

National Level

1. Sustainable Tourism Strategy for Spain 2030 (in Spanish)

<https://turismo.gob.es/es-es/estrategia-turismo-sostenible/Documents/directrices-estrategia-turismo-sostenible.pdf>

This national agenda for sustainable tourism proposes to address challenges in the sector in both the medium- and the long-term, seeking sustainability in socioeconomic, environmental, and territorial terms. The 10-year plan is being constructed in a participatory process with experts in tourism from each region of Spain. It proposes a new model of tourism focused on bettering Spain's competitiveness and profitability in the industry, defining and differentiating the natural and cultural values of its tourist destinations, and distributing both the benefits and the negative externalities of tourism more equally. Furthermore, it seeks to engage territorial networks, to make sustainability a key part of Spanish tourism's brand, to reduce negative externalities of tourism (creating a better balance for citizens and visitors), and to create new digital strategies for tourism marketing and management that place Spain at the forefront of the sector in this new digital age.

Regional Level

Economy

2. Catalonia 2020 Economic Strategy (in English)

http://catalunya2020.gencat.cat/web/.content/00_catalunya2020/Documents/angles/fitxers/ecat2020_en.pdf

In accordance with the new framework established by the European Union in its Europe 2020 Strategy, and building on the experience gained from the two previous Strategic Agreements for the competitiveness of the Catalan economy (2005-2007 and 2008-2011), the Catalonia 2020 Strategy is an initiative designed to ensure the long-term competitiveness of the Catalan economy and better employment options in the region, establishing a roadmap for economic recovery from the 2009 economic crisis while also preserving the model of social cohesion. This strategy covers the period 2012-2020 and is based on adapting production in line with the model of smart, sustainable, and inclusive growth promoted by the European Union. Its six priority areas include: employment and training, social cohesion, innovation and knowledge, entrepreneurship, internationalization, and the green economy.

Tourism

3. Strategic Plan for Tourism 2018-2022 (full plan in Catalan)

http://empresa.gencat.cat/web/.content/20_turisme/coneixement_i_planificacio/documents/arxius/Pla-estrategic-de-turisme-de-Catalunya-2018-2022.pdf

Abstract available in English here: http://empresa.gencat.cat/web/.content/20_-_turisme/coneixement_i_planificacio/documents/arxiu/Pla-estrategic-de-turisme-de-Catalunya-2018-2022_en.pdf

This current strategic plan seeks to establish how tourism activity in Catalonia will be managed over the period 2018-2022. The plan considers different scenarios regarding the volume of international tourists that Catalonia could receive in the future, contemplating the potential figure of 35.6 million international tourists in 2030, and 21 million tourists in 2022. Within this framework, the plan aims to make Catalonia one of the best tourist destinations in the Mediterranean and to achieve the following objectives by 2022: 1. Increase spending per day per tourist; 2. Reach 37% of tourists visiting in the months of March, April, May and October; 3. Increase the proportion of tourists staying at inland destinations to 10%; and 4. Apply smart growth management to reach 21 million international tourists in 2022. To achieve these goals, the plan's strategic map includes the following pillars: delivering an exceptional tourism experience; capturing and retaining the right customers; attracting the necessary investment to develop new goods and services; implementing the best smart tourism practices; improving its competitiveness; decentralizing tourism from Barcelona and the coasts to ensure a more even territorial development; and conducting an in-depth overhaul of its organization, management, and governance structures.

4. Strategic Tourism Plan for Catalonia 2013-2016 and Catalan Tourism Directives 2020 (in English) http://empresa.gencat.cat/web/.content/20_-_turisme/coneixement_i_planificacio/recerca_i_estudis/documents/arxiu/plan_en.pdf

This strategic tourism plan directly predates Catalonia's most current plan. It defines the basic principles of the Catalan tourism model in the medium-term and directs the tourism policy of all actors in the sector, both public and private, particularly that of the Government of Catalonia (Generalitat de Catalunya). It contains guidelines for developing a tourism model governed by criteria of 'sustainable competitiveness': a balance of quality and quantity in tourism that enables future continuity to be ensured on the basis of economic, environmental, and social sustainability. The priority goals laid out stress improvement in tourism quality indicators: 1. Increasing daily expenditure per tourist, 2. Increasing total income from tourism, 3. Increasing income outside high season (September to June), 4. Increasing the average length of stay per tourist, 5. Increasing the tourist repeat rate, 6. Increasing the tourist satisfaction rate, 7. Reducing the offer of obsolete accommodation, 8. Increasing the strength of the Catalunya brand, 9. Improving territorial balance in GDP from tourism, and 10. Improving tourist use of natural and cultural heritage in a sustainable manner. In addition, the plan defines a differentiated marketing plan based on four different topologies found in the region: the coast, urban areas, mountainous areas, and inland areas.

Local Level

Economy

5. Barcelona Green Deal: A New Economic Agenda for Barcelona until 2030 (in Catalan) https://ajuntament.barcelona.cat/economiatreball/sites/default/files/documents/GreenDeal_abril2021.pdf

This economic agenda sets out the city's new plan for post-COVID economic recovery and the city's economic growth in a general sense, with its scope reaching until 2030. This plan is based on the

interaction and cooperation of six key sectors: the digital, creative, local business, tourism, IT, and health sectors. It will focus strongly on the development of IT and digital solutions to current local and global problems, as well as putting sustainability at the center of its strategic efforts. A noteworthy change is the city's decision to prioritize its reconfiguration as a "digital city" rather than relying on tourism to the same extent as in the pre-COVID past.

Tourism

6. Barcelona Tourism for 2020 (in English)

https://ajuntament.barcelona.cat/turisme/sites/default/files/barcelona_tourism_for_2020.pdf

This is Barcelona's most recent (pre-COVID) strategic plan for tourism, which was created through a participatory process of reflection and the sharing of institutional knowledge about tourism and its effects on the city. It seeks to address the key challenge of managing tourism in the city by making it compatible with the other needs of the complex, heterogeneous city that is Barcelona. Serving as a roadmap for tourist policies over the next 5 years, the plan is based on seven provisions for the design and management of tourism: 1. defining the co-constitutive relationship of tourism and the city; 2. shifting from being a model of tourism to a tourism city; 3. widening the tourism spectrum from tourist to visitor; 4. making tourism a collective issue; 5. defining the comprehensive management of tourism; 6. exploring variable destination geometries; and 7. combining sustainability and competitiveness as key pillars of Barcelona's tourism strategy. The plan offers a citywide strategy aimed at guaranteeing the destination's sustainability and promoting, fostering, and demanding responsibility for the actions, practices, and activities that make up the city today, thereby also shaping the city of the future. The following ten action programs are the broad categories under which Barcelona will enact specific measures over the coming years: governance, knowledge, the promotion of "Destination Barcelona", mobility, accommodation, managing public spaces, economic development, communication and inclusivity, taxes and funding, and regulation and planning.

7. Tourism Mobility Strategy in Barcelona (in Catalan)

https://ajuntament.barcelona.cat/economiatreball/sites/default/files/documents/mesura_de_govern_mobilitat_0.pdf

This document was created to respond to the growing challenges of managing mobility in the city as a result of the increasing number of tourists in Barcelona, as well as the medium-term growth forecast of the city in general. The plan uses institutional knowledge of tourist mobility to incorporate these patterns into the general fabric of urban mobility; it continues to view tourist mobility as a separate, though related, issue to urban mobility as a whole. Its general objectives are to promote a mobility that is safe, sustainable, equitable, and efficient. Thus, the plan seeks to reduce accidents and increase respect between users of different transportation modes, reduce transportation's negative impact on the environment, promote social cohesion and guarantee the right to mobility of all residents and visitors in the city, and reduce congestion in the city. Furthermore, the plan is composed of 12 action proposals, including: promoting and privileging foot traffic over other types of motorized traffic, seeking new methods of balancing tourist and local demand on public transportation, advancing a new model of regulation for tourist-specific transportation, bettering the network of public transportation across the city (particularly bus lines), and implementing better systems to monitor tourist mobility.

8. Special Tourist Accommodation Plan (PEUAT) (in Catalan)

https://ajuntament.barcelona.cat/economiatreball/sites/default/files/documents/peuat_turisme_barcelona_0.pdf

The Special Tourist Accommodation Plan (PEUAT in Catalan) is an urban planning instrument to regulate and control tourist accommodation in the city, including youth hostels, student residences offering temporary accommodation, and tourist apartments, that ultimately seeks zero growth for tourist accommodation throughout the city. This regulation was drafted in response to the need to make tourist accommodation compatible with a sustainable urban model based on guaranteeing fundamental rights and improving quality of life for city residents. In addition to city-wide common conditions, the plan defines four specific areas with their own regulations. Each area is characterized by the distribution of tourist accommodation in its territory, the ratio between the number of tourist places available and the current resident population, the scope and conditions in which certain uses are provided, the impact of these activities on public spaces, and the presence of tourist attractions. When one tourist accommodation ceases its activity in a congested area, a new license may be permitted in uncongested areas, or the city may allow for the regrouping of accommodations in the “maintenance” or “growth” areas of the city. This plan came into effect on March 6, 2017, though it was challenged by several stakeholders in the city and is currently under legal review.

9. Legal Measure: Promotion of the participatory process on the Barcelona tourism model (in Catalan)

https://ajuntament.barcelona.cat/economiatreball/sites/default/files/documents/150720_mesura_de_govern_-_impuls_proces_participatiu_0.pdf

This 2015 legal measure explains the city’s need for creating an open, transparent, and participatory process for defining the model of tourism that best represents Barcelona’s needs, strengths, and future challenges. Given the vast number of actors in the tourism sector and the equally large number of interests at stake, this measure aims to engage representatives from all areas of the city related to tourism, including actors from the public, private, and third sectors. After setting out many of the negative externalities the city currently experiences as a result of tourism and all relevant legal precedents, the document establishes three main proposals: 1. The suspension of processing licenses for new tourist accommodation establishments, student residences, and youth hostels; 2. The elaboration of a special plan for the regulation of Tourist Accommodations; and 3. Updating the Strategic Tourism Plan of the city of Barcelona. It also highlights the importance of having a permanent space for dialogue and working alongside citizens, thus proposing the creation of the Tourism and City Board (Consell de Turisme i Ciutat), which develops structures of citizen participation and incorporates residents’ most pressing needs into public policy on the planning and management of tourism. Finally, the document calls for reworking the terms of previous laws on the State Tax on Tourist Establishments (IEET), which represents a significant economic return from tourism to the community, so that these funds can be used more adequately to sustain tourist activity and mitigate its negative effects.

Culture/ Social Action

10. New accents 2006: Barcelona Strategic Plan for Culture (in English)

<http://www.bcn.cat/plaestrategicdecultura/pdf/StrategicPlanBCN.pdf>

This document provides an update to the 1999 Strategic Plan for the Cultural Sector, with the Institute of Culture of Barcelona offering updated objectives and additional lines of work to the plan that had previously served as a reference for cultural policy in the city and had made culture the central focus of political policy in Barcelona. The 2006 plan continues with the same strategic lines of work: 1. culture and internationalization; 2. building a more urban world; 3. coexistence, interculturality and cultural participation; 4. competitiveness and attractiveness; 5. urban projects and cultural production; 6. cultural facilities; and 7. a new framework for cultural policies and the Agenda 21 for Culture. However, due to the successful completion of specific projects from the 1999 plan, this document sets out new actions and projects to be carried out, taking into account the growing process of globalization and environmental problems that continue to generate new challenges in cities today. These new projects include: 1. Barcelona Laboratory; 2. initiating the strategic axes of culture, education, and proximity; 3. Barcelona, Reading City; 4. the Program for Intercultural Exchange; 5. Barcelona Science; 6. ensuring and improving the quality of cultural facilities; 7. promoting the exploration of knowledge, memory, and city; 8. Barcelona, cultural capital; 9. increasing cultural connectivity; and 10. the Barcelona Council of Culture (similar to the Tourism Board).

11. Municipal Action Plan (PAM) 2016-2019 (in Catalan)

<https://ajuntament.barcelona.cat/estrategiaifinances/sites/default/files/Documents/PDF/PAM2016.pdf>

This municipal action program seeks to provide concrete solutions to bettering social issues in the city as a whole, as well as establishing actions related to each specific district. Drafted as the result of an entirely participatory process run by “Decidim.Barcelona” (We Decide Barcelona), the program focuses on five main strategic lines: 1. A diverse Barcelona that guarantees quality of life, 2. A Barcelona with a push for a plural economy, 3. A more human Barcelona in the process of ecological transition, 4. A participatory Barcelona that guarantees good government, and 5. An open Barcelona that is committed to the world. The first axis aims to treat a broad variety of social issues related to social justice; personal autonomy; education and knowledge; gender equity and sexual diversity; life-cycle differences; housing; health and healthcare; migration, interculturality, and zero discrimination policies; defending and protecting human rights; culture; sports; and coexistence and security. The second axis focuses on the city’s economic development and an economy of proximity; cooperative social and solidarity economies; new public leadership; quality employment; and **sustainable tourism**. The third axis incorporates plans to address the environment and use of public spaces, green urbanism and biodiversity; city planning for its neighborhoods; sustainable mobility; and energy use and climate change. The fourth axis, related to governance, provides actions for the establishment of a transparent government that achieves its goals; citizen participation; community action; smart and inclusive administration; and efficiency and professionalism. Finally, the fifth axis outlines Barcelona’s plan for social justice and to become a sanctuary city in the midst of global waves of immigration.