Application of The 22@ new governance with the real quadruple helix in Barcelona

A. Profile of the Initiative

<table>
<thead>
<tr>
<th>Geographic Region</th>
<th>Western Europe and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country/Region</td>
<td>Spain</td>
</tr>
<tr>
<td>Name of City/Local Authority</td>
<td>BARCELONA CITY COUNCIL</td>
</tr>
<tr>
<td>Organization</td>
<td>BARCELONA CITY COUNCIL</td>
</tr>
</tbody>
</table>

Basic City Data

- Population size: 1,620,809
- Population Growth Rate(%): 1.37
- Surface Area (sq.km): 10135.000
- Population Density (people/sq.km): 15.992
- GDP Per Capita (U.S.$): 89627.000
- GINI Index: 0.284

Main source of prosperity (e.g. industry, trade, tourism, creative industry, etc.): ICT, media and creative industry, industrial design, biotech and energy; also, tourism, trade and all kind of services. Barcelona has a very diversified productive model.

B. Title and Abstract

For a large integrated initiative, please consider submitting up to three initiatives under the same title. For example, you may wish to submit under “Low-Carbon Urban Development for My City” an initiative on public transport, an initiative on energy efficiency in buildings, and an initiative on use of renewable energy.

<table>
<thead>
<tr>
<th>Title or Tagline of the Initiative</th>
<th>The 22@ new governance with the real quadruple helix in Barcelona</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-title</td>
<td></td>
</tr>
<tr>
<td>Start date of the initiative</td>
<td>2017-03-01</td>
</tr>
<tr>
<td>Tentative End Date of the Initiative (if not yet completed)</td>
<td>2018-11-30</td>
</tr>
</tbody>
</table>

Thematic Areas

- Social
- Economic
- Environmental
- Governance/Management

Abstract/Short description of the innovative initiative being submitted for Award (150 words max)

It is 18 years from the start, in Barcelona, of the 22@, a successful urban integral transformation that specialized this area on the knowledge economy in a public-private
basis and that has been considered a global inspiration for lots of other cities. However, some criticisms have been done in the sense that it had been too much top-down and that neighbours were neither involved nor considered in the design and development of it. Hence, the needs of the civil society and the impact of the plan on them were underestimated. They don’t want to be no more the “business district” but a more liveable one.

Therefore, in this new phase, the new municipal government has revived the 22@ urban transformation but focusing on the development of a real 4ple helix governance, balancing its strategic vision with the needs and participation of citizens, academia and private sector. They created 22@ Committee, whose mission is to coordinate the different holistic and synergic dimensions of urban development, who has organized an innovative participation process, including citizens, universities, business companies and the public sector.

C. Background Information
Describe the legislative or policy framework under which the initiative is taking place, for example, a public policy document at the central or local government level, a policy statement, a covenant, a compact or internationally recognized agreement including, for example, the Sustainable Development Goals, and/or the New Urban Agenda

This initiative results from the Municipal Action Plan, where participation and sustainable city transformation are key pillars. In concrete, it is a pioneer application of the recent local Regulation of Citizen Participation.

The citizen final proposals, as approved by the City Council through the 22@Committe, are expected to be urban planning measures for a modification of the General Metropolitan Plan, mainly 22@ not transformed or refurbished zones; economic activity measures; and measures for programs and services in publicly-owned spaces.

D. Summary of the Origins of the Initiative
Describe how the initiative came about and what challenges or issues of sustainable development it is meant to address using the following lead questions as your guide. (350 words max)

1. Describe briefly the reason(s) for undertaking the initiative including social, economic, political or cultural challenge(s) or issues confronting the city/region/community. Include where relevant number of people, enterprises or institutions affected.

The City Council, after 18 years of the approval of the current 22@ planning, and after the crisis and some criticism, decided to boost again the innovation district, with 114.000 inhabitants, through the participatory process. Up to now, 1,600 social houses and 14,000 m2 of built equipment were constructed in the area. The number of companies were
multiplied by 3 (3,400 to 10,300), and the number of workers, by 2.7 (33,800 to 92,100).

This time, however, it needs to adjust the innovation district model to sustainability and inclusiveness for all kind of people and companies.

2. Describe the goals of the initiative in terms of desired change or outcome and timeframe for achieving the change or outcome (for example, change in policy, strategy, business model, technology, means of implementation, financing arrangements, human development and empowerment, measuring and evaluating progress and impact, etc.).

This new governance process involved more than 1,000 people, with the aim of rethinking collectively, specially citizenship and economic agents, a joint strategy to improve the urban grow and its impact.

The new wave of urban transformation must be good for everybody. It is expected to develop near 50 diverse proposals arisen in the participatory process where citizenship is empowered, which should impact in the transformation of 22@ in a more sustainable and inclusive district distinguished by its innovation but also for its liveability and adaptation to the new lifestyles and social needs.

3. Describe whether the innovation involves any partnership (public-public, public-private, public-community, etc.) and if yes, who is or was the leading partner(s), the role they each played and whether other parties have benefited or are benefiting from your innovation and how?

Based on a systematic dialogue between the 4 helixes of (public, private, academics and citizens), this innovative governance has discussed needs and interests of each kind of stakeholder. The project, leaded by the local government, has built a new model for common discovery of win-win strategies and actions plans.

The district renewal has, moreover, the objective to push innovation in the traditional current sectors in the city, especially in ICT, creative industry and green transition.

4. Describe the resources used for implementing the initiative, including funding/financing strategy or arrangements and any significant contributions that are not in cash, for example, in human, technical or managerial resources.

The process is leaded by BIT Habitat, supported by the District Council of Sant Martí, the Department of Urban Ecology and Mobility and the Department of Business and Tourism.

However, it has the complete commitment and resource assignation of all their partners; 3 neighborhood’s association, 22@ network (business association), 4 universities and some other organizations, as the Barcelona Metropolitan Strategic Plan Association.

Ca l’Alier is the new public equipment specifically oriented to urban innovation and the meeting place for the quadruple helix.
E. Summary of the Innovative Aspect(s) of the Initiative

Describe the innovation for the initiative using the following lead questions as a guide. (350 words max)

1. Describe whether the initiative should be considered evolutionary or revolutionary. Evolutionary would imply that innovation evolved over time based on lessons learned from experience and that the changes or outcomes are cumulative. Revolutionary would imply something quite new or something that has been borrowed from elsewhere but never been tried before in the sector or context in question and therefore bears a certain degree of risk. If it’s borrowed from elsewhere, describe what the linkage with the other preceding experiences is.

The initiative could be considered as revolutionary, since the idea of quadruple helix has not been ever really involved in any important decision-making process in Barcelona. It is believed that the framework of a local concrete urban development is one way to make it possible, assuming the apparent risk of having “not professional” stakeholders in the governance.

It is co-led by the neighborhood through an open and inclusive methodology that guarantees a real participation of the citizens in all the phases, from the scouting tours and discussion of a shared diagnosis of challenges and needs to the determination of strategic and concrete proposals for the future of 22@.

Barcelona is willing to test these kinds of processes, far more discussed than applied, together with other cities, like Helsinki, Amsterdam, Bilbao, Paris and Melbourne. This group learns together from each other, being 22@ original plan itself, the first innovation district in the world, one of the highlighting inspirations.

2. Describe where the innovation is being applied, for example, in policy or strategy; planning, design and implementation; business model or financing arrangement; tools and technology; governance and administration; etc

Innovation is applied in governance. The project attempts to take to the end the idea of having academia, business and, specially, citizenship in the design of a new piece of the city. Therefore, much more time and resources have to be assigned to assure that everybody has the same basic knowledge (key concepts on urban planning, economics and business, housing market, etc.), to have a fair initial common point in the workshops and committees.

This governance means innovation in other fields, like new transparency requirements in management, new collaboration perspectives in implementation, new business models in the ownership and use of housing, etc.

3. Describe whether there was or are any obstacles or resistance to the innovation and if so, how were/are they being overcome.
Although everybody’s expectations were high in this project and a fair dialogue can be observed between the different stakeholders / helixes, Barcelona have some historic agents that once were key to achieve steady growing states but now have a block-in effect. The work of trustworthy politics and professional civil servants, together with experts on participation, innovation and urban planning, has been critical to save, for the moment, these conservative pressures.

To avoid the risk of slow down the project beyond the current mandate, it will look for long term agreements.

F. Summary of the Desired Change or Outcome and how it is being Measured

Describe how the initiative, and in particular the innovation, is or will be making a qualitative and/or quantitative change and how that change or outcome is being measured. (350 words max)

1. What change(s) or outcome(s) have you already achieved or hope to achieve? Please describe the nature of the change(s) or outcome(s) in, for example, improved quality of life; new levels of social, economic or environmental sustainability, including new attitudes and behavior; improved efficiency, effectiveness, accountability or transparency, etc. Please describe the scale of the change, for example, primarily local, regional, national or global and where possible, please quantify the change(s) or outcome(s) being achieved.

The principal change to achieve is an urban innovation district with improved living conditions for its neighbors, through a mixture of uses and activities and avoiding a monofunctional area. It is expected to have in 15 years, for the north of 22@, the same growing rates that the ones in the south in the last 18 years: 1.700 new companies, 20.000 new employees and from 6.000 to 10.000 new houses, especially social housing. The news, this time, is that 1.000 people will be involved in the project during this period.

The project also aspires to test and find the emergent urban lifestyles solutions (greener, more collective and maker, more experiential and less owned, more connected and digital) to co-create new markets and opportunities for its entrepreneurs. The city appears as a living laboratory for the traditional sectors.

2. What indicators or metrics are you using to assess the change? Describe who is doing the measuring, and who is using the measurements and how.

For the moment, 48 concrete proposals, collected from the quadruple helix governance, compose an official dashboard to be followed up with the created governance in the next years.
BITH, by order of the city council, is who will follow-up this interdisciplinary project and the previous indicators. Barcelona learned, in the former phase of 22@, that the best way to assure this function is a city-owned company or agency. Hence, BITH will oversee the accountability to civil society, academia, business and other public organizations.

3. Describe any specific tools or methods that were developed or applied to improve the chances to attain the desired outcome or change, for example, new working methods, new data and information, new incentives or disincentives, new means of communication and knowledge, new technology, etc.

Four concrete tools are being critical in the process:

- “Decidim” on-line platform, to manage the continuous and interactive participation of the different stakeholders.
  https://www.decidim.barcelona/processes/Repensem22a?locale=ca
- “Scouting tours” with citizens and companies, to know, research and take conclusions of the needs of the district, avoiding gossip.
- Transversal training sessions / discussions, to learn, the citizens, basic concepts generally reserved for the professionals.
- Thematic working groups composed by professionals of the quadruple helix.

4. How does the initiative and its intended changes or outcomes contribute to a new image or reputation for your city or community?

The new urban innovation district with its new improved lifestyles and new markets are necessarily new facts to aggregate and refund the Barcelona city branding, as first European Innovation Capital that was in 2014 (https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/prizes/icapital/icapital2014_en). This social innovation reputation will result in more quality of living conditions and also in new visitants, tourism, talent and investments.

G. Describe what you think other cities can learn from our initiative and what your city/community is prepared to do to further that learning.

Choose any of the above headings or a particular aspect of the initiative that you wish to highlight and that you think best describes the reasons why the innovative aspect(s) of the initiative could be of benefit to improving social, economic and environmental sustainability in cities and regions and, in so doing, to advance the prosperity and quality of life of their citizens. (400 words max)

Barcelona has the strategic goal to consolidate 22@ as a node of the current global urban transformations. The governance of the project aims to facilitate a global urban laboratory, showroom and forum. The district, particularly identified with the just refurbished old
industrial building Ca l’Alier (the new Barcelona Urban Innovation Centre), are thought to become a common place for all innovative world cities to test (lab), learn (showroom) and discuss (forum) about the future of their urban issues, in a collaborative way, far beyond Barcelona’s case. These last 18 years several cities have already visit 22@ to get inspired by Barcelona urban strategies and concrete policies, contributing together to the interchange of ideas and case studies.

Barcelona is identified for its innovation and smart city focus, but it should be associated, in a similar proportion, to the participation of the neighborhoods and districts in their development as complex communities. 22@ new model is so social than innovative, and it is believed that such mixture of values is a global trend, not only of Barcelona. Therefore, the City council thinks that this project and the associated innovative governance model will take care of balancing these two values within the city brand.

H. Relevance of the Initiative to the 2030 Agenda for Sustainable Development, Commonly Referred to as the “Sustainable Development Goals” and to the New Urban Agenda.

Please tick the most appropriate boxes and provide a brief description of the relevance of your initiative in relation to the relevant goal(s). Please also refer to the complete text of the Sustainable Development Goals at: www.un.org/sustainabledevelopment/sustainable-development-goals/

| Goal 3: Ensure healthy lives and promote well-being for all ages |
| Goal 4: Ensure inclusive and equitable education and promote life-long learning opportunities for all |
| Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all |
| Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation |
| Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable |
| Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all |

I. Descriptive Materials in Annex to the Document

These are materials destined to allow members of the Technical Committee and the Jury to have a better understanding of the context of your initiative which is a very important consideration. Please
do not exceed the specifications below; anything that exceeds these specifications may not be availed to the Technical Committee or the Jury. Please provide, where possible and relevant, the following:

◆ Up to 5 press clippings or copies of covers and tables of content of reports published on the initiative.

◆ Up to 5 photos (with titles) that best illustrate the initiative (.jpeg at 300 dpi, 2000 x 2000 px max).

◆ Up to 5 graphics that best illustrate the initiative (300 dpi). These graphics could illustrate for example, trends, ratios or percentages; tools or technologies; etc.

◆ 1 map that best illustrates the physical context of the initiative (300 dpi)

◆ 1 chart that best illustrates the initiative (300 dpi)

◆ 1 technical drawing (300 dpi)

J. Additional material

Any additional material such as videos should be submitted on a DVD/CD or by email to the Secretariat at info@guangzhouaward.org.

Note: Any additional material should be submitted to the Secretariat via email or mailing.

The Guangzhou Award Secretariat
Tel: +86-20-66289390
Fax: +86-20-66289391
Email: info@guangzhouaward.org
Address: 3901-02, Pearl River International Building, 112 Yuehua Lu, Guangzhou, P.R. China