points on each subject
17:30	18:00	Discussion of each list of points
18:00	18:15	Break
18:15	18:30	Conclusions – Presentation of the next meeting
18:30	20:00	Cocktail with tapas

The workshops started with a lunch meeting, which allowed for an informal social discussion and reduced the need for introductory interactions. After the lunch a more formal presentation of each person's professional background was done.

The case study leader presented the broader objectives of the POCACITO project, a short presentation of the situation in Barcelona (assessment) and the scope of the visioning workshop. The participants were then split in three groups to describe their vision for the city. Instead of asking the participants to draw pictures, the group was asked to write down their expectations, due to our own perception that participants were highly skeptical of the format of the meeting. This exercise worked and the participants took it seriously. The three groups rotated and expanded each other's lists. There was, however, one unexpected negative impact. When writing the participants focused on describing problems rather than presenting visions, which had a repercussion on the back casting exercise where this needed to be corrected. The participants were asked to create mindmaps from the information they provided. These were then summarized into one large common overview graph see section II.III.

## MAIN SECTORS IDENTIFIED IN VISIONING A FUTURE FOR THE CITY

The discussion highlighted which are the major critical issues for the city of Barcelona:

- *Tourism management*; 8 million tourists each year in a city of 1.5 million inhabitants lead to the native depopulation and economic exclusion of the city center. This affects notably the quality of life in the most central neighborhoods developing new economic and social dynamics that tend to exclude local population. The preservation of traditional local markets (street markets) need to be a priority and particular attention should be paid to the effects of tourism on these realities. Tourism is an extremely important resource for the city but in order to conciliate it more with local population part of the resources derived from touristic activities should be visibly deployed in favor of the residents. A balance between tourism and the quality of life of the local population need to be pursued.
- *Public space management*; very much linked to the first point is the issue regarding the valorization for residents of the public spaces (including touristic areas). Barcelona's citizen need to feel the ownership of the public spaces of the city public space, in order to do that

the characteristic, traditional and local features of the city need to be preserved and taken into consideration in the development of new initiatives.

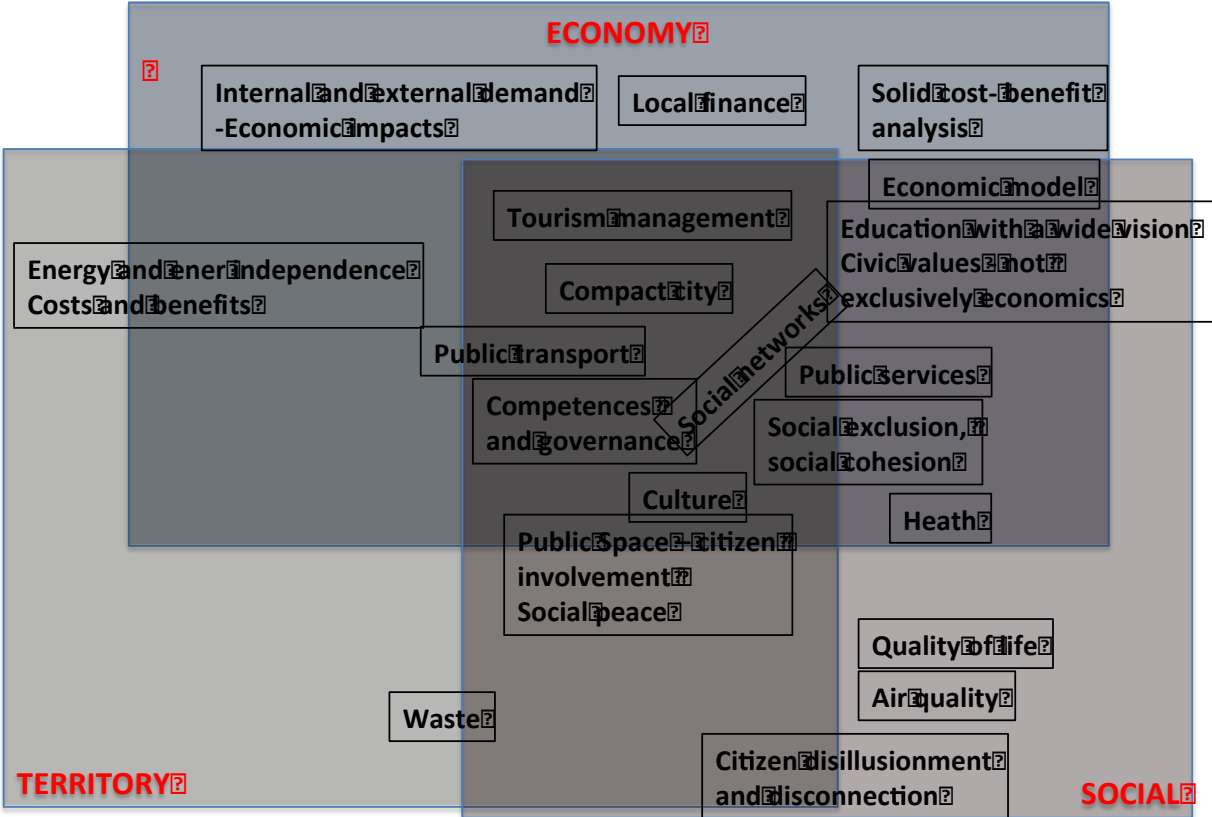
- *Renewable energy self-sufficiency*. This requires clarifying which energy models need to be put in place and which are the barriers (regulatory, financial, technological etc.) impeding their implementation. What is the economic impact of developing smart grids projects and of pursuing energy self-sufficiency?
- Need to develop reliable and consistent *tools to support public policy*. The effectiveness of decisions taken based upon findings of research reports or cost-benefits analysis of questionable accuracy was often mentioned; there is need to develop new tools able to take evaluate in a rigorous way both private and public interests.
- Effective urban planning needs to be supported by stable and *autonomous local financing*. In this view, the reform of legal barrier that are impeding an appropriate self-financing need to be reformed.
- The development of the city's *social networks* needs to be improved.
- Education, not only standard and business oriented, but also social.
- Innovation is needed – research focus of the city for the city
- *Public transport* needs to be efficient, accessible and clean.

## THE 2050 POST-CARBON VISION BARCELONA

Based on the mindmaps generated in the visioning meeting, the moderators created a summary chart characterizing the vision to be used subsequently in the back casting exercise, which identified areas to address. This summary chart was presented in the second meeting.

Chart 1 below summarizes visually the main areas indicated as relevant for the vision. The issues to be addressed and the main objectives for the city were clustered into three focus areas for the vision: economy, planning and social. The challenges and objectives were associated with one or more of these three areas and then discussed. The debate developed into a heated debate at the end.

Chart 1. Areas identified and overlapping sectors



REFELCTIONS

The discussions on the future of the city showed that the city was facing not only a financial crisis, but also a crisis on how to move from single experiments and programmed to large changes while protecting the core qualities of the city.

The city is highly committed to changing the energy system and reducing carbon emissions. Economic sustainability is not considered at risk from a low carbon strategy, but seen as a means to economic development. The city authorities have a sense that some substantial but specific changes are needed in the city management and the legal framework. Substantial importance was placed on the social sustainability of the town. A short-medium vision was predominant, and stakeholders seemed to have a hard time imagining how the city should be 35 years later.

The stakeholders were uneasy with the methodology. Officials from the city have already perfumed other future oriented planning exercises and were skeptical on the value added of this project. They will expect something more advanced for the sensitivity workshop and there will be a need to link it to practice.

## I.I.I METHODOLOGY AND RESULTS FOR BACK CASTING SCENARIOS

### METHODOLOGY FOR BACK CASTING WORKSHOP

This meeting was disappointingly less attended than the first, only half in size. It is clear that attendants are concerned about the value added of such exercises. Future meetings need to reengage with the city authorities.

#### AGENDA

13:00	14:00	Registration and lunch
14:00	14:05	Welcome
14:05	14:15	Introduction of new participants
14:15	14:35	Agenda and objectives of the back casting workshop
14:35	14:45	Presentation of the results of the previous day
14:45	15:00	Presentation of the back casting - exercise
15:00	16:00	Clarification of the visions by subject – significance in practice in the context of the city
16:00	16:30	Coffee break
16:30	17:15	Discussion: <b>WHEN</b> realizing objectives - MILESTONES
17:15	18:00	Discussion: <b>HOW</b> to reach objectives: actions and responsibilities – opportunities and barriers
18:00	18:30	Presentation de results and next activities of POCACITO
18:30	19:30	Cocktail

This meeting focused on the back casting exercise. Given the size of the group, the attendants worked together, pushed by the moderator to identify milestones and actions. To start, each message of the first day was highlighted and treated as follows:

- Make vision milestones from the outcome of the mindmap.
- Identify when to reach the milestone.
- Identify actions and when to start.
- Identify the body responsible.

### KEY POINTS OF THE SCENARIO

The participants had to transform each of their problems and visions into milestones to achieve and actions to make them reality in a clear timeline.

Many of the milestones and actions were considered to be necessary in the short term. Many practical barriers require removing to be able to achieve longer-term goals.

TIME	MILESTONES	ACTIONS TO ACHIEVE MILESTONES	TIME ACTION
2017	Reform of urban management	Better impact analysis rules by the local authorities of projects, better coordination between services	2016-17
2017	Public transport is not only designed radially but in the form of a net	Reform of transport planning Coherence between national, regional and urban area transport authorities; infrastructure planning needs to be integrated	2015-2016
2018	Concentrate coordination powers in the AMB authority	Law reforming the responsibilities of the Barcelona Metropolitan area authorities (AMB)	2018
2022	EU Fiscal decentralization directive		
2025	Smart Grid	Legal reforms to allow RES integration and independent entities  Smart grid with 80% renewables	2018  2040
2020	Reduce emissions from shipping in the port – ships no longer with motors on.	Change rules and build the energy connections	2016-2020
2023	Citizen involvement stronger and incentivized (e.g. through financial mechanisms)	Introduce new systems for citizen participation, ensure that citizens understand repercussions and costs of changes and demands	2020
2025	Young generations with better civic education	Education reform	2017
2025	All waste treated	New rules on waste and proper plans	2020

	and recycled		
2030	Reaching the 3% investment in R&D for region		
2035	No more fossil fuel transport in city	Law to ban fossil fuel transport and phasing in scheme	2025
2045	<b>All</b> buildings renovated and energy efficient	<i>Fiscal and legal reforms</i> to incentivize to building renovation	2022
2050	Having a large SME presence in the city – proximity shops and services preserved	Increase training for businesses - entrepreneurship Maintain and expand local services Legal and fiscal reforms to facilitate the creation of SMEs	2015 2020 2020
2050	Health system guaranteed for all	Reform health system	No specific date

Some interesting aspects were made clear in the workshop. First, the participants saw that what they expect for the future of Barcelona can be achieved in the short and medium-term. Second, they recognized that these changes must be initiated during the next years.

Crucial for achieving many of the milestones is a reform of the competences and the municipalities. The municipal borders are based on the historical city limits and the surrounding villages, today the urban area cannot be run under the present multi-municipal fragmentation of powers. There is a need to have an entity covering the metropolitan area with the appropriate coordination powers. The institution exists, but it lacks the necessary responsibilities and structures, the Area Metropolitana de Barcelona (AMB).

A strong concern is the loss of character of the city and the growing disengagement of citizens. The common feeling of the participants is that the city needs to find a better balance in catering to citizens and its economic goals by promoting tourism and industry. It seems that the pressure to increase foreign revenue may be causing negative effects – even on the tourism sector itself. A balance is needed.



## BACKGROUND SCENARIOS

Participants were asked to identify opportunities and problems, milestones and actions based on the challenges described in the initial assessment of global trends and pressures. The scenarios were not discussed and this will be an issue left for the sensitivity analysis, but the participants felt that the challenges are achievable and that the city has a strong future. In fact, according to the data challenges faced by other cities, such as ageing population are less pronounced due to the strong immigration over the last decades.

## REFELCTIONS

Stakeholders were able to identify a complex and articulated list of obstacles, opportunities, milestones and actions, and to order them along a timeline. However, the identification of actions was not easy and the need to specify them and fit them in a realistic timeline was not evident.

The program of the workshops and the apparent superficial nature of the visioning exercise does not attract sufficient participants or attention. The coordinator of the meeting found difficult to justify the time of the stakeholders present. For the next workshop there is a need to justify their participation and a real strategy to develop meaningful roadmaps is necessary if stakeholders are to be further engaged.