



## WS 4. The Gates to the City

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### Executive Summary 14.09.30

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You are holding the summary of the debate on the gates to the city which was held in the virtual space of the PDU from the 11<sup>th</sup> of July until the 8<sup>th</sup> of August.

This debate has developed a series of questions which were expressed during the presentations held at the Workshop held in El Prat de Llobregat on the 11<sup>th</sup> of July.

One main conclusion emerged from this debate: fostering large metropolitan infrastructures requires joint leadership so they can operate as a whole, based on the common interests and through joint objectives, action plans and projects.

This shared strategy will help to promote and position the region as a global HUB and MEETING POINT, without forgetting the need to include the scalability of actions and environmental sustainability.

In short, this strategy will help to even further define the uniqueness of the Barcelona metropolitan area.

Enjoy the read,

PDU\_metropolitan Team

## 8 Opportunities in the debate on the Barcelona metropolitan area within the European urban system.

**Opportunity 1.-** Zona Franca and the adaptation of a flexible array of industrial land, logistics, accessibility, different typologies, etc.

*The location of the Zona Franca area within the city and the difficulties of promoting growth there, partly due to its lack of updated urban planning, management instruments and financing difficulties.*

*In my opinion, promoting growth means two different strategies in the short and long term. In the short term we have to think about tweaking the planning; in the longer term we have to think about the PDU. And we have to decide which measures fit in the first and second strategies. Not everything can be put off for the PDU, since it is a complex, slow-to-develop instrument.*

*I totally agree that there are two speeds, so it is even harder to understand why the short-term strategies have not been carried out through the relevant minor changes, since it is easier to formulate and formalise them than the PDU. It might be the time to begin to make proposals for an MPPGM (occasional modification of the General Metropolitan Plan).*

The PDU should be used to channel the push-pull tensions between the metropolitan area and its gates. Because, after all, who serves whom?

*We have to get over the regulatory obsolescence of the urban planning norms which do not allow new activity classifications or new space classifications to be added ... we have to understand, adapt to the new economy, to the new financial situation of companies that are looking for places to set up, grow and develop in a competitive global market which moves very quickly what is needed is... ultimately, to include more flexible, multifaceted elements... The word flexibility appears once again in this debate on the PDU.*

**Opportunity 2.-** The port, which is effective in serving container shipping, calculating the capacity of the inflow of tourists but also with its sights set on its environmental repercussions

*Regarding the environmental impact, and associating it with the statement of the General Manager of the Port on the wisdom of tourist cruise ships, it was fascinating that the port says that it loses money with these actions... and that the city should be the one that decides...*

*On the other hand, the Strategic Metropolitan Plan of Barcelona (PEMB, <http://www.pemb.cat/visio-2020/>) also poses challenges related to turning us into a model of sustainability for warm-weather cities as well as urban policy actions that prioritise the efficient use of energy resources and lowering pollution.*

*I think that we could have further examined the environmental effects or repercussions stemming from this growth in the airport and port areas bearing in mind their proximity to the Llobregat River delta area (which, by the way, has multiple forms of environmental protection), the city beaches and waste in the sea.*

*The environmental repercussions of this growth in the airport and port areas must be included.*

**Opportunity 3.-** The airport: the need to attract operators and the carrying capacity limits on the surroundings – mobility – ecology - environment

*.../... we have to achieve the strategic complicity of an operator for El Prat.*

*The PDU doesn't fix everything, but we can ask it for guidance on how future operations at the airport can coexist in harmony with its closest environs (new developments vs. flight paths, layout of runways vs. operating hours, permitted uses vs. acoustic impact).*

*It would be interesting and necessary to reflect on whether or not growth is needed for this infrastructure in the long term, and what social, environmental and regional costs we would be willing to bear.*

*I think that the integration of the large infrastructures, both within the regional structure and in their more immediate surroundings, is one of the main challenges of the PDU.*

**Opportunity 4.-** Gran Via: its specialised areas and its fit within the metropolitan city.

*Regarding the idea of new centralities outlined by K.C., the development of the new Fira de Barcelona trade fair grounds in Hospitalet opens up a potential for development that must be properly channelled.*

*Gran Via functionally became a prime metropolitan axis, and in its main intersections it opens up room for new economic activities and larger facilities: Plaça Cerdà, Plaça Europa, Hospital and research, river crossing (recalling Rubió i Tudurí's hypothesis), etc.*

*The metropolitan nature of Gran Via clearly provides us with the opportunity to design a veritable civic axis that links up as far as the airport and then continues on to the Autovia de Castelldefels. Likewise, when planning the urban environments from Hospitalet to Bellvitge, it could also be the intersection with the Ronda Litoral, and then in El Prat it could serve as an urban continuation by linking up with the Prat Nord area. It would be a chameleon-like Gran Via, adaptable to the different places and flexible enough for fast cars, public transport, bicycles and pedestrians.*

**Opportunity 5.-** The BMA must shoulder the leadership in order to integrate and coordinate the large logistics bases and metropolitan infrastructures.

*The Barcelona Metropolitan Area is a unique administrative model in Europe and in the world.*

*AMB, as a “veteran” metropolitan administration, is an example in the world of spearheading metropolitan policies while fostering municipal cooperation and shared interests beyond administrative agendas.*

*I was surprised by the model of governance used by Schiphol, among other reasons by the municipalities’ ability to reach consensus when they have to develop a project of this kind under the aegis of a document where they have agreed to everyone’s joint and individual interests, a document with a strategic vision... bypassing the rigid, bureaucratic structure of the legal system, ultimately creating a management platform that is responsible for and capable of working for the common interests of the region.*

***Barcelona’s proximity to large port and airport infrastructures does not add value in itself if it does not come hand in hand with a coordinated, shared strategy.***

*The metropolitan gates require a model of governance whose decision-making takes the needs and logics of the metropolitan area into account.*

*Establishing leadership, as I said in the talk, does not need to be based on laws; what it needs is will and effort. We are faced with an opportunity, and managing this proximity between these infrastructures is what can add value to the activities performed in each one.*

*It also leads me to think about the fact that the PDU and the revision of the PEMB are taking place at the same time. They share many questions as their points of departure, and we must make an effort to ensure that the answers are coherent.*

*Barcelona’s metropolitan model must be given more legal force. I am not sure that the latest state and regional reforms give the metropolitan administration the legal recognition it needs to lead ambitious projects.*

*Establishing and leading direct lines of coordination with other organisations around the region such as the PEMB with the airport, the port and Zona Franca.*

**Opportunity 6.-** Regarding the infrastructures in the metropolitan area and benchmark examples.

*The needs of the economic activity sectors must be linked with the urban and infrastructure planning from the start. In the entire metropolitan area, the city can reach the sea at different places, but there is only one port. By adding residential pressure to the port, we run the risk of doing a disservice to people's quality and the efficiency of cargo transport.*

*The overall positioning will also depend on the commercial strategy (attraction and a range of services) to be offered .../... the main future challenge to the competitiveness of the metropolitan ports is capturing and gaining the loyalty of operators with the capacity to mobilise a large enough critical mass. This is a global competition which equally affects the port (stopovers on transoceanic journeys) and the airport (intercontinental flights).*

*A few reflections on the desired "local management" between the port, airport and Zona Franca. The first is one the validity of the SADC – Schiphol Area Development Company ([www.sadc.nl](http://www.sadc.nl) ) , which Kees Christiaanse mentioned, as a referent for Barcelona.*

*"SADC develops international and regional business locations in the Amsterdam Metropolitan Area. Our mission is the integral development of high-scale and distinctive locations, with the aim to further strengthen the international competitiveness of the metropolitan area. Sales are our objective, creating connections our mission."*

*Regarding the experience of the Port Authority of New York & New Jersey ([www.panynj.gov](http://www.panynj.gov) ) in jointly managing a large port and several large airports (in addition to tunnels, bridges, bus terminals and several other things).*

*The Port Authority of New York & New Jersey conceives, builds, operates and maintains infrastructure critical to the New York/New Jersey region's trade and transportation network. These facilities include America's busiest airport system, marine terminals and ports, the PATH rail transit system, six tunnels and bridges between New York and New Jersey, the Port Authority Bus Terminal in Manhattan, and the World Trade Center.*

*Today, as was envisioned in 1921, the Port Authority is a financially self-supporting entity.*

**Opportunity 7.-** On citizen participation in the decision-making process on the large logistics platforms and infrastructures.

*The desire to achieve a city-sea relationship has led to a transformation of the coastline which in recent years has come from occasional, large-scale projects. These projects are often not accepted by citizens because they focus on leisure and tourism; there are quite a few barriers in the public space because of the privatisation of spaces and in consequence citizens do not always feel that this arrival to the sea is "real".*

*Montjuic and El Morrot, as well as the Marina and the Prat Vermell Marina are strategic projects to help the city reach the sea, and their transformation should reflect a wide range of needs (social, environmental, etc.) in addition to economic interests.*

*In this sense, I think that it is important for there to be a consensus with citizens when defining new projects in order to establish their needs and goals as well as to define mechanisms of active participation in order to bring society into the decision-making.*

### **Opportunity 8.-**On the tourism model

*A roadmap must be drawn up that includes scalability and quality of life.*

*On all its scales, the metropolis should be designed based on building quality of life and urban quality.*

*I agree with the need to build a city and relate it to its closest environment via its infrastructures in order to achieve urban quality and offer quality of life, but without losing sight of the need to prioritise and specialise the networks.*

*Does the rising importance of cruise ships (which have multiplied by 10 in the past 15 years) require a reflection on the functional structure?*

*It would be interesting and necessary to think about whether or not growth in this infrastructure (the airport) will be needed in the long term, and what social, environmental and regional costs we would be willing to pay.*

*It is clear that the ports have a major impact, and that it is as ingenuous to accept this with resignation as it is to demand that it totally disappear. Global infrastructures cause local impacts that must be managed without erring on the side of too much or too little but instead seeking a steady balance between regional competitiveness and quality of life.*

*I found particularly interesting the study and reflections presented by Lluís Torrents on how Barcelona has grown its assets and potentials as a “leisure city”, and this is very closely related to the issue of tourism development. Tourism has been a major economic engine in recent years, but it has also led to a notable urban impact by generating new, uncontrollable problems which are coming clearly into focus and are changing our city at breakneck speed.*

*We already have some experience (such as in the role of the port and airport in air quality) and the ability to learn as well (for example, from how the environs around Schiphol which are exposed to acoustic easements are regulated). We need to take advantage of all of this – we don't have the answers to everything.*

## 45 Questions on the Metropolitan Area within the European urban system

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1. The location of the Zona Franca area within the city and the difficulties of promoting growth there, partly due to its lack of updated urban planning, management instruments and financing difficulties. Bearing in mind that we have the information, the right urban planning instruments to change this situation and a metropolitan steering plan in the works, what are we waiting for to adapt and contextualise this area and nudge it into becoming a key element in the growth of our region?
2. Regarding the environmental impact, and associating it with the statement of the General Manager of the Port on the wisdom of tourist cruise ships, it was fascinating that the port says that it loses money with these actions... and that the city should be the one that decides..... so?
3. Would it be good for the city only to accept sustainable environmental actions and to exclude visits by cruise ships?
4. What are pressures against this?
5. The PEMB, (<http://www.pemb.cat/visio-2020/>) also includes challenges related to making us a model of sustainability for warm-weather cities as well as urban policy actions that prioritise the efficient use of energy resources and reduced pollution. Could the PDU affect this?
6. I have passed along an article published in *El Periódico* today on the perception of Barcelona residents and their concern with tourism. Will the PDU be capable of “capturing” this perception and applying it to regulate certain uses of the region?
7. Regarding the idea of new centralities outlined by K.C., the development of the new Fira de Barcelona trade fair grounds in Hospitalet opens up a potential for development that must be properly channelled. What is needed to make the sector more attractive?
8. The urban access points – like the underground – are almost ready, new economic activities can compete for these areas, so where should we focus this growth?
9. What should the vantage point be? Where should the BRAND be heading?
10. The metropolitan axis seems to be defined as a “necklace of urban beads” with varied activities. Gran Via is thus the most effective metropolitan structure. In which direction should we make it grow? With what size?
11. Modernity coupled with research and innovation? Or instead, taking advantage of the proximity of the port, as a commercial area with a mall and department stores?
12. Can we give it value and content no matter how far it reaches? Viladecans, Gavà, Castelldefels...?
13. It is assumed that the planning should anticipate some reflection on technological evolution which might determine the future functionality of the metropolitan gates, but without the obligation to totally nail the diagnosis as a prior condition for action with the ease of mind that there will always be enough leeway to rectify it in time if the surrounding conditions change. After all, who can know for sure what electric cars,

- mega-container ships and low-emissions airplanes might mean to the uses of the metropolitan area?
14. The PDU should be used to channel the push-pull tensions between the metropolitan area and its gates. Because, after all, who serves whom?
  15. The keys to the success of an airport city like Schiphol are 50% governance and 50% design, right? In other words, the metropolitan gates need planning and management to be successful. Did he say this or did I just imagine it?
  16. I would like to add a personal consideration: should the metropolitan area have a railway gate? In Sants, La Sagrera, El Vallès or the old Llobregat riverbed?
  17. Bypassing the rigid, bureaucratic structure of the legal system, with the ultimate creation of a management platform that is responsible for and capable of working for the common interests of the region. Will it be possible to integrate this way of doing things into the system of the new PDU?
  18. The question is what role the BMA can play in creating this model of shared governance. And if the development of the PDU might be a good time to capture the fact that regional planning needs some agreement on the governance of large metropolitan infrastructures to ensure the other 50% that it will guarantee the success of the whole.
  19. Do we really want a Schiphol?
  20. Is a Schiphol possible without KLM?
  21. Is a Schiphol possible without the size of Schiphol?
  22. How many runways does Schiphol have?
  23. What real capacity for surface growth does El Prat have?
  24. Is there any example of the world of a “Schiphol” that is not the hub of a major airline?
  25. Montjuic and El Morrot seem like critical points in the sequential implementation of the port. Are they a transitional barrier or an opportunity to create new emblematic sectors?
  26. Does the rising importance of cruise ships (which have multiplied by 10 in the past 15 years) require a reflection on the functional structure?
  27. Might the system of accesses to more citizen- or visitor-centred activities require a change in the use of some infrastructures?
  28. The desire to achieve a city-sea relationship has led to a transformation of the coastline which in recent years has come from occasional, large-scale projects.
  29. Airports have gone from being services outside the city to becoming “engines” of the economy, attractors of activity and new “metropolitan centralities” (example of Kasarda’s Aerotropolis).
  30. We have seen this with the example of Schiphol in Amsterdam and in Randstaad: the airport takes the landscape around it into account; we could say that the future Agricultural Park could be one of the new “calling cards” of metropolitan Barcelona. Is it a dream? It seems like there is still time to do it!
  31. The El Prat-Barcelona airport is very central in the metropolitan system and could be the “spur of the Baix Llobregat”. It remains to be seen how this “pole” is integrated into the emerging poles in the delta.

32. The location of the runways virtually on the sea and the fine climatic conditions make the airport “available” almost 24 hours a day. What opportunities does this offer compared to congested airports?
33. The airport could be a hub of “intermodal” exchange, generating new central activity. (Hong Kong, for example, could be a referent.) Is this a model worth bearing in mind? Or should we situate the metropolitan intermodality elsewhere?
34. Barcelona has two almost independent terminals with very different “shore” spaces. What articulations could each provide in terms of air transport, as well as in inducing new activity? The impact on the available land that has already been urbanised on the new adjacent lands?
35. Access to the airport is very straight and oriented towards cars. How can we improve its connection with other poles of activity and metropolitan gates? Should we think of a more open urban mesh?
36. The Port of Barcelona is the *raison d’être* and origin of the city; today it is an important part of the most essential “set of ports” that act as a coordinated “system”. What role or roles does the metropolitan port of Barcelona play? Middle-term changes.
37. One very positive characteristic of the Port of Barcelona is the relative functional “clarity” of its activities: From the more leisure or urban ones to those of passengers, inflammables, containers, etc. Are there elements of functional change that might affect the current zoning?
38. Might the system of accesses to more citizen- or visitor-centred activities require a change in the use of some infrastructures?
39. The Port of Barcelona handled the first “harbourfront” operations with the Barceloneta wharf and the Port 2000. Can anything be done to step up this process?
40. The expansion of the port beyond the delta with the change in the Llobregat riverbed has created an extremely functionally important area of expansion. Do we need to rationalize the relationship of the water areas with the dry docks and distribution or on a European level? What are the priorities in the “Mediterranean corridor”?
41. The proposal of the Port Franc in the 1920s followed a very common “model” in port cities of creating a “free zone” where certain goods could be handled without customs. The lands are publicly owned and therefore allow for concessions to the most interesting activities in every period of economic development. What are the key issues today?
42. Urban structure with large macro-blocks accessible with lorries and trains to date will have the underground as the potential for other types of activities. What are the reference “models” in the economic activity? How can we combine the different productive uses and innovation in such a large and well-connected space?
43. The layout of the railway lines from El Morrot to Gavà is still a potential worth discovering as the backbone of transport crossing the delta area. Is this the time to think about it or should we set it aside for the future?
44. Due to its channelling, the lower part of the Llobregat River as far as Gran Via offers more highly unique possibilities between the port and the airport. It is still an inchoate area.
45. The delta as such has been one of the bases of metropolitan deployment and one of these large functional facilities. Its fragile “fabric” should be borne in mind with its

“threads” of water and runoff. Its importance to the city was defined by the ING. In 1888, Garcia i Fària integrated it into the deployment of Cerdà’s Eixample and thus turned it into a mechanism of its “urban metabolism”. Today is it an agricultural area that is highly prized in the functioning of the metropolis, in the replenishment of the aquifer and in the ecological balance of the southern part of the metropolis.

## 5 Attached documents

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1. L'Aeroport 1956 vs 2014.pdf
2. Connectivitat\_BCN\_2013.pdf
3. MSM\_Contra la metropolis universal.pdf
4. El turisme comença a inquietar al Barceloní. 14.07.30\_E.PdeC\_.pdf
5. 140803\_Joan\_Busquets.pdf. Newspaper article *Ara*: Entrevista Joan Busquets: La bona ciutat és la que hi pots caminar.

## 6 Links

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- l'Observatori Barcelona 2014:  
[http://premsa.cambrabcn.org/sites/default/files/ObservatoriBCN2014\\_CCB.pdf](http://premsa.cambrabcn.org/sites/default/files/ObservatoriBCN2014_CCB.pdf)
- <http://www.cambrabcn.org/informebarcelona2014>
- Pla Estratègic Metropolità  
<http://www.pemb.cat/visio-2020/>
- CDRA- Comitè de Desenvolupament de Rutes Aèries  
<http://www.bcnair-route.com/index.php/ca/dades-socioeconomiques/71-cdra>
- Schiphol Area Development Company  
[www.sadc.nl](http://www.sadc.nl)
- Port Authority of New York & New Jersey  
[www.panynj.gov](http://www.panynj.gov)

## 16 Regions / Cities mentioned.

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- |                        |                  |
|------------------------|------------------|
| - Schiphol             | - Randstaad      |
| - Haarlemmermeer       | - Rio de Janeiro |
| - Amsterdam            | - San Francisco  |
| - New York             | - Istanbul       |
| - New Jersey           | - Milan          |
| - Heathrow             | - Berlin         |
| - Gatwick              |                  |
| - Gavà                 |                  |
| - El Prat de Llobregat |                  |
| - El Vallès            |                  |

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