

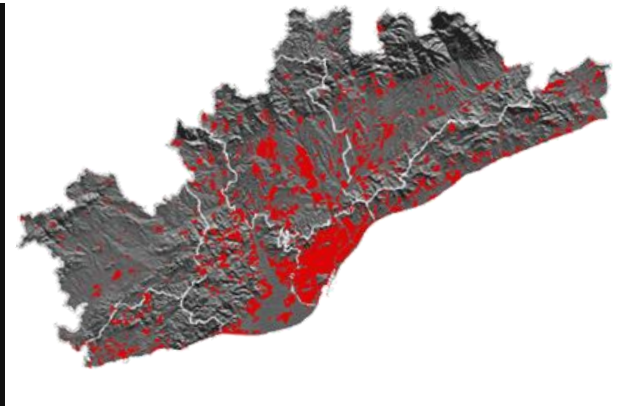
# **Estrategias y retos en regeneración urbana: el caso del distrito tecnológico de Barcelona**

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# Outline

- 1) Physical context
- 2) Understanding within a dynamic urban policy process
- 3) The 1992 Olympic Games
  - Strategic Planning
  - Resource Mobilization: public-private collaboration
  - Preference formation and economic growth agenda
- 4) 22@Barcelona project: Top-down shifting model
- 6) Can Ricart case
- 7) Conclusions and questions



# Stages of the city's urban transformation

- ❑ *1979-1986.* This covers the period from the first democratic elections to the nomination of Barcelona as the host for the 1992 Olympic Games.
- ❑ *1986-1992.* This stage covers the period of preparation for the holding of the Olympic Games and involves a change of scale in terms of urban development.
  - ❑ Coalition building and schemes of cooperation.
  - ❑ Resource mobilization: public-private collaboration.
- ❑ *1992-1997.* This covers the period of the post-Olympic crisis.
  - ❑ Preference formation and agenda for economic growth.
- ❑ *1997- forward.* Consolidation of the Barcelona model?

# Strategic Planning and Public-Private Cooperation

## **City Strategic Plans**

- First Barcelona Strategic Plan (initiated 1988, approved 1990)
- Second (1994)
- Third (1999)

### Plan Goals:

- To take advantage of the momentum of the 1992 Olympics
- To have a vision for the “post-Olympics gloom”
- To gain the support and trust of the private sector

## **Cultural Strategic Plan (1999)**

## **Strategic Metropolitan Plan (2002), (2010 “Visión 2020”)**

## **Strategic Plan for Sports (2002)**

## **Etc.**

# Autonomous Agencies

- ❑ Strategic planning and 1992 Olympics model: autonomous agencies controlling planning and finances.
- ❑ Rational: Efficiency
- ❑ Autonomous agencies involved in the model:
  - ❑ Barcelona **Activa, Inc. (1985)**
  - ❑ Procivesa/Foment Ciutat Vella **(1988)**
  - ❑ Barcelona Promotion, Inc. (1988)
  - ❑ Barcelona Regional, Inc. (1993)
  - ❑ 22@bcn, Inc. (2000)

# 1986-1992: The opening of the waterfront



# The opening of Diagonal Street Generation of a new waterfront







Sagrada TAV

Fòrum2004

22@bcn

# The Catalan Manchester (1860-1960)



Servicio Industrial de M. SALADRIGAS FREIXA  
15. - Hilados de Algodón de las S<sup>ras</sup> LLORENS y Cia  
Sección de máquinas



# 1960-1990: Obsolescence & Degradation



Source: The 22@ Barcelona project

# Pre-existing Housing: Diverse styles, income groups and periods



Year 2000: 9,757 inhabitants per hectare (15,197 in/h in Barcelona)

# Pre-existing Economic Base: family-owned enterprises Transportation facilities + warehouses + suppliers metallurgical industries

new economy



Year 2000: 6,342 firms (39.9% services, 33.3 % commerce, 25.4% industry, and 1.4% construction)

881 professional activities

# A knowledge-based economic district as a means of further economic growth

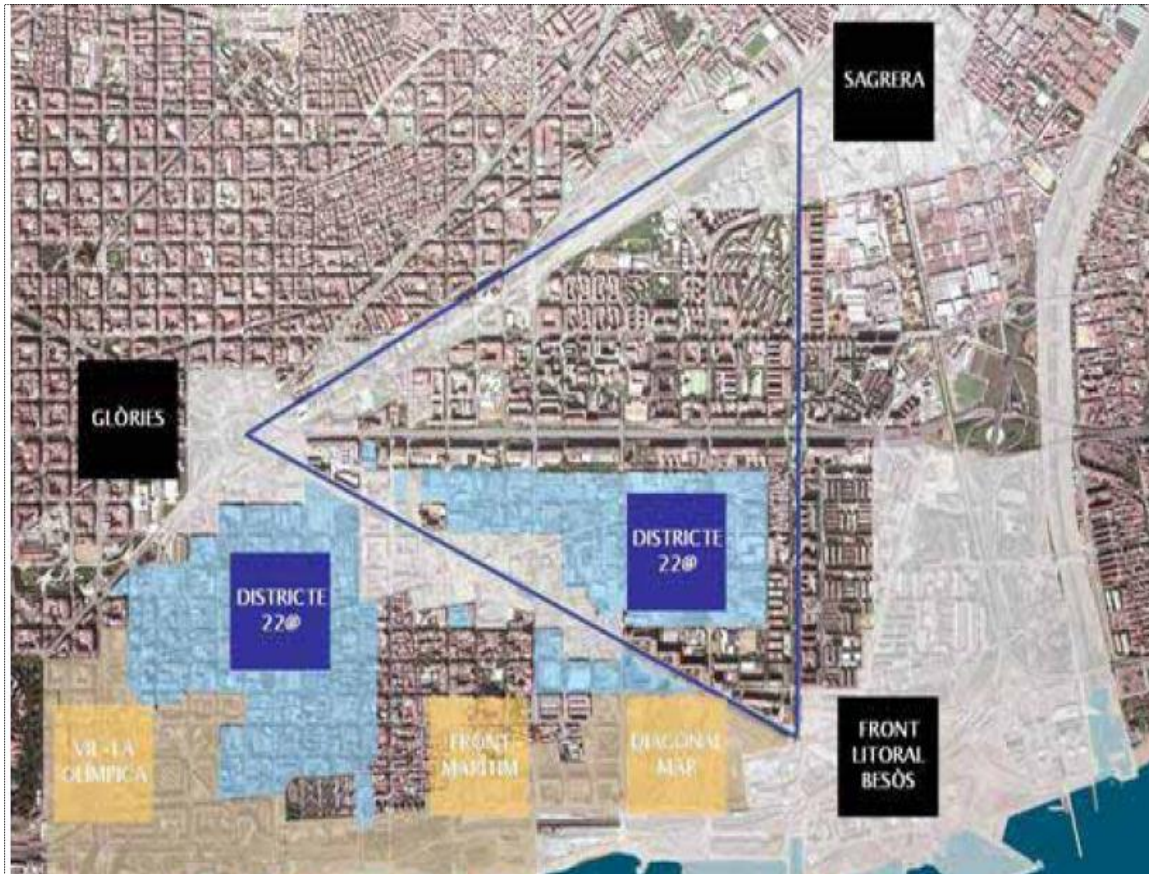
## THE SCALE OF THE PROJECT:

• <b>TERRITORY:</b>	<b>198,26 Ha</b> (115 city blocks)
• <b>NEW GROSS FLOOR SPACE :</b>	<b>4.000.000 m<sup>2</sup></b>
• Productive Activities:	3.200.000 m <sup>2</sup>
• Housing, facilities and services:	800.000 m <sup>2</sup>
• <b>INCREASE IN GREEN SPACES:</b>	<b>114.000 m<sup>2</sup></b>
• <b>INCREASE IN FACILITIES:</b>	<b>145.000 m<sup>2</sup></b>
• <b>INVESTMENT IN INFRASTRUCTURES:</b>	<b>180 million €</b>

“the information and communication technology sector (ICT), as well as those activities related with any other sector linked to research, design, publishing, culture, multimedia, database and knowledge management: in summary, those activities that use information as raw material and whose end product is knowledge” (MPGM, 2000:14).

# 22@Barcelona Project

## Top-down Public Sector Intervention



Source: The 22@ Barcelona project

- ❑ Master Plan (2000)
- ❑ Amended Metropolitan Master Plan of 1976
- ❑ “New Creative Class” hybridized space (high-tech industries, housing, offices, commerce, hotels, amenities and open space)
- ❑ Mix-use, greater density
- ❑ 100,000 to 130,000 new jobs
  
- ❑ Flexibility: In terms of buildings morphology, agents involved, mechanism of transformation.
- ❑ Special Plans (city block, half block, parcels of 2,000 m<sup>2</sup>, consolidated industrial buildings, industrial buildings of interest, consolidated housing fronts,...

# The knowledge strategy in 2000



## ❑ **6 Strategic areas**

1. Lull Pujades Llevant
2. Perú-Pere IV
3. Audiovisual Campus
4. Parc Central
5. Eix Llacuna
6. Lull Pujades Ponent

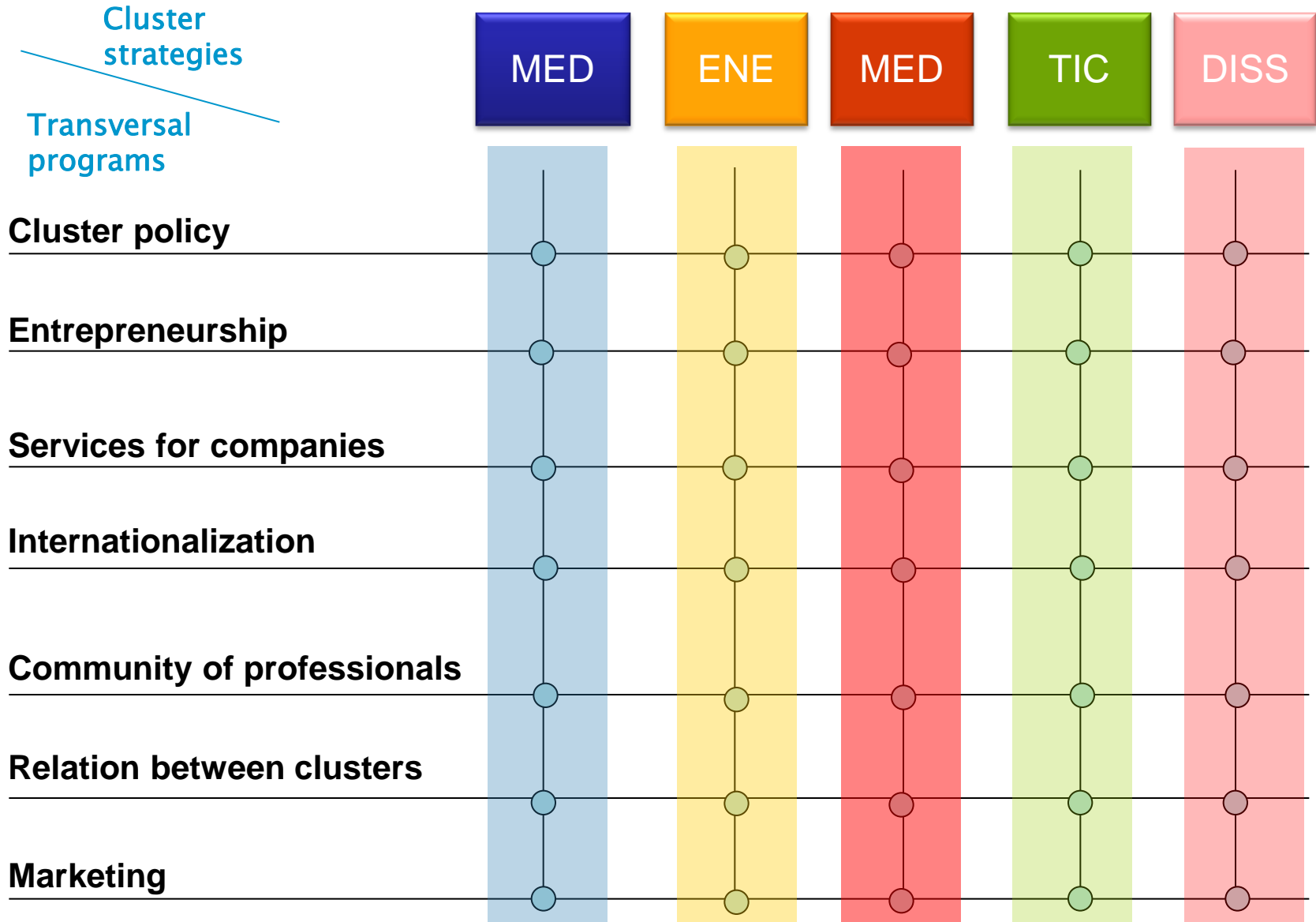
These areas represent 47% of total land targeted

## ❑ **7 Engines**

1. Media – Companies & institutions working in and around the audiovisual sector.
2. Information & communications – e-learning engine university programs + Partnership to attack the headquarters of the European Translation Agency of the EU.
3. Bioscience – Relocation of firms located within the city + attraction new firms.
4. Knowledge spaces (R&D) – Public joint venture (Catalan government's R&D agency, 2 municipalities, Barcelona provincial council).
5. International entrepreneurs - Young entrepreneurs form and out of the country – “Creative class.”
6. Technology transfer – Technological centers with the goal of creating bridges between university and corporations.
7. Social cohesion – Amalgam of social and economic initiatives (promote business associations to neighborhood social objectives)



# The knowledge strategy in 2010



# 22@bcn, Inc.

## Administrative and Corporate Capabilities

- ❑ The capacity to approve planning instruments as well as drafting, processing and approval of town planning management instruments
- ❑ The implementation of infrastructure through projects, finance, execution and management
- ❑ The purchase and sell of land
- ❑ The collaboration with the town planning authorities with respect to licenses and permits
- ❑ The collaboration with the private sector to form public-private “ad hoc Inc.”
- ❑ The promotion of the area to developers and corporations.

# Restricted level of community participation



## Can Ricart Factory:

- ❑ Mid 19<sup>th</sup> century (textile industry) architectonic-historical value
- ❑ 34 small business, 240 jobs
- ❑ Symbolizes grassroots movement initiatives: Fòrum de la Ribera del Besòs

# Outcomes

- <http://www.youtube.com/watch?v=4m-YdQLtFfY&feature=related>

Anna Majó Crespo, directora de Sectores Estratégicos e Innovación de 22@Barcelona  
Marzo 2011

## Outcomes:



**Urban transformation:** 117 approved plans  
2.830.596 square meters of floor space.

## Economic transformation:

Data provided by 22@Barcelona project census in december 2010, in a 10-year period:

- 4.500 new companies. 47% relocations
- 1.502 new companies established related to the clusters.

## Scale shift:

from the 22@ project  the city  the metropolitan level

# Conclusions and open questions

- ❑ The “22@ Barcelona” project is the product of a top-down urban policy with three key agents: the local council, technocrats/experts, and local business elite, with very limited citizens participation.
- ❑ The project has to be framed into council’s urban agenda shifted from an initial redistributive approach in the early 1980s to a boosterist approach dominated by property development since the 1990s. The shift from redistribution to boosterism is the result of preference formation of an urban regime that was incited in the context of the preparation for the 1992 Olympic Games + globalization process.
- ❑ Highly successful in urban morphology transformation. From an economic perspective there are open questions.
- ❑ Social Equity - A growing pressure for greater accountability and commitment to equity in urban policy instigated by grassroots movements, which are slowly regaining political bargain power in urban issues. Need for a new model of urban governance in the present crisis?
- ❑ A shift to the metropolitan scale.

Thank you!  
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