

Local Economic Development Strategy

2021–2023



Ajuntament de
Barcelona



Barcelona
Activa

**2021–2023 Local Economic
Development Strategy**

Department of Local Development.

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01. Introduction: the Local Economic Development Strategy of Barcelona Activa

Barcelona's economic development in recent decades has taken place at a different pace and with an unequal impact on the districts and 73 neighbourhoods that make up the city.

The basis for a local economic development strategy starts by recognising Barcelona as territorially plural and diverse in its distribution of economic assets, as well as territorially unequal in its distribution of economic activity, income and employment. Assets which are sometimes the reason for inequalities between areas, but which sometimes also constitute opportunities for creating economic activity rooted in the area; such as the existence of an involved community network, geographic positions with potential; areas with an important presence of associated commerce, with a cooperative tradition or an extensive network of social- and solidarity-economy associations; or neighbourhoods with industrial estates or business associations conscious of the need to improve the environment.

Barcelona's economic development in recent decades has taken place at a different pace and with an unequal impact on the districts and 73 neighbourhoods that make up the city. This pattern only grew stronger during the 2008 financial crisis and was once again laid bare from March 2020 onwards, after the outbreak of the global Covid-19 pandemic that unleashed an unprecedented recession on a global scale. Given its characteristics, this crisis (which has had a significant impact on areas like culture and leisure, commerce and tourist economy) has had a territorial impact that differs from previous crises, and has hit the districts and neighbourhoods in the city centre particularly hard, where the tourist economy is particularly significant. However, issues like unemployment, job insecurity or the risk of social exclusion affect specific parts of the city more harshly and have made the reduction of territorial socio-economic inequalities one of the main objectives of the city's local economic development policies and, therefore, one of the main objectives of Barcelona Activa.

Our aim is to contribute to building a stronger, more resilient and diversified economy from the city's neighbourhoods and districts, in line with the provisions of the Municipal Action Plan 2020–2023 and the Barcelona Green Deal, providing residents with economic activity on their doorstep and enhancing the productive fabric of neighbourhoods, catalysing a plural and diverse economy, and supporting talent and digital and socio-economic innovation to provide for better quality employment and to generate new opportunities.

One of the main priorities of Barcelona Activa is to promote a local economic development model, structured around existing native assets in the city.

Against this backdrop, one of the main priorities of Barcelona Activa is to promote a local economic development model, structured around existing native assets in the city, establishing synergies and relationship dynamics between them. This model puts the emphasis both on needs and opportunities from a territorial perspective, taking into account the potential of the neighbourhoods and districts making up the city, its diversity and the unequal distribution of economic assets, income and employment.

We propose consolidating the local economic development strategy that was launched under the previous mandate, to strengthen and generate a local economy with an impact on the city and strike a greater balance between the economic fabrics in the neighbourhoods, which are key to the invigoration and cohesion of the city. This strategy prioritises regions with below average socio-economic indicators, investing more funds with a view to increasing the possibilities of sustainable, equal (and at the same time, competitive) growth in these regions.

Our aim is to coordinate the potential boost of the city's strategic sectors and new hubs of economic activity in Barcelona with the economic initiatives of local residents, businesses and catering establishments and local services across the city's ten districts, contributing to the roll-out of integrated economic promotion strategies, involving new socio-economic stakeholders and jointly producing new solutions with the districts themselves.

By developing this Local Economic Development Strategy, Barcelona Activa contributes to improving the quality of life of people by promoting the economic competitiveness of the city and, at the same time, each of its districts, in addition to rebalancing the regions, by promoting quality employment, boosting entrepreneurship, and supporting a plural, diverse and sustainable business fabric, from an economic, social and environmental perspective.

We propose consolidating a strategy (...) to strengthen and create a local economy with an impact on the city and a greater balance between the economic networks in the neighbourhoods.

02. The new context of the 2021–2023 Local Development Strategy

Barcelona Activa's Local Strategy remains committed to promoting new, innovative models for invigorating the economy (...) with the aim of territorial and social cohesion.

Considering the impact of the Covid-19 crisis on the city's different districts and neighbourhoods, it is necessary to perform an assessment and establish **new objectives and goals** to contribute to their economic reactivation and speed up the transformation of the productive fabric, on the understanding that the economic development policies we are promoting require a non-standard approach from a territorial perspective, although aligned with the city's general economic development strategies. This involves approaching the specific nature of each region and local development focusing on social, digital and sustainable factors:

- Social factors means focusing on the city's residents and ecosystem, leaving nobody behind, and that involves all stakeholders of the productive fabric with partners in the management and implementation of public actions and policies.
- Digital factors, consisting of digital components as the basic foundations for any economic and employment activity as the factor of competitiveness.
- Sustainable factors throughout all phases of the value chain of the economy as a vector for having an impact on the region's socio-economic fabric.

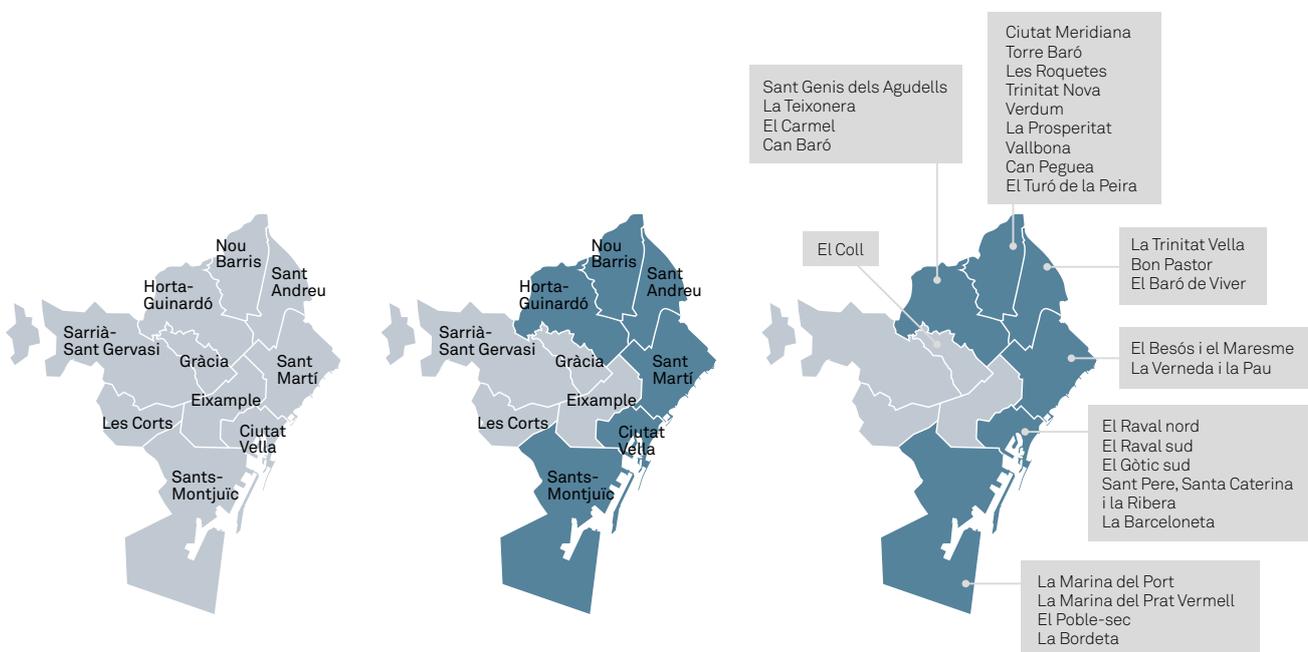
Barcelona Activa's Local Strategy remains committed to promoting new innovative models for invigorating the economy, while consolidating the projects that have shown themselves to be effective in promoting territorial economic development, with the ultimate objective of territorial and social cohesion.

The foundations on which Barcelona Activa constructed the Local Strategy remain applicable in this new phase, although they have been adapted to the new context. In short, they can be explained as below:

- The need for diversity in economic development policies, based on the territorial realities, needs and assets.
- Promotion of a diverse, plural and balanced economy, with a positive impact on the region, whether because it responds to needs, harnesses the available assets or is conceived thanks to the leadership of socio-economic stakeholders involved in its development.
- Placing the needs of local residents at the core of the strategy and involving new socio-economic stakeholders.
- Encouraging a closer relationship between local residents and the public service by making services and programmes physically closer to them, methodological proximity to promote the participation of stakeholders, and communicative proximity to provide guarantees to all residents.

As part of this Strategy, **three levels of action are foreseen, responding to three territorial spheres:**

- 1) The city as a whole, as part of which Barcelona Activa's resources and instruments are rolled out in collaboration with the municipal structure of the districts, areas of economic promotion and socio-economic agents;
- 2) the districts in terms of reactivating the economy, promoting Economic Development Plans across the six districts with below-average socio-economic indicators (Nou Barris, Sant Andreu, Sant Martí, Ciutat Vella, Horta-Guinardó and Sants-Montjuïc), and roadmaps for reactivating the economy of districts across the rest of the city;
- 3) and in the 23 most vulnerable neighbourhoods of the city, by collaborating in the Neighbourhood Plan, which promotes improvements in education, health, accommodation, employment and the quality of public spaces.



02.1 BARCELONA GREEN DEAL

The new Barcelona Green Deal agenda is the roadmap for all economic and social stakeholders to outline the main strategic lines that have to guide the city's economic future and its municipal momentum. This is an integrated roadmap to make the economy stronger, more resilient and more diversified, establishing three strategic pillars, which encompass ten objectives and a total of 66 actions that translate into tangible results in terms of Barcelona's economic growth.

The strategic pillars of the Green Deal correspond to the key elements of the economic agenda to make Barcelona more competitive, sustainable and fair. Its aim is to make Barcelona a city that facilitates economic activity, stepping up its capacity to create quality, sustainable employment based on talent and innovation, catalysing the green economy and in line with the Sustainable Development Goals of the United Nations' 2030 Agenda.

The third strategic pillar is to ensure that Barcelona's economy is more social and more united, promoting the local economy and ensuring employment amongst residents.

The first strategic pillar is to ensure that the city has an active system of entrepreneurship, with a digital focus that attracts talent and is open to the international arena. The second strategic pillar is for Barcelona to expand its circular economy volume, attracting new hubs of economic activity and generating a tourist economy. Finally, the third strategic pillar is to ensure that Barcelona's economy is more social and more united, promoting the local economy and ensuring employment amongst residents.

With a view to ensuring that the Green Deal includes responses for all the challenges and obstacles that Barcelona faces, the strategic pillars (Competitiveness, Sustainability and Fairness) are divided into ten objectives. To this end, particular mention should be made in terms of the Local Strategy: 3) Protecting the stability and security of the local economy; 6) Being a leading city in terms of innovative entrepreneurship; 7) Ensuring quality work and the employment of residents; 8) Ensuring the growth and strengthening the network of companies and initiatives as part of the Social and United Economy; 10) Being the reference city for new hubs of economic activity.

As part of this roadmap, the local economy (trade, catering establishments, local services) is key in terms of economic weight and generating employment.

As part of this roadmap, the local economy (trade, catering establishments, local services) is key in terms of economic weight and generating employment; however, it is also a determining factor in terms of the configuration of the city's structure and plays a key role in the city model we are pursuing. As regards the actions that the Green Deal considers contribute to social cohesion and a local economic model, worth particular mention are: promoting the formation of associations and areas to promote the urban economy (APEU) to integrate traders as elements of social cohesion, the digital transformation and promotion of the local economy, and the *Amunt Persianes* strategy for invigorating empty street-level premises. In addition to those mentioned, the measures and initiatives presented in this Local Development Strategy are aimed at all companies, people and projects and initiatives rooted in the local area.

02.2 THE PRIORITIES OF BARCELONA ACTIVA

The priorities of Barcelona Activa convert the local economy and social cohesion **into the backbone for promoting fairer economic development at the service of local residents**. In this sense, it commits to **promoting economic activity that has a positive impact on the neighbourhoods and districts**, as it contributes to addressing the needs of each region (generating perceivable well-being for its residents), harnesses its assets (places value on the native physical or intangible capital of the neighbourhoods and districts), and is born out of local leadership (economic stakeholders or persons involved in the development of the region).

With a view to promoting economic activity that has a positive impact on neighbourhoods and districts, a commitment is made to facilitating initiatives launched by residents and the productive fabric of neighbourhoods and the city as a whole, supporting talent and business, digital and socio-economic innovation to generate quality employment and a more stable and inclusive job market that guarantees future opportunities for everybody.

Against this backdrop, the economic employment and depletion of social life in our neighbourhoods as a result of Covid-19 has served as a trigger when reopening the debate as regards the need for economic relocation (in particular regarding strategic activities for the city and its regions), committing to local economy models that are far removed from the economic policies that promoted the relocation of economic activity, thus resulting in a loss of the urban economic framework that has resulted in a reduction in employment opportunities for local residents.

Thus, over the course of this period, we have seen how initiatives arise that commit to better organisation in the supply chain (in particular encouraging the relocation of productive processes and thus guaranteeing greater efficiency in the production of goods and services). Projects arising from the urban distribution of goods or the promotion of local production, which are very common in industrial sectors like the textile or food industries, have been key to ensuring the provision of minimum goods and services to support our neighbourhoods, with a clear focus on local economic development, promoting and generating an economic rebalance to ensure people's quality of life.

The economic employment and depletion of social life in our neighbourhoods as a result of Covid-19 has served as a trigger when reopening the debate as regards the need for economic relocation.

03. Socio-economic context: data, evolution and comparative analysis of the districts and neighbourhoods of Barcelona. Impact of Covid

The greater the focus of the territorial analysis, the greater the contrast between variables such as disposable household income, unemployment, level of education, salaries or percentage of people assisted by social services.

Taking a sample of socio-economic development indicators from recent years, **it has been identified that the city can be divided into two regions**: one group made up of the six districts with below average income per capita, accounting for 61.8% of the city's population (**Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí**); and another formed by the four districts with the highest income per capita, accounting for 38.2% of Barcelona's residents: Sarrià-Sant Gervasi, Les Corts, Eixample and Gràcia.

Drilling down to a neighbourhood level, **the 23 neighbourhoods with the worst indicators are located in the less affluent districts**. These neighbourhoods, with a population of 384,000 people, account for 23% of the city's population. As is the case with the districts, the greater the focus of the territorial analysis, the greater the contrast between variables such as disposable household income, unemployment, level of education, salaries or percentage of people assisted by social services. These variables reveal that the six aforementioned districts, when compared to the second group of districts, receive less income in relative terms, are harder hit in terms of unemployment, have a lower level of education than the average population and are home to a greater percentage of people at social risk or at risk of exclusion.

The impact of employment and the decrease of disposable household income have hit the six districts with below average income per capita the hardest.

On the other hand, when analysing the economic activity of the different districts, there are also **clear differences between them**, which are undoubtedly associated with the socio-economic characteristics of each region. As demonstrated below, the impact of the Covid-19 crisis has been skewed to a large extent by inequality and by the socio-economic and business characteristics of each district: while the impact of unemployment and the decrease in household income **have hit the six districts with below average income per capita the hardest, districts in the centre, reliant on the tourist economy and the hospitality industry, are experiencing more difficulty in terms of the recovery of trade**.

03.1 EVOLUTION OF THE DISPOSABLE HOUSEHOLD INCOME PER CAPITA

The disposable income of households per capita in Barcelona was **€21,484 in 2018** (most recent year available), 22% higher than Catalonia as a whole. When looking at primary income, without the impact of the public sector, the figure in Barcelona stands 25% higher than the average for Catalonia.

City-wide, this figure stands at €33,113 in Sarrià-Sant Gervasi, the district returning the highest value, and €14,505 in Ciutat Vella, which represent 154 % and 68 %, respectively, of average income in Barcelona.

Disposable household income per capita in Barcelona by district. 2018. (Euros/year and Barcelona Index=1)

District	Primary income 2018 (absolute)	Primary income 2018 (index)
Ciutat Vella	14,505	0.68
Eixample	24,234	1.13
Sants-Montjuïc	18,710	0.87
Les Corts	27,992	1.30
Sarrià-Sant Gervasi	33,113	1.54
Gràcia	23,330	1.09
Horta-Guinardó	19,354	0.90
Nou Barris	15,924	0.74
Sant Andreu	19,318	0.90
Sant Martí	19,806	0.92
Barcelona	21,484	1.00

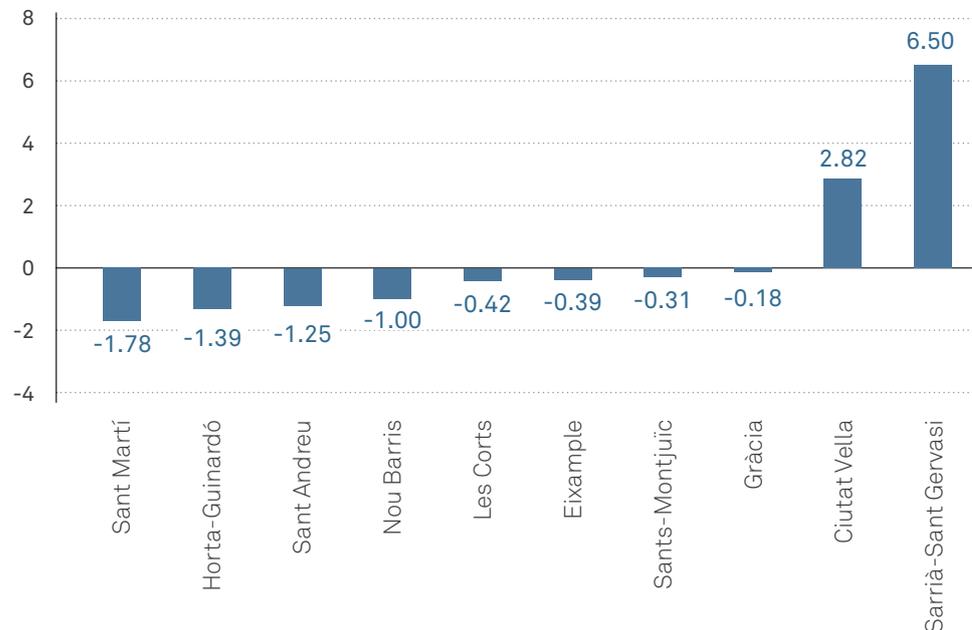
Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion at Barcelona City Council based on Dept. of Analysis – Municipal Data Office, *Household Income in Barcelona*. 2018, July 2021.

In terms of the movement between 2015 and 2018¹, **the income indexes of districts and their relative positions** within the city were stable, with different performances across the region. In relation to the districts with above average income, Sarrià-Sant Gervasi registered the highest income and experienced greatest growth (+6.5 percentage points, compared to the city average=100), whereas Les Corts (second in terms of volume of income) experienced a reduction in the index of -0.4 p.p.

On the other end of the scale, Ciutat Vella, with the lowest income index, experienced growth of +2.8 in relation to the city average between 2015 and 2018. In contrast, the remaining districts with lower than average income saw falls of between 1 and 2 percentage points in their income indexes, with the exception of Sants-Montjuïc, where it remained stable. Therefore, overall, **the level of income across different districts did not come together** during the period subject to analysis.

¹ The most recent data available (although less details) are provided in section 3.8 *Impact of the Covid crisis*, in relation to Income 2020.

Change in the available household income index in districts 2018/2015 (in percentage points. Barcelona Index=100)

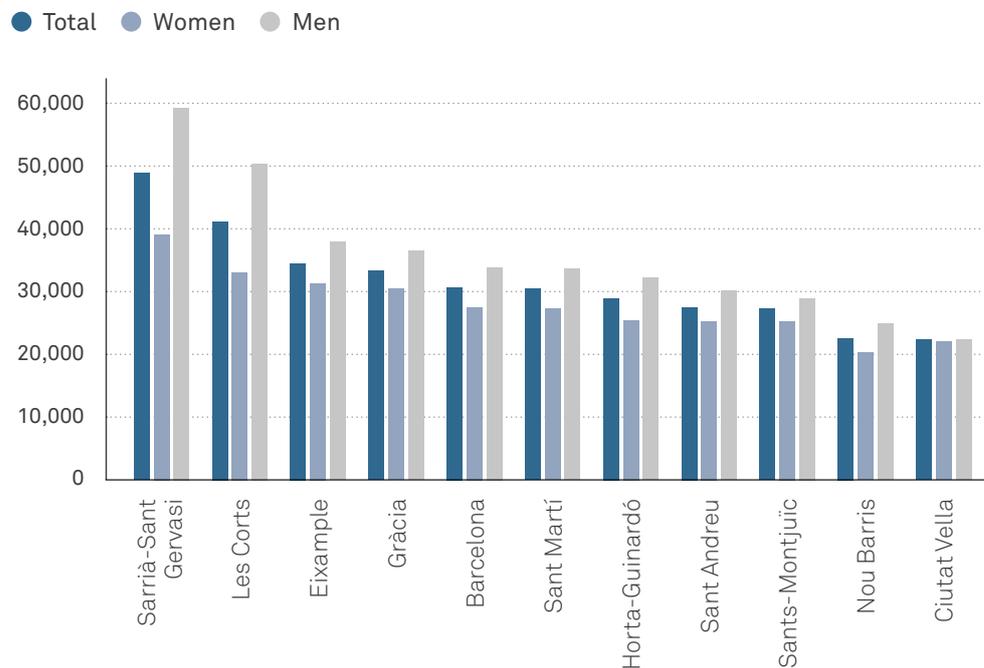


Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

By neighbourhood, income in **Ciutat Meridiana** was €10,554 (**53% of the average**), the lowest figure across the entire city. Neighbourhoods where average income is less than 60% of the Barcelona average include Torre Baró (0.57), Vallbona (0.57), Trinitat Nova (0.59), El Raval (0.57) and Trinitat Vella (0.59). On the other hand, the socio-economic differences within certain districts are also worth note:

- Two districts in Horta-Guinardó surpass the city average: Font d'en Fargues (1.10) and Vall d'Hebron (1.04).
- In Sants-Montjuïc, although all neighbourhoods are beneath the city average, the neighbourhood of Marina del Prat Vermell (on 0.61) is some way beneath the rest of the district, with Poble-sec the second lowest neighbourhood (on 0.75).
- Between 2015 and 2018, most neighbourhoods in Ciutat Vella saw an increase in their income index, with **Sant Pere, Santa Caterina i la Ribera (+7.0 p.p.)** performing particularly well, although El Gòtic saw a decrease of 4 percentage points.
- During the period subject to analysis, the index dropped in eight of the eleven neighbourhoods in Horta-Guinardó, five of the thirteen neighbourhoods in Nou Barris and four of the eight neighbourhoods in Sants-Montjuïc.
- From the districts with the highest income, worth particular mention is the fact that all neighbourhoods in Sarrià-Sant Gervasi saw an increase in disposable household income of 3 points, whereas those in Eixample and Gràcia experienced unequal performance.

Salary by district, by gender (€/year). 2019



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion at Barcelona City Council based on data from the Department of Statistics and Data Dissemination Municipal.

In terms of the differences in salary by gender between the districts, both men and women receive higher salaries in more affluent districts; however, it can also be seen that **the salary gap is higher in districts with higher salaries**. On the other hand, in Nou Barris and in particular Ciutat Vella, the gender gap is very small, given the low salaries received by both genders in the district.

03.3 REGISTERED UNEMPLOYMENT



In December 2021, registered unemployment in Barcelona came to 63,383 people and beneath the threshold of 65,000 people for the second consecutive month, the lowest value seen since December 2007.

The percentage of people in unemployment compared to the working age population in the city was **5.8%**, oscillating between **3.2% in Sarrià-Sant Gervasi and 8.0% in Nou Barris**.

The distribution of unemployment is an indicator of economic development in Barcelona's different districts. The intensity of unemployment is inversely related to the level of income. Thus, **the six lowest-income districts have above-average levels of unemployment**, in this order, Nou Barris, Ciutat Vella, Sant Andreu, Sant Martí, Horta-Guinardó and Sants-Montjuïc. In contrast, **the four highest-income districts** (Sarrià-Sant Gervasi, Eixample, Les Corts and Gràcia) **are where the level of unemployment is lowest**. Nou Barris, the district with the highest rate of unemployment, has an unemployment rate among the total population that is 2.5 times higher than that of Sarrià-Sant Gervasi, the area with the lowest unemployment rate in the city. **The six districts with the lowest income are home to 72.1% of the city's unemployed residents.**

In relative terms, **Nou Barris (8.0%)** is the district where unemployment is the **highest** among the total population aged 16 to 64, followed by Ciutat Vella (6.9%), while **Sarrià-Sant Gervasi (3.2%)** is where unemployment is lowest, the only district where unemployment has been contained at less than 4%.

Weight of registered unemployment among population aged 16 to 64 in the districts of Barcelona (%). December 2021



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

03.4 POPULATION WITH A UNIVERSITY DEGREE

The level of education of Barcelona's population is clearly increasing. Thus, the percentage of the population with a university degree or advanced vocational qualification increased from 29.4% in 2015 to 33.9% in 2021, an increase of 4.5 percent during this period.

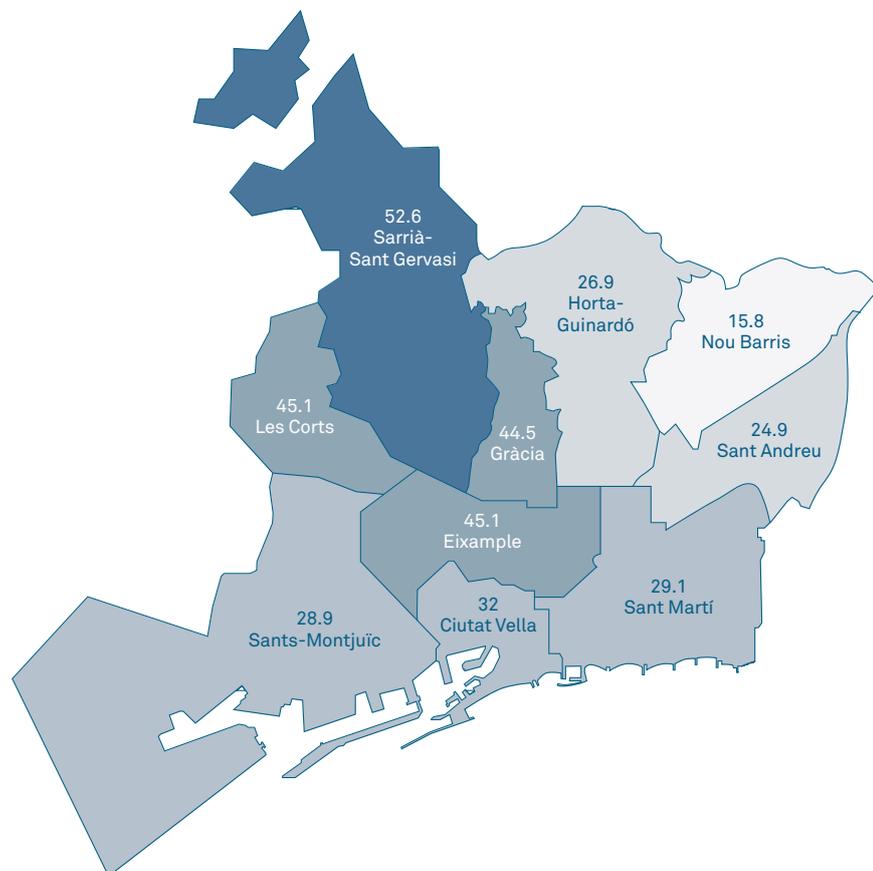
The territorial distribution of level of education shows a notable contrast between the districts with higher and lower incomes. The percentage of the population in Sarrià-Sant Gervasi, Les Corts, Eixample and Gràcia with a university education and higher-level vocational training ranges from 52.6% to 44.5% of the district's population (between 10 and 20 points above the city's average).

By contrast, **Nou Barris, Sant Andreu, Horta-Guinardó, Sants-Montjuïc, Sant Martí and Ciutat Vella are below the average**, with percentages varying from 15.8% to 32.0%. If we compare the extremes, the weight of the university population in Sarrià-Sant Gervasi (52.6%) is 3.3 times higher than that of Nou Barris (15.8%).



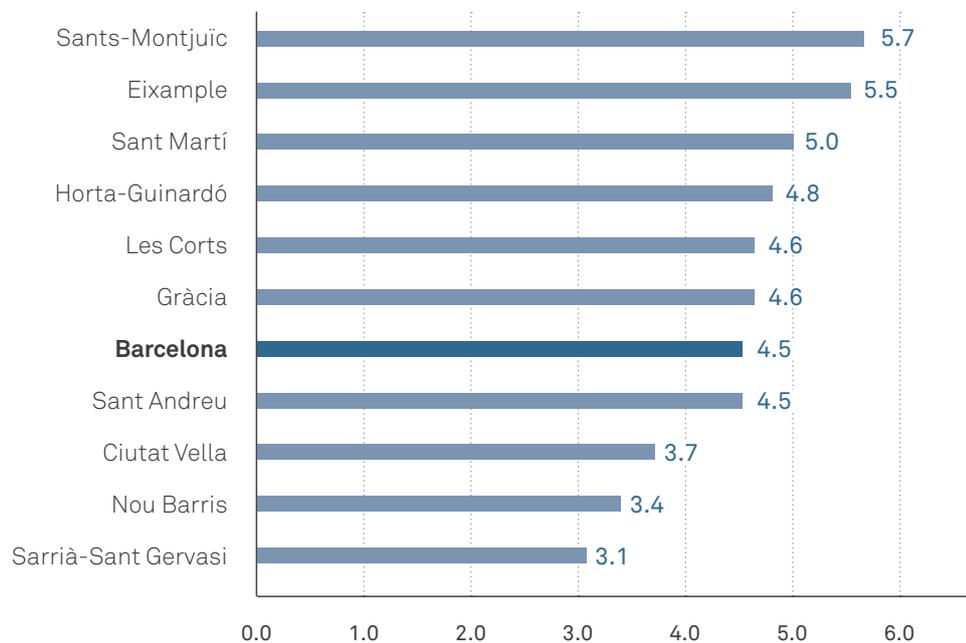
Between 2015 and 2021, the increase in the population with higher-education qualifications was more than 3.5 percentage points across all districts, with the exception of Sarrià-Sant Gervasi (3.1 pp), and Nou Barris (+3.4 pp), the districts with less disposable household income, which demonstrates more moderate growth. **The district where the change was biggest was Sants-Montjuïc (5.7 p.p.), followed by Eixample (5.5 p.p.)** and, in total, seven districts saw increases of more than 4 percentage points.

Population with a university degree or advanced vocational qualification (% total pop. aged 16 or over) by district in Barcelona. 2021



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

Change in the weight of the population with a university degree or advanced vocational qualification by district. 2015–2021 (% pop. > 16 years old)

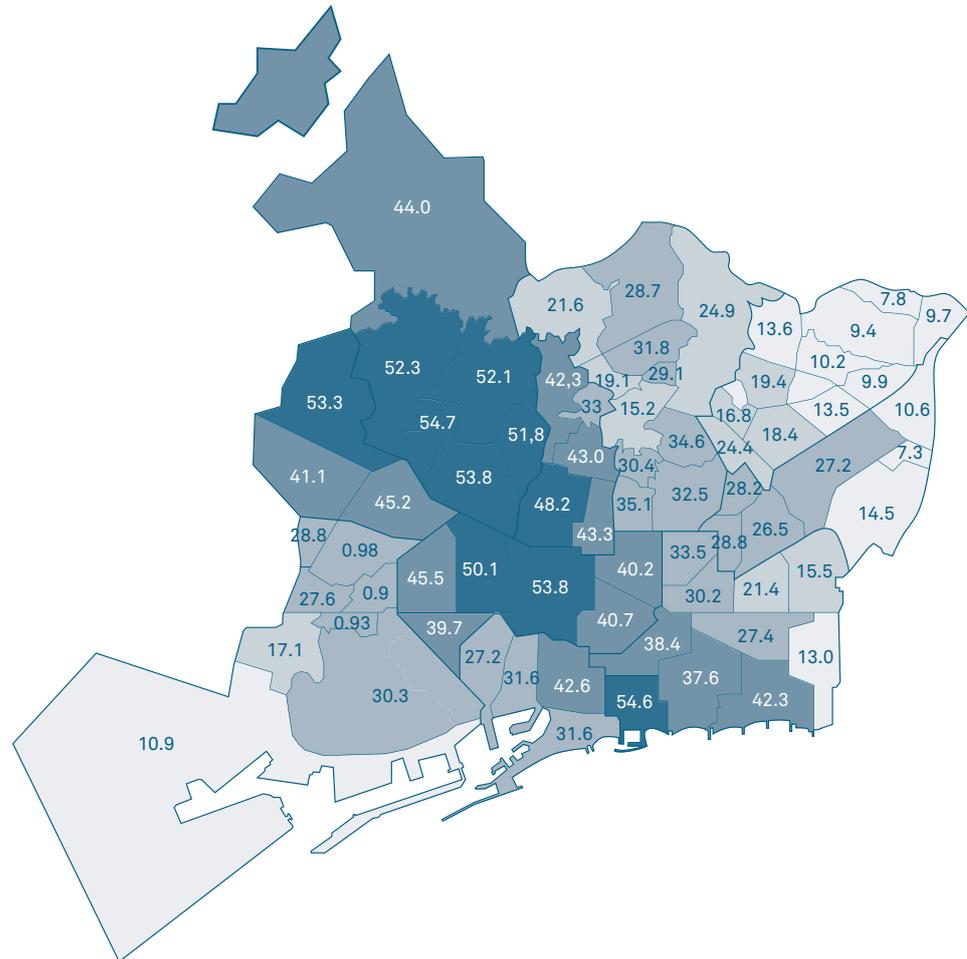


Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

In 2021, the Municipal Register indicated that the neighbourhoods with most residents with higher qualifications were located in the districts of Sarrià-Sant Gervasi, Les Corts, Eixample and specific areas of Gràcia and Sant Martí, with Tres Torres (54.7%) and the Olympic Village in Poblenou (54.6%) accounting for the highest values in the city. On the other end of the scale, the neighbourhoods of Nou Barris, those on the banks of the Besòs and Marina del Port accounted for the lowest values in the city, in some cases less than 10%, as was the case of Baró de Viver (Sant Andreu), with 7.3% representing the lowest value in Barcelona.

Between 2015 and 2021, most neighbourhoods in **Ciutat Vella, Sants-Montjuïc, les Corts, Eixample and Sant Andreu** saw an increase in the weight of the university population above the average for Barcelona, as was the case of some neighbourhoods in Horta-Guinardó, Gràcia and Sant Martí. In turn, in **all neighbourhoods in Sarrià-Sant Gervasi and Nou Barris, with the exception of Turó de la Peira (4.8 p.p.), the improvement in further education was below the average for the city.** In the case of the lattermost district, this phenomenon (which affects other low-income neighbourhoods in Barcelona) demonstrates the increase in the educational gap which, based on its impact on the employment market and life experience of residents, may represent a barrier to reducing economic inequality as a whole.

Population with a university degree or advanced vocational qualification by neighbourhoods in Barcelona. 2021 (% total pop. aged 16 and over)



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

03.5 PEOPLE ASSISTED BY SOCIAL SERVICES

The number of people assisted by social services in Barcelona came to **95,366 in 2020**, which accounts for **5.7%** of the city's total population and an increase of **+17.4% in 2015**. Most of this increase incurred in 2020, a year in which, as a result of the pandemic, this figure increased by 13.6% compared to 2019.

The six districts with less disposable household income are home to percentages of people assisted by social services either higher than or very close to the city average, accounting for an average weight of 6.9%, and are home to three quarters of the population (74.8%) assisted in the city. From this group, Ciutat Vella is the district with the highest percentage of people assisted (10.6%), followed by Nou Barris (8.8%), with Sant Andreu at the opposite end of the scale (5.4%). On the other hand, the four districts with higher disposable household income recorded considerably lower values, with percentages ranging between 2.3% for Sarrià-Sant Gervasi and 5.0% for Gràcia, with the average weight coming to 3.8%.

Change in the number of people assisted by social services in Barcelona by district. 2020/2015 (%)

District	People assisted 2015	Percentage of population 2015	People assisted 2020	Percentage of population 2020	Variation for 2020/2015
1. Ciutat Vella	8,664	8.7 %	11,468	10.6 %	32.4 %
2. L'Eixample	11,008	4.2 %	11,078	4.1 %	0.6 %
3. Sants-Montjuïc	10,142	5.6 %	12,704	6.8 %	25.3 %
4. Les Corts	2,698	3.3 %	3,308	4.0 %	22.6 %
5. Sarrià-Sant Gervasi	3,398	2.3 %	3,488	2.3 %	2.6 %
6. Gràcia	5,603	4.7 %	6,158	5.0 %	9.9 %
7. Horta-Guinardó	8,986	5.4 %	10,378	5.9 %	15.5 %
8. Nou Barris	11,817	7.2 %	15,345	8.8 %	29.9 %
9. Sant Andreu	7,197	4.9 %	8,136	5.4 %	13.0 %
10. Sant Martí	11,718	5.0 %	13,303	5.5 %	13.5 %
Barcelona	81,231	5.1 %	95,366	5.7 %	17.4 %
Lower income districts	58,524	5.9 %	71,334	6.9 %	21.9 %
Higher income districts	22,707	3.7 %	24,032	3.8 %	5.8 %

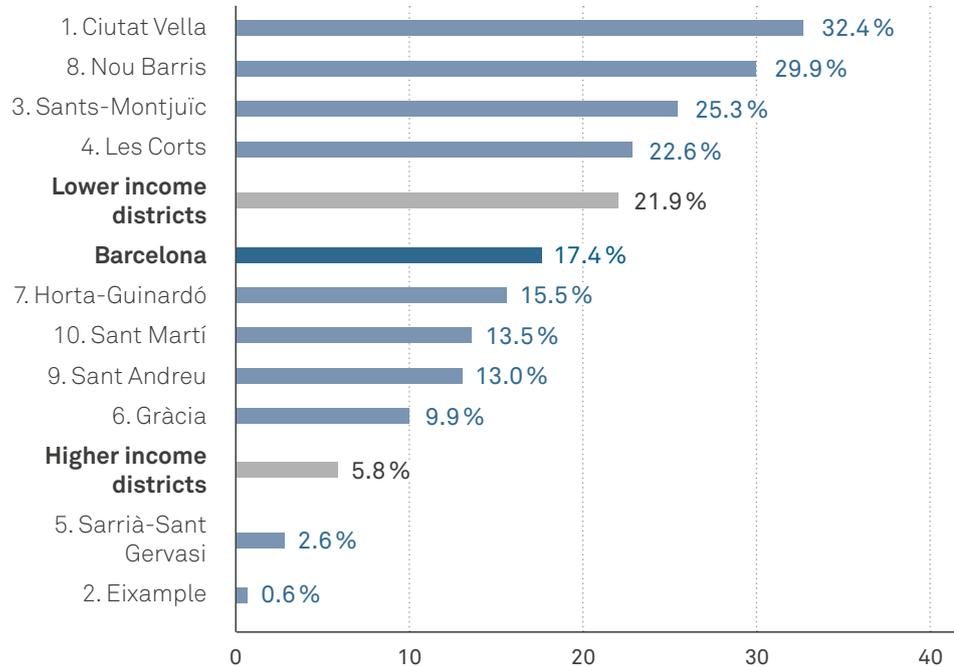
Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Area of Social Rights.

In relation to the progress made between 2015 and 2020, all districts in Barcelona suffered an increase in the number of people assisted by social services. However, there are considerable differences between **lower income districts**, which **have experienced a significant increase** in the number of people assisted by social services (**+21.9%**), and **higher income districts**, where the indicator has increased, but more moderately (**+5.8%**).

The district of Ciutat Vella saw the biggest increase in the number of people assisted by social services (+32.4%), followed by Nou Barris (+29.9%) and Sants-Montjuïc (+25.3%). In contrast, Eixample (+0.6%) is the district that saw the smallest increase, followed by Sarrià-Sant Gervasi (+2.6%). Worth particular mention is the anomalous performance of Les Corts (+22.6%), which, as a high income district, saw an above-average increase in people assisted by social services Barcelona.

In terms of the 2015–2020 variation, there are four neighbourhoods in the city that have seen a reduction in the number of people assisted by social services of more than one percent: **Baró de Viver** (with a significant drop of **-2.2** percentage points), la Clota (-2.0 p.p.), Vallvidrera, el Tibidabo i les Planes (-1.9) and Vallbona (-1.5). In contrast, there are four neighbourhoods that have seen an increase of more than three percentage points in this indicator: **Ciutat Meridiana**, with a particularly significant increase (**+4.5 p.p.**), El Raval (+4.3), Turó de la Peira (+3.9) and Les Roquetes (+3.1).

Change in the number of people assisted by social services in Barcelona by district. 2020/2015 (%)



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Area of Social Rights.

03.6 ECONOMIC ACTIVITY IN THE DISTRICTS

The details of economic activity broken down by area have been taken from the Inatles-Informa database, which is updated using data from active companies registered in the Companies Register, whether single companies, subsidiaries or headquarters, and individual employer data taken from Camerdata. The economic activity classification used is the main activity reflected in the corresponding company's registration document.

According to this source, in Barcelona, at year-end 2020, there were a total of 189,447 active economic activities (representing 11.4 activities per 100 inhabitants).

Number of active economic activities by district

Districts	Name (2020)	% (2020)	Population	Activities/100 resid.
Barcelona	189,447	100.0	1,664,182	11.4
Eixample	51,665	27.3	270,331	19.1
Sarrià-Sant Gervasi	31,810	16.8	150,888	21.1
Sant Martí	20,890	11.0	241,263	8.7
Sants-Montjuïc	14,933	7.9	187,425	8.0
Ciutat Vella	14,189	7.5	107,858	13.2
Gràcia	14,155	7.5	123,614	11.5
Les Corts	12,547	6.6	82,532	15.2
Horta-Guinardó	10,436	5.5	174,447	6.0
Sant Andreu	10,040	5.3	151,960	6.6
Nou Barris	8,782	4.6	173,864	5.1

Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion at Barcelona City Council using data from INFORMA D&B-InAtlas.

By district, in absolute terms, worth particular mention are Eixample and Sarrià-Sant Gervasi, with 51,000 and 30,000 activities, respectively, and some way behind, Sant Martí, with more than 20,000 activities. These three districts account for more than half (55.1 %) of the city's economic activities.

In relative terms, given their populational weight, the districts with more activity activities than correspond to their weight are the most affluent districts of the city: Eixample, Sarrià-Sant Gervasi and Les Corts, in addition to Ciutat Vella, on account of its central location and specific nature.



Gràcia is closest to the average, while on the contrary, economic activities in the districts on the outskirts (Sant Martí, Sants-Montjuïc, Sant Andreu, Horta-Guinardó and in particular, Nou Barris) are lower than the populational average.

Active economic activities by district. 2020



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

Looking beyond the absolute values, it is particularly important to study their sectoral structure and verify whether there are more specialist districts than others in terms of the type of economic activities performed there.

Distribution of economic activities by district (%). 2020

	Ciutat Vella	Eixample	Sants-Montjuïc	Les Corts	Sarrià-Sant Gervasi	Gràcia	Horta-Guinardó	Nou Barris	Sant Andreu	Sant Martí	Barcelona
Industry and energy activities	4.0	3.7	5.9	4.1	4.3	5.0	5.7	4.8	6.6	6.2	4.7
Construction	5.1	6.9	8.9	7.0	7.2	6.8	12.7	15.8	11.4	8.4	8.1
Commerce and repairs	26.7	20.3	24.2	18.1	19.0	23.0	22.2	23.6	24.6	21.2	21.5
Transport and storage	5.3	2.9	11.3	2.5	1.3	3.2	11.5	14.7	10.6	8.8	5.5
Hospitality	14.7	8.4	9.3	6.0	4.5	7.5	6.8	8.5	7.9	8.5	7.9
Information and communications	4.0	5.2	3.7	5.0	4.4	5.7	3.4	1.8	2.8	5.6	4.5
Financial and insurance activities	1.8	3.8	1.4	7.1	4.6	1.8	0.9	0.8	1.2	1.5	3.0
Services to companies and professional, scientific and technical activities	17.1	20.1	12.8	19.0	20.3	18.4	10.0	7.7	10.0	14.6	16.9
Education, health and social service activities	3.5	4.7	3.8	4.8	6.1	5.8	4.7	3.4	4.3	4.2	4.7
Artistic, recreational and entertainment activities	2.0	1.5	1.5	1.3	1.1	1.9	1.4	1.3	1.2	1.8	1.5

Source: original based on data taken from INFORMA D&B-InAtlas. Note: primary sector and other activities have not been included, as in many cases no details of the main activity are provided.

In terms of the distribution of economic activities, all districts have a trade weight of around 20%, with the exception of Les Corts and Sarrià-Sant Gervasi, where the figure is a little lower. The distribution between them is very even.

The second most common activity² in most districts, with the exception of Nou Barris and Horta-Guinardó, are services to companies and professional, scientific and technical activities, although their distribution is not quite as even. The distribution of other activities varies somewhat.

To analyse the specialisation of the city's districts, the specialisation index has been calculated, which represents the percentage of activities dedicated to a sector in a district divided by the same figure for the city as a whole, taking the value for Barcelona as 1. Using this index, it is possible to get an idea of the classification of each district based on their specialisation.

Take **this initial group consisting of four districts: Eixample, Sarrià-Sant Gervasi, Gràcia and Les Corts**, which are characterised as having in **most cases above average values for technical and financial activities (in particular in Les Corts), services to companies and health and education services**. Gràcia stands out in particular for artistic, recreational and entertainment activities.

The second group is made up of Horta-Guinardó, Nou Barris, Sant Andreu, Sants-Montjuïc and Sant Martí, although the distribution in the lattermost is a little stranger. This group is characterised for returning **high values in industry, construction and, in particular, transport and storage**. Sant Martí also stands out in terms of information and communication activities and artistic and recreational activities. Finally, Ciutat Vella is unique in that it **stands out for artistic activities, trade and, in particular, hospitality**.

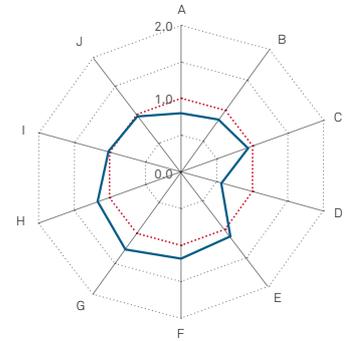
² It is worth noting that this ranking does not take into consideration other services, including property activities. This is because, in many cases, it is not necessary to indicate the main activity that the company actually undertakes.

Distribution of economic activities by district

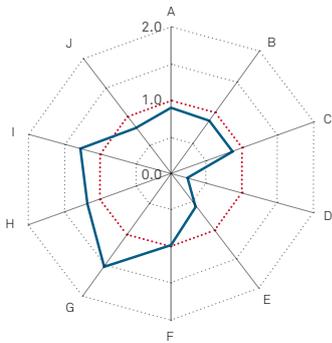
- A** Industry and energy activities
- B** Construction
- C** Commerce and repairs
- D** Transport and storage
- E** Hospitality
- F** Information and communications
- G** Financial and insurance activities
- H** Services to companies and professional, scientific and technical activities
- I** Education, health and social service activities
- J** Artistic recreational and entertainment activities

Source: prepared by the Department of Studies of Management of Economics, Resources and Economic Promotion at Barcelona City Council, based on data from INFORMA D&B and Inatlas.

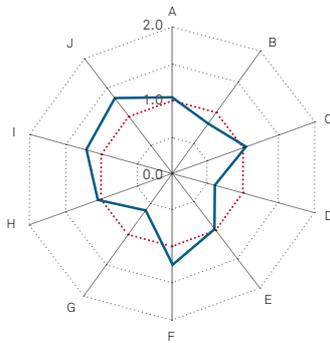
Eixample



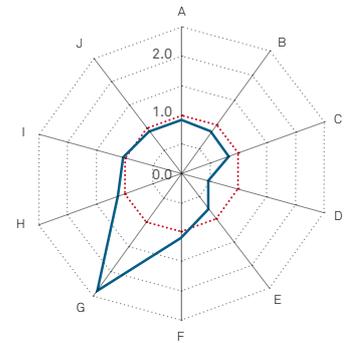
Sarrià-Sant Gervasi



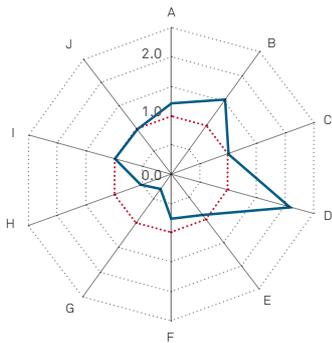
Gràcia



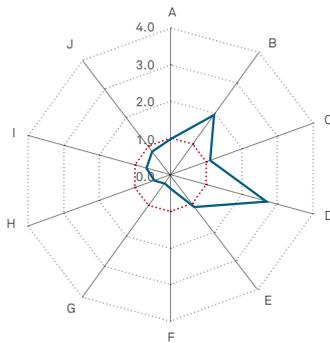
Les Corts



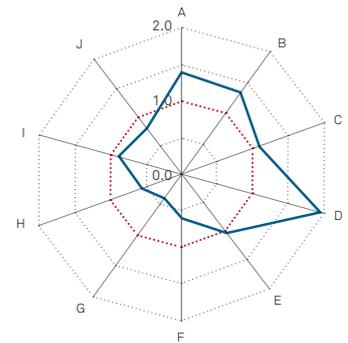
Horta-Guinardó



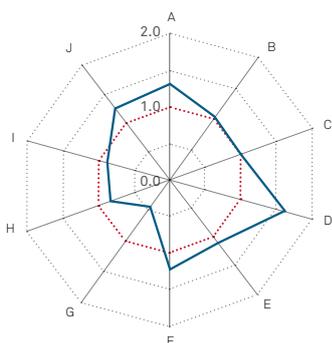
Nou Barris



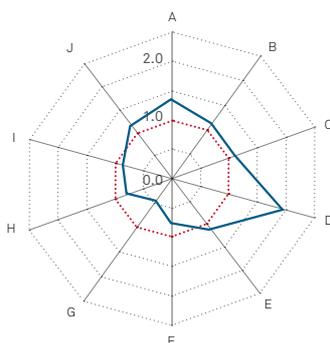
Sant Andreu



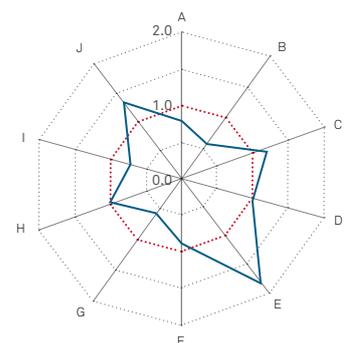
Sant Martí



Sants-Montjuïc



Ciutat Vella



03.7 ENTREPRENEURSHIP

In 2019, the **rate of entrepreneurship³ in Barcelona stood at 4.10%** and remained stable compared to 2018, when the indicator stood at 4.06%. The rate for the city is higher than for the Metropolitan Area of Barcelona (3.62%) and Catalonia (3.37%), and Barcelona once again leads the ranking of entrepreneurship in major Spanish cities, ahead of Madrid and Valencia.

Rate of entrepreneurship activity* in Barcelona by district, gender and nationality. 2019

District	2019	Women	Men	Foreigners
Ciutat Vella	4.4	3.5	5.2	4.3
Eixample	4.0	3.5	4.4	4.8
Sants-Montjuïc	3.5	2.5	4.6	5.4
Les Corts	3.9	4.1	3.6	5.3
Sarrià-St. Gervasi	5.0	4.0	6.0	4.9
Gràcia	4.5	3.2	6.0	5.0
Horta-Guinardó	3.2	2.7	3.8	6.7
Nou Barris	3.0	2.4	3.7	5.2
Sant Andreu	3.6	2.5	4.9	8.1
Sant Martí	3.7	3.0	4.5	6.7
Barcelona	4.1	3.2	5.0	6.2

* Rate of self-employed entrepreneurship amongst the population aged 18 to 64.

Source: Department of Analysis-Municipal Data Office, *Entrepreneurship in Barcelona 2019*, Barcelona City Council.

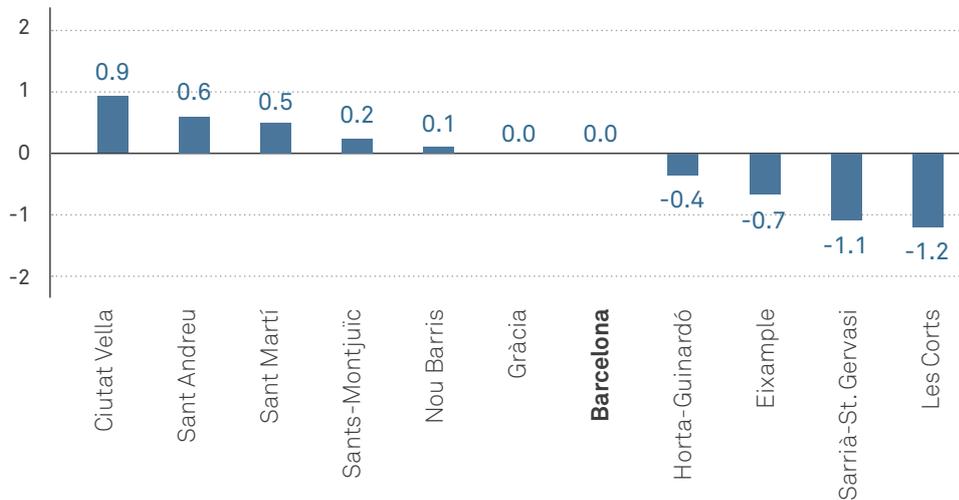
Two of the highest income districts also have two of the highest entrepreneurship rates in the city, Sarrià-Sant Gervasi (5.0%) and Gràcia (4.5%), followed by **Ciutat Vella**, which (**on 4.4%**) is also above average. Eixample and Les Corts are close to the average and the other districts fall short of this threshold, with Nou Barris propping up the list of districts in terms of entrepreneurship (3.0%).

From a gender perspective, **the rate of entrepreneurship amongst men (5.0%) is higher than the rate of women (3.2%)** both across the city as a whole and in each of its districts, with the exception of Les Corts, where the rate of entrepreneurship amongst women is the highest in Barcelona (4.1%) and is higher than the rate of men (3.6%).

The **rate of entrepreneurship amongst foreigners (6.2%)** is much higher than the average for Barcelona, in particular in Sant Andreu, where the rate of entrepreneurship amongst the foreign population is 8.1%; special mention should also be made of Ciutat Vella, where 54.7% of entrepreneurs are foreign.

³ The rate is calculated based on the number of self-employed individuals registered with the Social Security service, who start activities lasting up to 42 months, according to the microdata obtained from Ongoing Sample of Working Lives performed by the Municipal Data Office.

Variation in the entrepreneurship rate by district.* 2019/2016 (%)



*Rate of self-employed entrepreneurship amongst the population aged 18 to 64.

Source: Department of Analysis-Municipal Data Office, *Entrepreneurship in Barcelona 2019*, Barcelona City Council.

Between 2016 and 2019, the rate of entrepreneurship in Barcelona remained stable (**+0.0%**). By district, the rate of entrepreneurship has increased in lower-income districts, with Ciutat Vella (+0.9%), Sant Andreu (+0.6%) and Sant Martí (+0.5%) worth particular mention. In contrast, in higher-income districts, the rate has fallen, in particular in Les Corts (-1.2%) and Sarrià-Sant Gervasi (-1.1%).

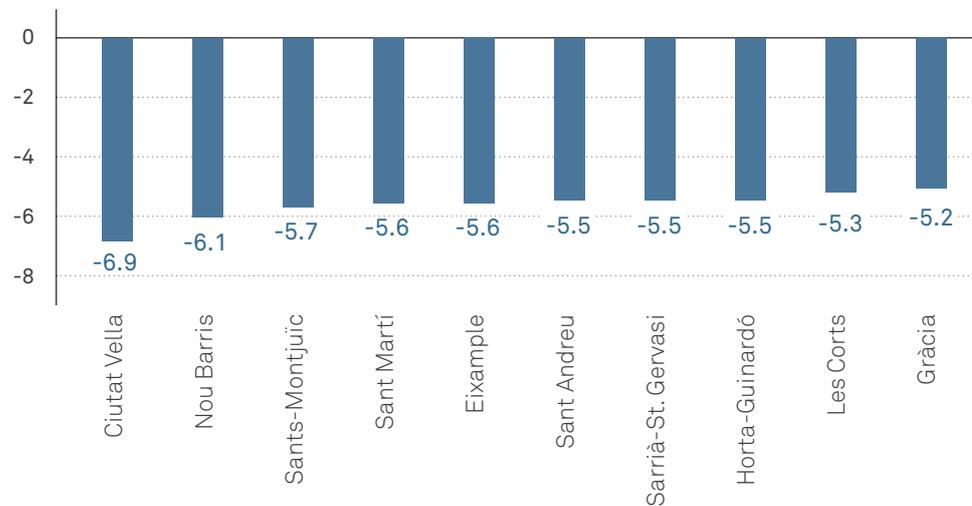
03.8 IMPACT OF THE COVID CRISIS ON INCOME, UNEMPLOYMENT AND THE COMMERCIAL FABRIC

According to the report entitled *Quarterly Income in Barcelona. Impact of Covid-19 on Income 2020*⁴, prepared by the Municipal Data Office using experimental data, **the disposable income of households in Barcelona dropped by -3.6% in 2020 as a whole**, with a reduction in the primary income of households of -5.7%, in the remuneration of employees of -4.9% and in mixed income of -7.4%. It is worth noting that **welfare provisions increased by 13.5% year on year**, alleviating the fall in disposable income during a year affected by the impact of the Covid crisis.

The evolution of the different economic sectors was uneven in 2020. While commerce, professional activities and construction have seen year-on-year reductions of between -15% and -17%, other activities, like financing and public administration have been less affected, with variations of between 0% and 2%

⁴ This report provides an initial estimate of the disposable income of households in Barcelona in 2020, in addition to the main components thereof (salaries, benefits and mixed income [professional income and income from property]), in the form of experimental statistics. Primary income, associated with economic activity, includes both salaries and mixed income. The difference with disposable income is the involvement of the public sector in the form of benefits, taxes and social security contributions.

Sector impact on the primary income by district. 2020



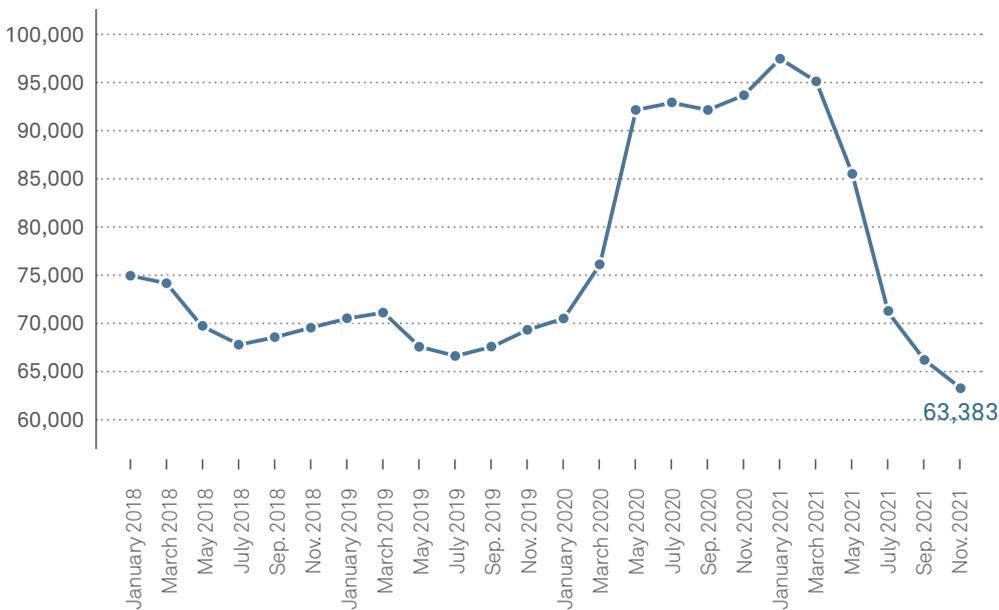
The impact of the pandemic on each district has varied depending on the different productive specialisation of these sectors. As a result, Ciutat Vella, where trade, catering and hospitality (the sectors most affected by the pandemic) are particularly important, there was a -6.9% reduction in primary income. Then comes Nou Barris, a district specialising in construction in particular, with a reduction of -6.1%, while there were more moderate decreases in Les Corts and Gràcia (-5.3% and -5.2%, respectively).

During the first phase of the Covid crisis, there was a sudden increase in registered unemployment in Barcelona, which by May 2020 stood at 90,000 people, and in June the biggest year-on-year growth of the pandemic was recorded (+40.9%).



After a reduction in pace in the second half of the year, the indicator reached its peak in February 2021 (97,480 people), before dropping continuously for ten consecutive months, with the lowest registered unemployment rate since 2007 recorded in December and an accumulated reduction of more than 34,000 people since February.

Evolution of registered unemployment in Barcelona



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

Between March and December 2021, **registered unemployment in Barcelona fell by 34.2% and fell by more than 30% across all districts.** Ciutat Vella (-42.1%) and Eixample (-37.3%), which were particularly hard hit by the pandemic, were the districts in which the indicator fell the most, followed by Sants-Montjuïc, while more moderate reductions were seen in Sant Andreu (-30.4%) and Nou Barris (-30.8%).

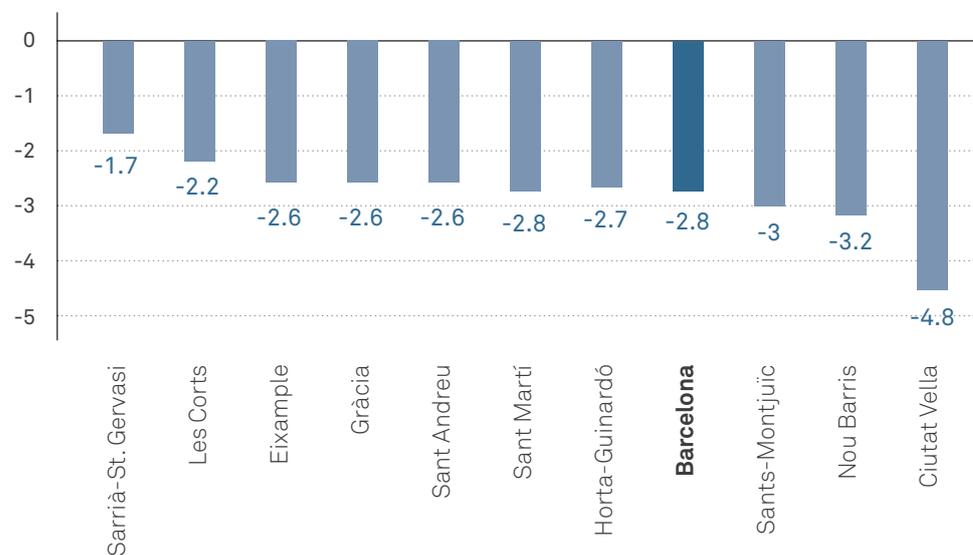
Variation in registered unemployment by district in Barcelona. March 2021/2020 and December 2021/March 2021



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.

In December 2021, Nou Barris (8.0%) and Ciutat Vella (6.9%) were the districts with the highest unemployment rate (population aged between 16 and 64), and in different neighbourhoods to the north of the city, the figure stood at more than 10%. The percentage of unemployment amongst those aged between 16 and 64 dropped year on year across all districts in Barcelona and the variation was above average (-2.8 percentage points) in three of the six lower-income districts, with Ciutat Vella worth particular mention (-4.6 p.p.). On the other hand, the four districts with higher than average income saw lower decreases in this ratio, with Sarrià-Sant Gervasi seeing the most moderate change (-1.7 p.p.).

Variation in the unemployment rate of those aged 16–64 in the districts of Barcelona. December 2021/20 (percentage points)



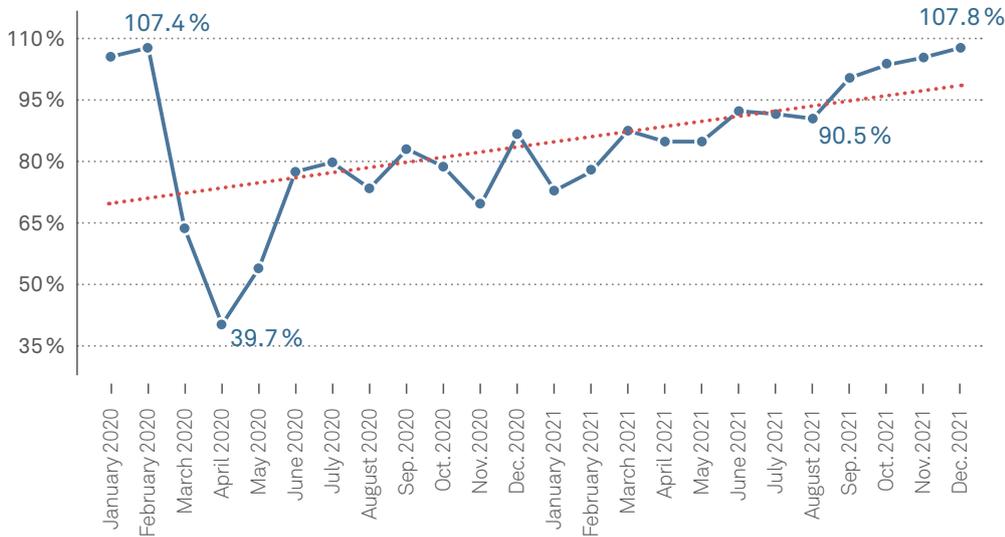
Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion of Barcelona City Council based on data from the Municipal Statistics and Data Dissemination Department.



As regards the impact on trade, the trade recovery index in Barcelona in December 2021 (prepared based on the value of transactions using BBVA POS terminals) stood at 107.8% of the spending seen in December 2019. As a result, private consumption recovered to 2019 levels for the fourth consecutive month and reached the highest value seen since the start of the pandemic.

Consumer spending suffered severely at the start of the Covid crisis, with the trade recovery index standing at its lowest in April 2020 (39.7%). From then on, the index has recovered, with variations depending on the restrictions placed on activity (restaurants forced to close, night-time curfew, capacity limitations, etc.) during the different waves of the pandemic.

Evolution of the trade recovery index in Barcelona (2019=100). January 2020/ December 2021

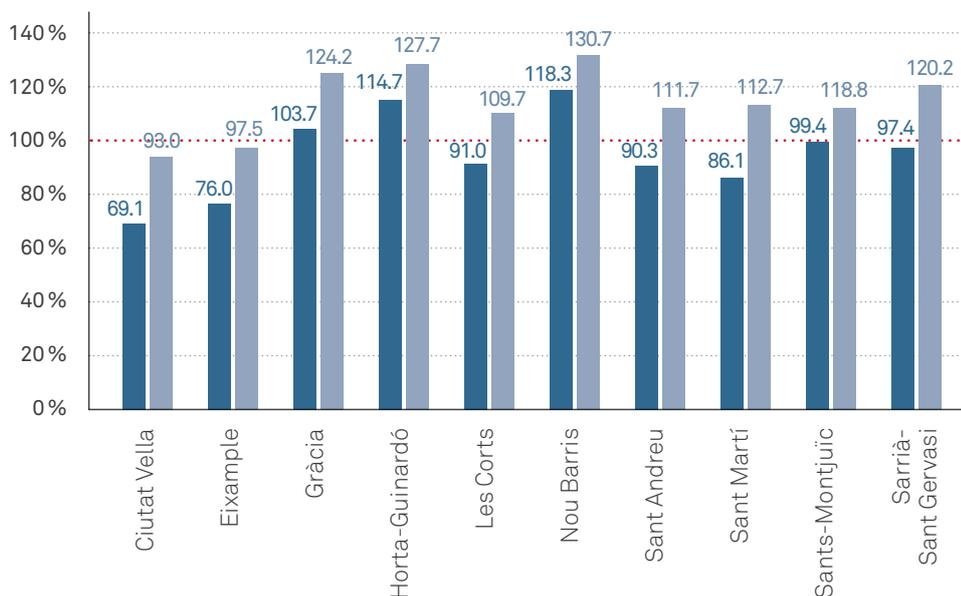


Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion at Barcelona City Council based on Barcelona City Council (2021): Private Consumption in Barcelona, Municipal Data Office, Barcelona, Version 2.1.

Eight of the city’s ten districts achieved trade recovery values of more than 100 % in December 2021, with Nou Barris (130.7 %) recording the highest value, followed by Horta-Guinardó and Gràcia. Ciutat Vella (93.0 %) and Eixample (97.5 %) made strong progress in terms of trade recovery in 2021, with figures of over 90 %, although failing to recover the values seen in 2019. Since the start of the pandemic, the impact of Covid-19 has been particularly felt in these two central districts where the tourist economy and hospitality is particularly important, while trade activity in other districts has proven to be more resilient.

Trade recovery index by district in Barcelona (2019=100). December 2020 and 2021

● Index December 2020 (2019=100) ● Index December 2021 (2019=100)



Source: prepared by the Department of Studies of the Management of Economy, Resources and Economic Promotion at Barcelona City Council based on Barcelona City Council (2021): Private Consumption in Barcelona, Municipal Data Office, Barcelona, Version 2.1.

04. Assessment of the 2018–2020 Barcelona Activa Local Development Strategy

There were **significant differences between the implementation of Local Development policies in 2018–2019 and 2020, when the Covid-19 crisis occurred**, as there were significant changes to the way in which services were provided (shift from in-person to online) and new priorities for responding to the urgent demands of residents and companies.

As a result, it has been considered appropriate to divide the assessment of the Barcelona Activa Local Development Strategy into two different periods, as expressed below.

There were significant differences between the implementation of Local Development policies in 2018–2019 and 2020, when the Covid-19 crisis occurred.

04.1 EVOLUTION AND ASSESSMENT OF THE BUDGET FOR 2018–2019

Based on the city's social and economic context in 2018 and 2019, and with Barcelona Activa's aim of launching a new local development paradigm to restore territorial balance, the Barcelona Activa Local Development Strategy proposed the following goals for 2018 and 2019:

- Create a coherent and coordinated intervention framework in each area, taking pre-existing resources into account and determining new interventions based on detecting socio-economic needs and potential.
- Design and implement new projects and initiatives that revitalise the economy in the districts and neighbourhoods and promote quality employment, helping to combat insecurity.
- Acknowledge and involve the socio-economic players in the areas, by boosting networking and the generation of public-private-social-community synergies.
- Make Barcelona Activa's services more local, more comprehensive and better adapted to the needs of the people and the different socio-economic agents at territorial level.
- Provide the areas with the resources for implementing programmes and initiatives that are appropriate to their needs, designed within the area itself.

The budget allocated to the regions in 2015 was €25,319,687, compared to the €39,779,372 allocated in 2019. As a result, thanks to the promotion of the first Local Strategy, **the increase in Barcelona Activa's budget, reflected regionally, increased significantly, by 57%**, and was distributed as follows in 2018 and 2019:

Regional budget of Barcelona Activa, 2018 and 2019

District	Investment 2018	Investment 2019	Total 2018-2019	Investment 2015
Ciutat Vella	3,277,012	3,395,771	6,672,783	2,157,797
Eixample	6,213,260	6,179,340	12,392,600	3,801,857
Sants-Montjuïc	4,398,135	4,797,471	9,195,606	2,340,743
Les Corts	1,445,746	1,127,035	2,572,781	1,935,559
Sarrià-Sant Gervasi	2,197,828	2,123,809	4,321,637	1,394,589
Gràcia	2,962,033	3,025,575	5,987,608	2,096,056
Horta-Guinardó	3,531,054	3,454,396	6,985,450	2,717,030
Nou Barris	4,547,069	4,897,164	9,444,233	2,791,785
Sant Andreu	3,755,620	3,633,316	7,388,936	1,897,024
Sant Martí	7,457,984	7,145,495	14,603,479	4,187,247
Barcelona	39,785,741	39,779,372	79,565,113	25,319,687

The districts where most has been invested were (...) the ones with below average income, with the exception of Eixample, given its populational weight and economic fabric.

Thus, the total investment during the 2018-2019 strategy period was almost 80 million euros and the districts where most has been invested were, specifically, the ones with below average income, with the exception of Eixample, given its populational weight and economic fabric.

When interpreting the data in terms of differential values, using the criteria defined as part of the Local Strategy to prioritise interventions in districts with below average income, it can be seen that for the most part, there has been an increase in these districts, in the following order: Sants-Montjuïc, Sant Andreu, Nou Barris, Sant Martí, Ciutat Vella and Horta-Guinardó. The total increase in these districts between 2015 and 2019 accounts for 69.8%.

When interpreting this analysis, consideration must always be given to the different populational weights and the business and economic fabric of each district, which are subject to the policies to promote the economy and employment as part of Barcelona Activa, which have a direct impact on the use of resources and services by people and companies in each area.

From the perspective of investment per person of working age made by Barcelona Activa in the city, the 2018-2019 data clearly suggests that priority in terms of the distribution of funds have been given to those in the more disadvantaged districts.

When it comes to the budget allocated per person of working age, the distribution in each of the districts in 2019 was as follows:

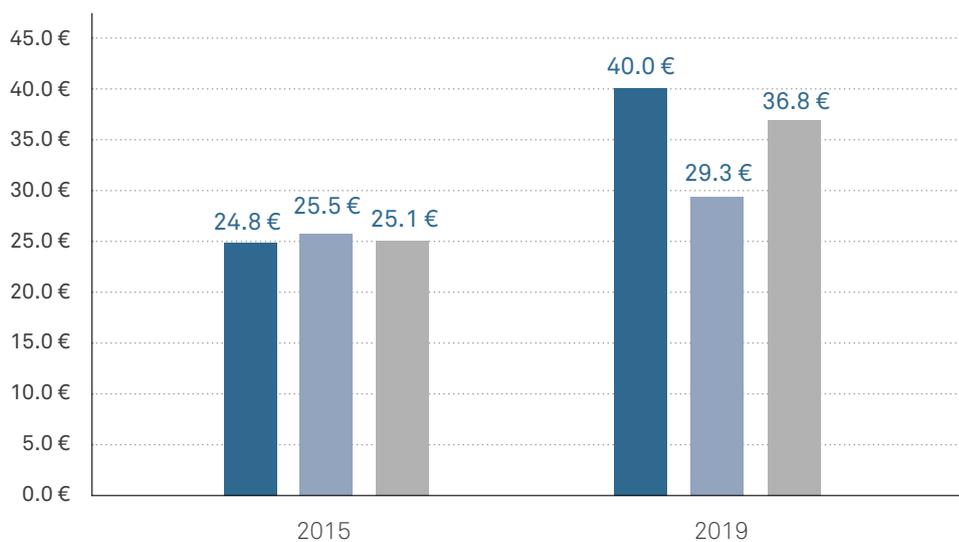
Investment per person of working age in Barcelona, 2019

District	Investment 2019	Persons of 16–64	Amount working age
Ciutat Vella	€3,395,771.00	80,914	€41.97
Eixample	€6,179,340.00	179,225	€34.48
Sants-Montjuïc	€4,797,471.00	125,405	€38.26
Les Corts	€1,127,035.00	50,043	€22.52
Sarrià-Sant Gervasi	€2,123,809.00	92,833	€22.88
Gràcia	€3,025,575.00	80,795	€37.45
Horta-Guinardó	€3,454,396.00	109,482	€31.55
Nou Barris	€4,897,164.00	108,161	€45.28
Sant Andreu	€3,633,316.00	96,162	€37.78
Sant Martí	€7,145,495.00	157,008	€45.51
Total	€39,779,372.00	1,080,028	€36.83

When comparing the data for 2019 against the data for 2015 and grouped by districts with below average income and above average income, the distribution is as follows:

Average spending per person of working age

● Average six districts ● Average four districts ● Average ten districts



- In 2015, the graph shows that the average expense per person is similar to all the city's districts combined: €25.5
- The city average increased by 46.6 % in 2019, which translates to an increase of €11, from €25.1 per person to €36.8. This reflects the municipal efforts to equip economic and employment policies with more and better resources to offer better support to the population after the impact of the first financial crisis.
- However, a change in investment trend was consolidated in 2019 with a territorial impact, and the average expense per person in the six districts with below-average income increased by almost 62 %, from €24.8 to €40.
- There was also an increase in the four districts with above-average income, although this increase was less notable, 15 %, which translates into an increase of €3.8 per person, from €25.5 to €29.3.

Mention must also be made of the enhancement of the role played by districts with lower socio-economic indicators as main stakeholders in the city's economy. The companies assisted by Barcelona Activa located in these territories accounted for 51 % in 2015 and 57 % in 2019, meaning that Barcelona Activa funds are reaching more of the population and better cover the needs of the city's productive fabric.

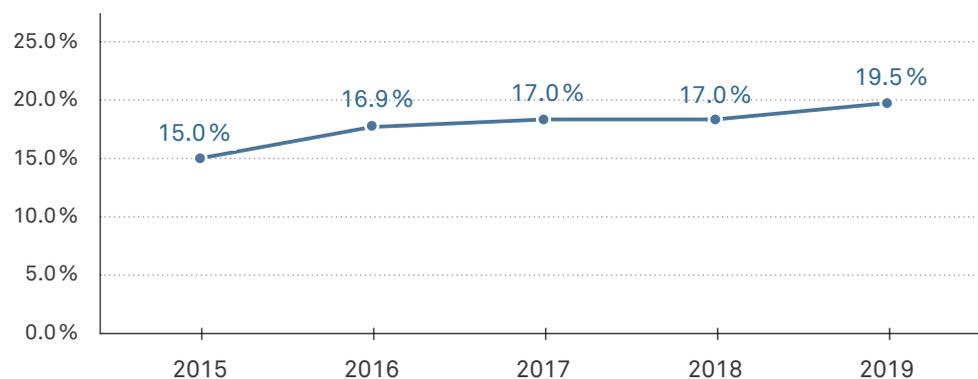
04.2 EVOLUTION AND ASSESSMENT OF THE PROFILE AND USERS 2018–2019

Thanks to the Local Strategy and territorial assistance, more unemployed or vulnerable people are receiving assistance.

In terms of users, it can be concluded that thanks to the Local Strategy and territorial assistance, more unemployed or vulnerable people are receiving assistance. This is reflected by the coverage rate: the percentage of unemployed people assisted by Barcelona Activa services.

As reflected in the graph, **the coverage rate is enjoying continued growth**, which means that year on year, more unemployed people are receiving assistance from Barcelona Activa.

Change in coverage rate 2015–2019



In terms of the profile of persons assisted, **the local services are being received by a higher percentage of people in situations of vulnerability**. To measure this impact, consideration has been given to variables like level of education or origin, which indicates that 21% of the people receiving Local services have a primary school education, while this level of education is only detected in 10% of the people assisted as part of all Barcelona Activa services.

Furthermore, the trend is similar with secondary education or lower, where the percentage stands at 61% for Local services and 48% for Barcelona Activa services as a whole.

Finally, the number of immigrants receiving Local services and action stands 17 percentage points above the average for Barcelona Activa services as a whole.

21% of the people assisted by the Local services have a primary school education, while this level of education is only seen in 10% of those receiving Barcelona Activa services as a whole.

04.3 ASSETS CONSOLIDATED AS PART OF THE 2018-2019 LOCAL DEVELOPMENT STRATEGY

Thanks to the Local Strategy, a series of new Barcelona Activa actions have also been consolidated in the city:

- Six Economic Development Plans have been designed in the six districts with below average socio-economic indicators. This translates to 247 measures in place in December 2019.
- Concerning subsidies for the area's social and economic development, a new line of subsidies has been launched known as **Promote what you do**:
 - In total, 265 projects had received funding at year-end 2019.
 - The different subsidised projects reached a total of 1,720 recipients.
 - The projects had some form of impact on 3,830 companies.
- New local facilities were created to promote the economy in collaboration with the Nou Barris district, Nou Barris Activa, with a new model of joint responsibility with the district, with 3,000 persons served per year, of which, during the first year, 43% had never been Barcelona Activa users.
- New co-working facilities with social returns, La Clota, in collaboration with the district, in Horta-Guinardó, with 50 entrepreneurs using them.
- Two new Economic Activity Information Points (EAPs) in Nou Barris and Ciutat Vella, with 200 entrepreneurship and companies assisted each year.
- Three new Defence Points for Employment Rights (PDDL), serving the entire city, with 1,500 people assisted each year.
- The launch of new Employment Information and Orientation Points, meaning that there are now points in eight of the city's districts: Ciutat Vella, Gràcia, Eixample, Nou Barris, Sants-Montjuïc, Horta-Guinardó, Sant Martí and Sant Andreu.
- Support for emblematic projects in districts with funds or support in relation to technical coordination and monitoring::
 - Two local circular economy projects: the Resources Bank in Ciutat Vella and the Vila Besòs warehouse in Sant Andreu.
 - La Clota Cotreball, in Horta Guinardó.
- Different innovative initiatives to invigorate empty premises.

04.4 2020: ASSESSMENT OF BARCELONA ACTIVA ACTIVITY IN THE DISTRICTS IN THE FRAMEWORK OF THE ECONOMIC REACTIVATION MEASURES PERFORMED BY CECORE (CENTRE FOR THE COORDINATION OF THE ECONOMIC RESPONSE)

Barcelona Activa has readapted its services and resources to continue providing a high quality service to people and companies in the city and has created new services and products.

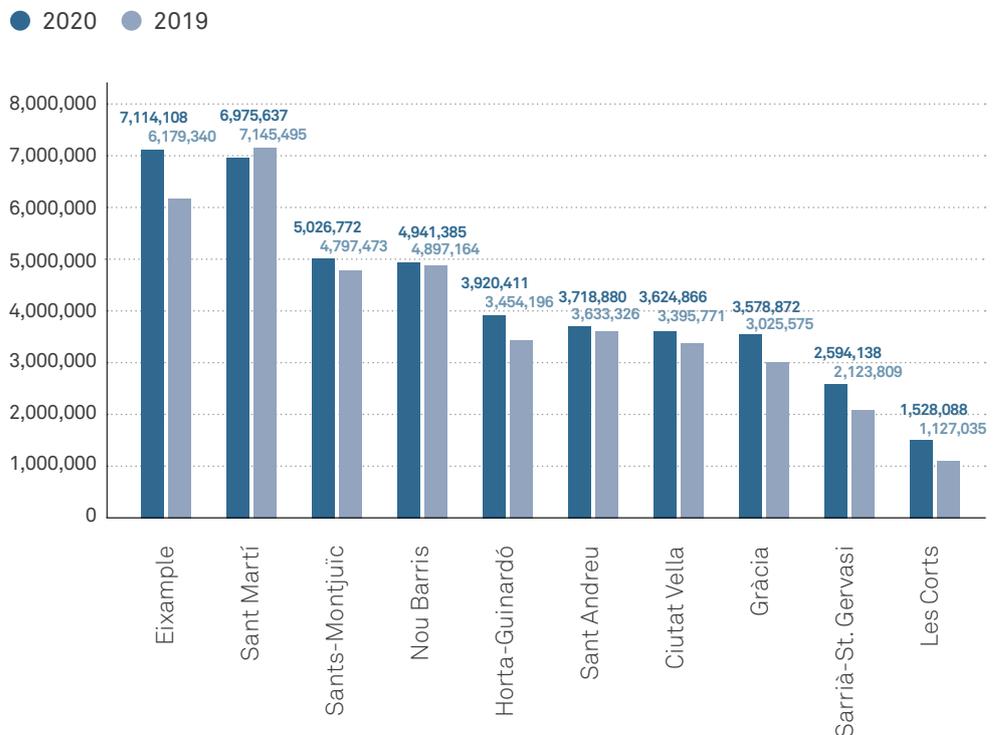
2020 was a very difficult year due to the health emergency caused by Covid-19. As a result, and with a view to providing a quick and efficient response to the economic challenges posed by the crisis, Barcelona Activa has readapted its services and resources to continue providing a high quality service to people and companies in the city and has created new services and products.

Concerning the adaptation of its services, Barcelona Activa opened a free call centre, which received more than 15,000 calls, and a Covid-19 website was created, which provided information on aid and services to overcome the crisis. Furthermore, the services were adapted to the virtual format, continuing to provide advice and training online, assisting 22,400 and 21,700 people, respectively.

04.4.1 Financial resources

The increase in funds has also been reflected in the budgets dedicated to the different districts by Barcelona Activa, as can be seen in the following chart:

Distribution and year-on-year variation in the budget by district (2020/2019)

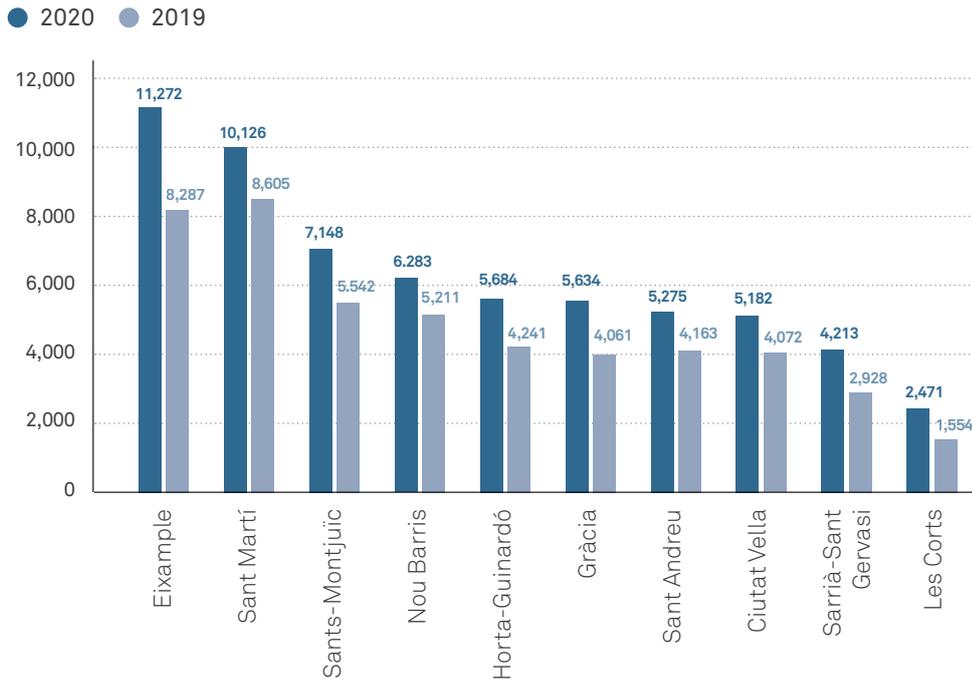


As can be seen, in 2020 there was a general increase in the budget invested by Barcelona Activa using territorial criteria.

04.4.2 People and companies assisted

In terms of the people and companies assisted, and continuing the growth trend seen in previous years, all **districts have seen an increase in people and companies helped during the year of the pandemic**, in response to needs and demand.

Distribution and year-on-year variation in the budget by district (2020/2019)



04.4.3 Indicators by line of activity of Barcelona Activa by district

In the six districts with below average income, there was a major increase in activities related with the Company between 2019 and 2020, given the different resources rolled out through Barcelona Activa to reactivate the economy, aimed at the self-employed, micro-enterprises, traders and services and SMEs (from the very notable increase of 215% in Ciutat Vella to the figure of 514% in Horta-Guinardó). Also worth note was the increase in activity related to Training and Innovation, in particular in the digital sphere, which has grown significantly in the six districts with below-average income, as well as the activities aimed at Social and Solidarity Economy organisations.

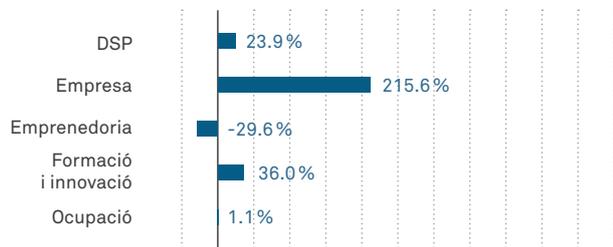
There was a drop in Entrepreneurship activities, as would be expected in the middle of a pandemic, with the exception of the Nou Barris district. There was a much smaller drop in Employment activities, with the exception of the Ciutat Vella district, given the significant number of workers on furlough.

In the four districts with above average income, the same trend applies. The positive change in Employment is worth particular mention, with a slight increase in Gràcia, and a more sustainable increase in the case of Les Corts.

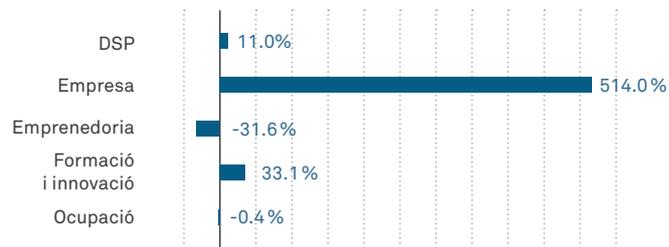
In the six districts with below average income, there was a major increase in activities related with the Company in 2020.

Percentage change of users by lines in the districts. 2020–2019

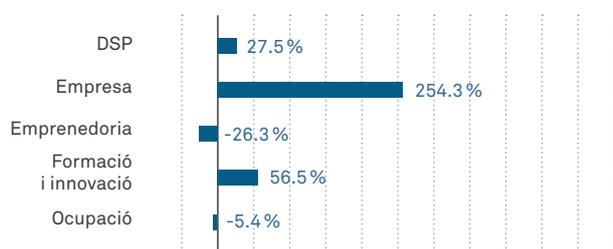
Ciutat Vella



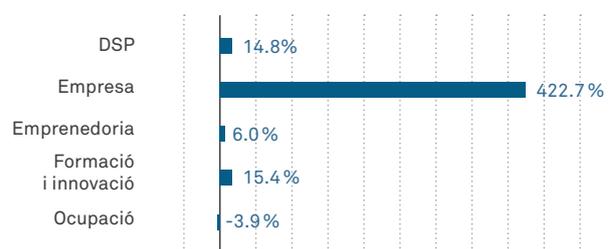
Horta-Guinardó



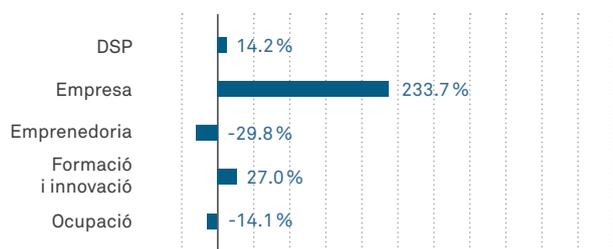
Sants-Montjuïc



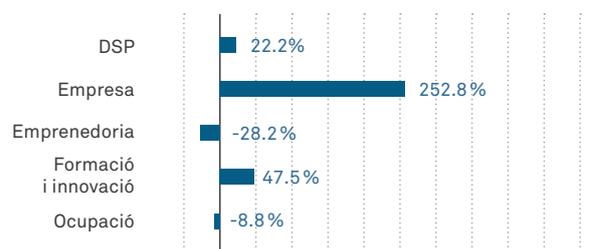
Nou Barris



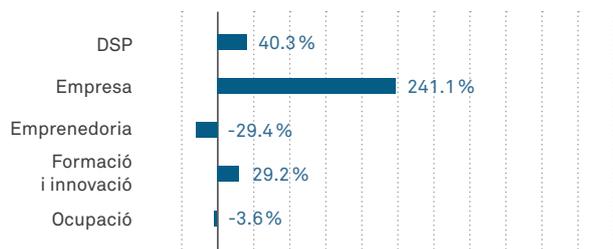
Sant Martí



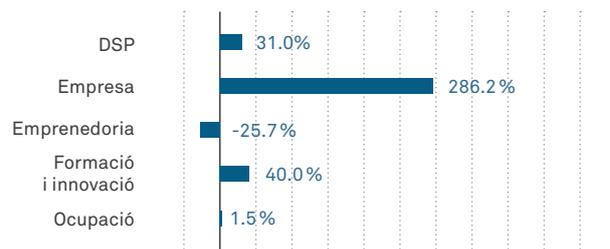
Sant Andreu



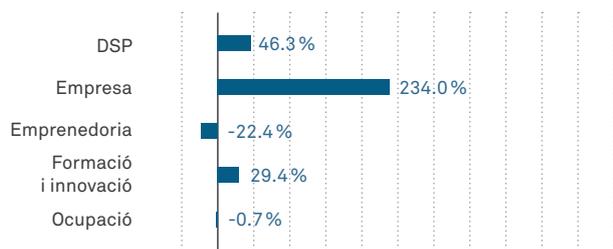
Eixample



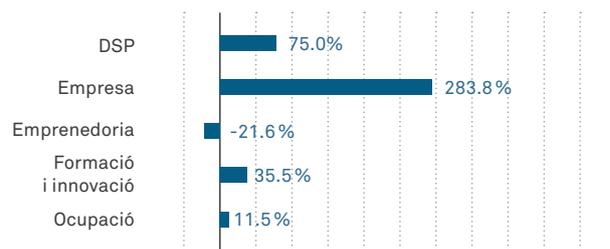
Gràcia



Sarrià-Sant Gervasi



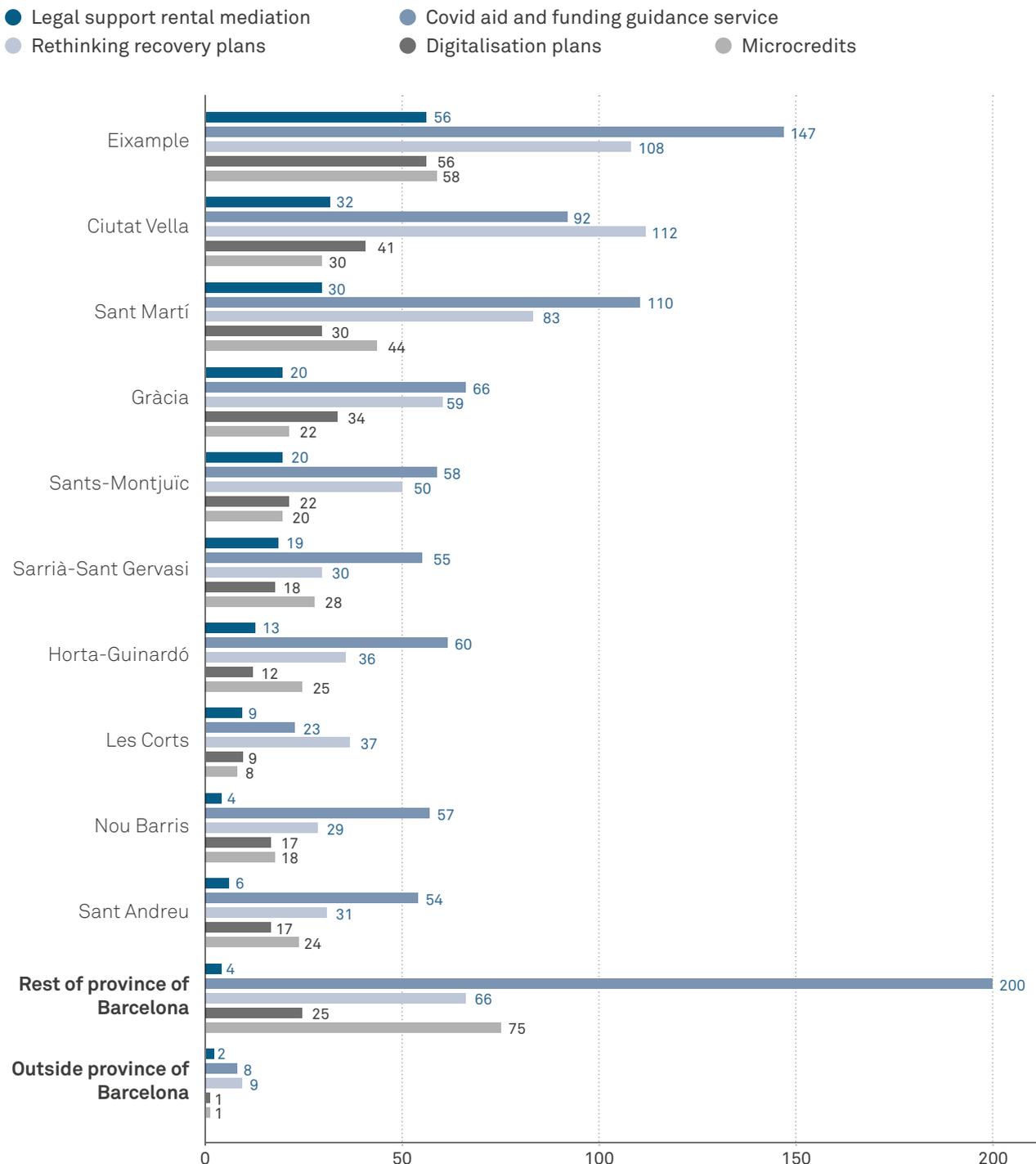
Les Corts



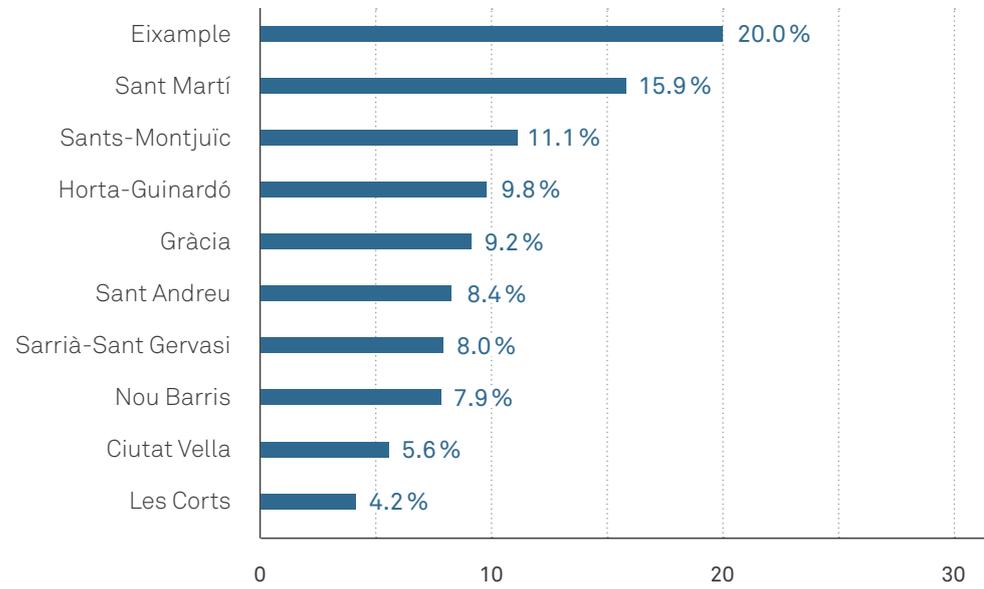
04.4.4 Territorial distribution of the impact of CECORE measures

All new extraordinary funds have been channelled through CECORE, or the Centre for the Coordination of the Economic Response; it has also been here that the programmes and services organised by Barcelona City Council and Barcelona Activa have been evaluated with a view to reducing the impact of the crisis, to support workers and the city’s economic and productive fabric. This has been achieved coordinating the different areas of municipal intervention to respond to the crisis in the form of a comprehensive shock plan.

Companies assisted. CECORE measures by district. From 16/03/2020 to 31/12/2020



Percentage distribution of companies assisted by district



05. Objectives of the 2021–2023 Local Strategy

Preserving the framework defined in the previous mandate, the 2021-2013 Local Economic Development Strategy aims to have an impact on reactivating the socio-economic fabric and employment in the city's neighbourhoods and districts, bearing in mind the socio-economic context, as well as the different cross-departmental projects in the city that make up Barcelona's social and economic agenda, and that form part of the main economic hubs that will catalyse the economic promotion of the city in the years to come.



To this end, this strategy sets out the following six priorities:

1. Roll out the **plans for reactivating the economy** across the ten districts, encompassing different measures to boost the economy of the districts, while committing to the assets and opportunities in the different territories.
2. Consolidate or generate **services and resources as part of Barcelona Activa to invigorate the local economy**, which contribute to reactivating the economy, guaranteeing that people and companies receive assistance boosting their business, strengthening the commercial fabric or invigorating the setting up of economic activity in street level premises across the city.

3. Continue providing support to **promoting local economic initiatives through financing instruments**, in particular in sectors strategic to the city. With a view to offering opportunities to the highest possible number of initiatives, both in terms of projects and regions, a single initiative can only be financed as part of three yearly calls, provided that they involve elements of innovation.
4. Consolidate **emblematic district projects** promoted in recent years and encourage the identification of emblematic local actions in the city's other districts, as development potential for the city, bearing in mind the different governance measures and policies promoted with the new hubs of economic activity and strategic sectors.
5. Continue **promoting the strategy to make Barcelona Activa facilities, services and resources available** to the districts, which often involves the reorganisation of spaces to concentrate different resources in a single space, in particular in relation to employment activities. Furthermore, enhance communication strategies that make it possible to raise awareness of messages in relation to resources amongst residents, increasing their participation in existing services.
6. Strive to **improve the quality of employment**, reinforcing and strengthening the Defence Points for Employment Rights, while enhancing occupational programmes for the most vulnerable groups and defining 'integrated circuits of employment in each district', which optimise the assistance provided by the different programmes and services.
7. Improve the **coordination of the different municipal strategies in relation to promoting the economy** by creating a new governance model for each district: the Local Economic Promotion Units (EPU), which seek to improve the quality and impact of these measures in the different territories.

06. Measures of the 2021–2023 Local Strategy

Based on the objectives indicated above, which are used to structure the pillars of work for the coming years in terms of plural and local economic development and territorial rebalancing, the following measures have been drawn up for the 2021–2023 period.

OBJECTIVES	MEASURES
1) Roll out the plans for reactivating the economy across the ten districts, encompassing different measures to boost the economy of the districts.	<ul style="list-style-type: none"> • Preparation and implementation of Plans to Reactivate the Economy for 2021–2023 in the six districts with below average income. • Preparation and implementation of Roadmaps for 2021–2023 in the four districts with above average income.
2) Consolidate or generate Barcelona Activa resources and services to invigorate the local economy.	<p>Invigoration of the local economy through:</p> <ul style="list-style-type: none"> • Strategy for revitalising Barcelona’s street level premises, <i>Amunt Persianes</i>. • Local services at Economic Activity Information Points (EAPs). • Programmes for supporting and assisting trade: <i>Comerç a punt</i> and social currency project (REC).
3) Continue providing support to promoting local economic initiatives through financing instruments, in particular in sectors strategic to the city.	<p>Call for grant and subsidy applications for the socio-economic activation and fostering of neighbourhoods and districts, <i>Impulsem el que fas</i>.</p>
4) Consolidate emblematic district projects and encourage the identification of emblematic local actions in the city’s other districts.	<p>Projects that promote the local circular economy:</p> <ul style="list-style-type: none"> • Pooled Resource Bank — Ciutat Vella • Vila Besòs warehouse — Sant Andreu <p>Support for collaborative work spaces:</p> <ul style="list-style-type: none"> • La Clota Cotreball – Horta-Guinardó • Sinèrgics – Sant Andreu
5) Continue driving the local strategy for Barcelona Activa resources, services and facilities in the districts.	<ul style="list-style-type: none"> • Reorganisation of spaces and active creation of spaces: Nou Barris Activa and Sant Andreu Activa. • Local communication strategy.
6) Work to improve the quality of employment.	<ul style="list-style-type: none"> • Defence Points for Employment Rights • Enhancement of occupational programmes across the different territories • Definition of integrated employment circuits
7) Improve the coordination of the different municipal strategies in terms of economic promotion with a view to improving its quality and impact on the different territories.	<p>Creation of a new integrated governance model: Economic Promotion Units in the districts.</p>

06.1 2021–2023 PLANS FOR REACTIVATING THE ECONOMY IN THE DISTRICTS

The new plans for reactivating the economy have been created against the backdrop of major uncertainty caused by the impact of the Covid-19 crisis.

As part of the previous Local Strategy, six Economic Development Plans were rolled out in the districts with below average income: Nou Barris, Sant Martí, Sant Andreu, Ciutat Vella, Horta-Guinardó and Sants-Montjuïc. The plans for reactivating the economy have involved updating the District Economic Development Plans, with a view to generating balanced, sustainable economic activity rooted in the territories, which contributes to satisfying the needs of local residents.

The new **Plans for Reactivating the Economy** have been created against the backdrop of major uncertainty caused by the impact of the Covid-19 crisis and their overall aim is to **recover and strengthen district economy**, emphasising the value of the assets and opportunities in each one, all including and promoting the coordination of both Barcelona Activa assets and resources and those rolled out by the district itself or other socio-economic agents in the territory.

The aim of the plans for reactivating the economy is (...) to serve as a framework that integrates the series of economic development actions promoted by Barcelona City Council and the stakeholders in each territory.

The aim of the plans for reactivating the economy is therefore to **serve as a framework that integrates the series of economic development actions promoted by Barcelona City Council and the stakeholders in each territory**, with a view to contributing to overcoming the challenges facing each district and contributing to the reduction of socio-economic imbalances in each territory.

Based on the levels of income of the different districts, these Reactivation Plans are implemented through the **Plans for Economic Development for the six districts with below average income**, which were already in place under the previous strategy, including a new vision based on new strategic assets. They are also implemented through the **Roadmaps for reactivating the economy in the four districts with above average income**, which, for the first time, will have an instrument for aligning and complementing the existing economic development measures, focusing on a number of the relevant assets in the district.

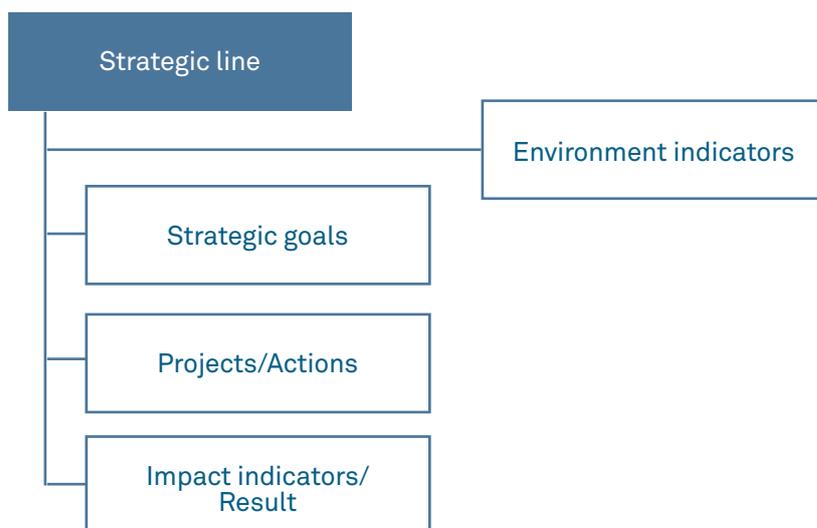
In both cases, work is coordinated with the districts and proposals from the socio-economic network, and in the case of the Economic Development Plans, the coordinated work with the Neighbourhood Plan is worth particular mention, as regards the measures to reactivate the economy that involve economic resources in addition to the implementation of employment actions, to promote the economy and the social economy in the neighbourhoods that form part of this municipal strategy.

Thus, the backbone of the two types of plans are the **basic strategic** approaches, which are common to both instruments:

1. Reactivating the economy from the territory itself
2. Reactivating trade
3. Promoting projects that invigorate the district's economy
4. Quality work
5. The specific weight of the territory's assets in terms of economic activity in the city

In the case of the Economic Development Plans and based on the specific nature of each district (assets identified for economic promotion, needs of the neighbourhood and companies or future visions), there are other strategic lines, including but not limited to: strengthening the Social and Solidarity Economy, increasing the weight of industry, promoting the tourist economy and promoting the creative or technology sectors. These areas and sectors have been included in district-specific strategies for their development.

The structure of the Economic Development Plans and Roadmaps is as follows:



The environment indicators are units of measurement that must make it possible to monitor progress with the socio-economic development of each district throughout the Plan's duration.

The environment indicators are units of measurement that must make it possible to monitor progress with the socio-economic development of each district throughout the Plan's duration. They provide a broader assessment, going beyond the possibilities of the indicators associated with each of the Plan's objectives, thus calculating the evolution of the socio-economic status of each district. The final monitoring and evaluation section addresses defines the indicators of the five basic strategic approaches.

During the strategy implementation period, in 2021 new plans for reactivating the district economy have been prepared and presented, consisting of six Economic Development Plans and three Roadmaps (Les Corts will present theirs in the first quarter of 2022), which are rolled out by each of the districts for projects/actions associated with each strategic goal. The level of achievement is determined by the corresponding impact indicators/result.



→ [Link to the plans for reactivating the economy](#)

06.2 REVITALISATION OF THE LOCAL ECONOMY

The revitalisation of the local economy involves two major objectives: the first (a new initiative) is the **strategy for revitalising ground-floor premises under the guise of ‘Barcelona Amunt Persianes’**, and the second, launched during the previous period, is the **consolidation of local support services for reactivating the economy**.

Below, a description is provided of each of the measures.

06.2.1 Strategy for revitalising ground-floor premises: *Amunt Persianes*

Amunt Persianes, or Opening Shutters, aims to economically revitalise empty ground-floor premises in the city with a view to reducing the number of empty premises and encouraging the installation of economic activity.

The 2021-2023 *Amunt Persianes* strategy, presented in spring 2021, can be traced to the need to reduce the number of empty ground-floor premises across the city. According to data taken from the main property agency websites, there are more than 5,000 vacant premises for sale or rent, totalling 1.5 million square metres of inactivity. The phenomena resulting from commercial desertion must be combated, such as the decrease in options for face-to-face, local and direct consumption in neighbourhoods, the increase in the perception of insecurity and social isolation, and difficulties in relation to social and community cohesion. To this end, these vacant premises must be considered a strategic asset in the city when it comes to economic development.

Amunt Persianes, or Opening Shutters, aims to economically revitalise empty ground-floor premises in the city with a view to reducing the number of empty premises and encouraging the installation of economic activity, diversifying uses and ensuring the balance of activities in different districts, through collaboration between public, private and social agents. Different municipal manager's offices are involved in this strategy promoted by Barcelona Activa, including Foment de Ciutat, the Department of Commerce and Consumer Affairs, the Districts and the Neighbourhood Plan.



During the Local Strategy implementation period, five strategic measures will be rolled out:

1. **Creation of an observatory for ground-floor premises.**
2. **New economic aid for setting up economic activity in vacant ground floor premises, for 170 premises.**
3. **Creation of a public portfolio of vacant ground-floor premises (BPO Ground-Floor Premises) for a minimum of 60 premises.**
4. **Creation of a rental pool for private ground-floor premises, containing 100 to 200 premises.**
5. **Resources for preventing new vacant ground floor premises.**

→ [Link to *Amunt Persianes*](#)

06.2.2 Local services: District Economic Activity Help and Information Points (EAPs)

Economic Activity Information Points are a service that provides **information, advice and support to socio-economic activities** in the districts of Nou Barris and Ciutat Vella, with a view to promoting and enhancing more rooted, economic and quality economic activities, all connected with a series of Barcelona Activa resources aimed at companies and entrepreneurship.

In this connection, it provides support to new individual and group entrepreneurial projects, connecting them to other projects in the territory with which synergies can be created. Advice is also provided to companies, shops and services with a view to their consolidation, enhancing their competitiveness or redesigning their business. Furthermore, companies are accompanied in the economic sustainability process and awareness raised amongst young people in terms of entrepreneurship. The Economic Activity Information Points were first launched in 2018 in Nou Barris and Ciutat Vella, and target the residents of these districts who have an entrepreneurial initiative in the same or in another district, in addition to any initiative that anybody wants to launch in these territories, in addition to shops, companies and services set up in these districts.

During the Local Strategy implementation period, the service, which is clearly geared towards the territories, shall continue providing greater access to resources in Barcelona.

→ [Link to the Nou Barris EAP](#)

→ [Link to the Ciutat Vella EAP](#)

The Economic Activity Information Points (...) target the residents of these districts who have an entrepreneurial initiative (...) in addition to any initiative that anybody wants to launch in these territories.



06.2.3 Programmes for supporting and assisting trade and local services

- **Comerç a punt**

This **personalised commercial advisory programme** aims to promote the recovery and provide assistance in the transformation process that must be embarked upon in response to the new consumption models. Advice includes between five and twelve hours of professional assistance in person at the establishment itself and online, to guarantee the consolidation and continuity of the business.

The assessments **are 100% customised** and allow different areas to be worked on depending on the corresponding needs: cash management, internal organisation, marketing and communication, digitalisation, financing, window dressing, sustainability, customer loyalty, etc. and connects to the series of municipal resources for improving the competitiveness of the city's commercial fabric.

During the Local Strategy implementation period, this programme will be extended to the city's districts and the aim is to assist more than 300 establishments per year.

→ [Link to Comerç a punt](#)

The assessments are 100% customised and allow different areas to be worked on depending on the corresponding needs (...) and connects to the series of municipal resources for improving the competitiveness of the city's commercial fabric.



Furthermore, **specific lines of assessment** will be made available to traders with specific requirements, such as those performing different trade activities.

From 2022 onwards, a line of collaboration will be launched with the Neighbourhood Plan to step up efforts to provide assistance to shops in some of these neighbourhoods, with a view to providing advice that is adapted to the needs of trade in these neighbourhoods.

- **REC, Barcelona's social currency**

The **REC** is Barcelona's social currency, which, in essence, is a variant of social or local currencies. It is a **complementary system of exchange for residents with the same worth in euros** allowing **people and shops to make transactions using a free mobile app** that enables euros to be converted into RECs and for payments to be made.

The aim is to promote consumption at local shops and services in the neighbourhoods in the Besòs Hub in order to invigorate its commercial fabric and thus have an impact on economically and socially vital neighbourhoods.

The roots of this initiative can be traced to 2018 and the REC-B-MINCOME European urban innovation project, which aimed to promote actions to combat poverty in the Besòs Hub. At the end of 2020, REC — CAMPANYA LI TOCA AL BARRI — was launched, in which 170 shops participated in two complementary phases: first phase, 15% discount on purchases made in RECs at shops participating in the campaign based on the minimum conversion of €10 into RECs; second phase, from June 2021 onwards, during which the currency has been linked to the receipt of 016 Social Welfare aid, with 425 families residing in the Besòs Hub receiving a cheque for 200 RECs in exchange for receiving 25% of their aid in RECs. By 31 October, 175,000 RECs had been distributed, of which 84% had been spent at participating shops.

This project is organised by the Department of Cooperative, Social and Solidarity Economy, Barcelona Activa, the Neighbourhood Plan and Novact.

The aim is to promote consumption at local shops and services in the neighbourhoods in the Besòs Hub in order to invigorate its commercial fabric and thus have an impact on economically and socially vital neighbourhoods.



During the implementation period of the Local Strategy, 190,000 RECs were spent at 170 shops in neighbourhoods in the Besòs Hub.

→ [Link to REC](#)

06.3 FINANCING THE LOCAL ECONOMY

Funds are key to articulating projects and initiatives that revitalise the local economy, as they entail the creation of employment, economic activity and social cohesion.

In this connection, the **programme of grants and subsidies for the socio-economic promotion of the territory, *Impulsem el que fas***, seeks to provide economic support to territorial projects with a view to improving the economic situations of the districts and neighbourhoods. These territorial initiatives promote the revitalisation of ground-floor premises, socio-economic innovation, quality employment, responsible and sustainable tourism, sustainable food and responsible consumption, the urban distribution of locally sourced goods and creative industries rooted in the territory.

This programme of aid, which was launched in 2017, is organised in the form of annual calls for applications. The process for selecting projects involves a competitive tender process, with all applications received assessed at the same time and subject to the same criteria; therefore, all projects submitted have the same opportunity to be selected.

The financed percentage, unlike other municipal calls for applications, can be for a maximum of 80% of the project's total budget, with a maximum of €20,000 for *Amunt Persianes* and €40,000 for the other initiatives. In addition to financing, these projects also receive technical support. With a view to supporting a wide variety of projects and territories, a single project cannot receive funding in more than three annual calls for applications, and each application must feature elements of innovation/evolution.

With five calls for applications now having been organised, between 2017 and 2020, and more than 380 projects financed for the sum of €9,380,991.21, *Impulsem el que fas* has consolidated its position as a funding instrument to coordinate projects that revitalise the local economy and socio-economic returns in the city's neighbourhoods and districts.

Furthermore, the projects financed respond to different requirements that have developed over time, adapting to the new needs to appropriately respond to the new challenges facing the city.

In some cases, they are closely related to municipal programmes or Barcelona Activa programmes, such as the setting up of economic activity in ground-floor premises linked to the *Amunt Persianes* strategy, or the funding of Barcelona World Capital of Sustainable Food projects, to ensure their position as a funding instrument that is consistent with the priorities, objectives and measures of Barcelona Activa and Barcelona City Council.

During the Local Strategy implementation period, an annual call for applications will be launched for the *Impulsem el que fas* programme with a minimum budget of €1,500,000.

→ [Link to *Impulsem el que fas*](#)

The programme of grants and subsidies (...) *Impulsem el que fas* seeks to provide economic support to territorial projects with a view to improving the economic situations of the districts and neighbourhoods.

With a view to supporting a wide variety of projects and territories, a single project cannot receive funding in more than three annual calls for applications, and each application must feature elements of innovation/evolution.

The projects financed respond to different requirements that have developed over time, adapting to the new needs to appropriately respond to the new challenges facing the city.



06.4 IDENTIFYING AND SUPPORTING EMBLEMATIC DISTRICT PROJECTS

Barcelona is a plural, diverse city, which has different assets specific to each territory. In this connection, one of the key objectives to be developed, beyond consolidating the emblematic district projects that were catalysed under the previous strategy, is to identify, in collaboration with the district's different stakeholders, the projects or areas to be implemented in the territory, which are key to promoting the local economy and social cohesion.



During the Local Strategy implementation period, in addition to supporting the emblematic projects of certain districts, other projects that are key to catalysing the local economy will be identified, in cooperation with the different stakeholders in the districts, and support provided as appropriate.

06.4.1 Projects that promote the local circular economy

As indicated in the new economic agenda, Barcelona Green Deal, sustainability, in addition to competitiveness and equality, must be one of the three key aspects at the centre of the measures of this economic roadmap for the city. Measures associated with the circular and value economy, new hubs of economic activity and the tourist economy are included in the chapter on sustainability.



During the Local Strategy implementation period, circular economy projects will be consolidated that commit to the shared use of resources and the recovery of materials.

- **Pooled Resource Bank in Ciutat Vella**

This is a service for pooling infrastructural resources and services in the Ciutat Vella district, with the aim that the social and cultural organisations in the territory can make use of them in community or socio-educational events.

This is a service for pooling infrastructural resources and services in the Ciutat Vella District, with the aim that the social and cultural organisations in the territory can make use of them in community or socio-educational events. This action, promoted by Itaka de Ciutat Vella, in cooperation with the Raval Sud–Gòtic Sud Neighbourhood Plan, was created within the framework of the Economic Development Plan for Ciutat Vella, as one of the lines of action to promote cost savings and business cooperation in the district.

This pooled approach aims to work on the culture of collaboration, cooperation, recycling and joint work to respond to the needs of institutions in the territory: lending of different types of materials, network for reusing unused material, and provision of transport and assembly services. Furthermore, the project involves options for young people on scholarships and work experience, focused on the management and maintenance of events infrastructures, which also involves recruitment.

- **Vila Besòs warehouse**

Created as part of the Economic Development Plan for Sant Andreu in 2018, promoted by the district of Sant Andreu and Barcelona Activa with a view to revitalising empty warehouse spaces in the Bon Pastor industrial estate, it also looks to respond to the storage needs of social and cultural institutions in the district. At the same time, this meeting space is harnessed to work on the assignment, exchange and repair of materials and the space dedicated to *Formació a la Nau*, imparted in a face-to-face and virtual format, addressing green and circular economy topics for both institutions and local residents, imparted by the institutions themselves as a form of social return for using the warehouse space.

This space, measuring 800 m², is currently used by 50 institutions, 44 % from the world of art and culture and 15 % from the world of social action. The storage space is 75 % occupied.

→ [Link to Nau Vila Besòs](#)

06.4.2 Support for collaborative work spaces

Co-working spaces have become powerful ways of revitalising economic activity in the surrounding area. For the most part, they are private initiatives, although they have also been promoted in some districts as part of public initiatives, to invigorate the neighbourhoods where this need or opportunity has been identified.

As part of the implementation of the Local Strategy, continued support will be provided to co-working spaces with La Clota Cotreball and Sinèrgics.

- **La Clota Cotreball: co-working space with social return for the area in Horta-Guinardó**

Facility run by the district, first opened in 2019, constituted by a series of local residents measuring a total of 362 m², located in La Clota. This is a co-working space where entrepreneurs working there do not have to pay any amount of money to use the space, but rather they perform social return activities for institutions, associations and community resources in the Horta-Guinardó district. The project is run by the Horta-Guinardó district and Barcelona Activa, in the framework of the District Economic Development Plan (EDP), and aims to provide support to entrepreneurs, in addition to promoting the socio-economic revitalisation of the territory and synergies between the economic network, local residents and public agents.

To use the space, projects are required to apply as part of a competitive tendering process. Priority is given to projects identified in the EDP for Horta-Guinardó as priority economic sectors or fields: assistance for individuals, sport and leisure, food and environmental sustainability, local commerce, social and solidarity economy, art and culture, and technological innovation. Projects can fall under the umbrella of either the social and solidarity economy or the conventional economy.



The project (...) aims to provide support to entrepreneurs, in addition to promoting the socio-economic revitalisation of the territory and synergies between the economic network, local residents and public agents.

Social return actions are designed in cooperation with the institutions located in Horta-Guinardó and with each co-worker, responding to the profiles and needs of the territory.

Social return actions are designed in cooperation with the institutions located in Horta-Guinardó and with each co-worker, responding to the profiles and needs of the territory. These actions often involve socio-educational workshops, communication initiatives, actions related to the digitalisation and socialisation of the elderly, among others.

La Clota Cotreball offers office and workshop spaces (home to photography and dressmaking projects, for example) and kitchen facilities. The kitchen facilities are a community space, made available to the different institutions and resources in the district. Complementary activities that are of interest to co-workers and that can have a positive impact on the consolidation of the different projects are also implemented, such as workshops with community networks and institutions.

→ [Link to La Clota Cotreball](#)

- **Sinèrgics: first co-working space with social return for the area in Sant Andreu**

Co-workers are provided with access to all the necessary resources for undertaking their projects (...), although efforts are also made to constitute a community to offer new ideas, new knowledge, new learning and new projects.

Sinèrgics is a collaborative, shared work space in the Baró de Viver neighbourhood, promoted by the Sant Andreu district in 2015, with a view to recovering a degraded space in the neighbourhood. With this in mind, municipal, ground-floor premises have been adapted and made available to entrepreneurship initiatives to attract professionals capable of triggering socio-economic movement.

As part of this shared space, co-workers have access to all the resources needed to develop their projects, including physical resources and high-quality furniture, to work in ideal conditions, WI-FI with guarantees, meeting spaces, break spaces to promote informal communication, etc., although revitalisation efforts are also made so that interaction can constitute a community to offer new ideas, new knowledge, new learning and new projects.

One of the most innovative aspects of the project is that it was the first in the city to promote social returns to institutions in the neighbourhood and district, in exchange for forming part of the Sinèrgics community. This consideration may take on different formats, depending on the talent involved and the needs of the institution receiving it: training, workshops, support designing communication materials, etc.

Sinèrgics is a community of 40 members and its aim is to provide (...) business consultancy to resident initiatives to offer support as regards their feasibility and redesign the social return model.

Sinèrgics is a community of 40 members and its aim is to provide, as part of Barcelona Activa, business consultancy to resident initiatives to offer support as regards their feasibility and redesign the social return model, as this provides greater added value to the institutions and the territory from a community perspective.

→ [Link to Sinèrgics](#)

06.5 LOCAL STRATEGY FOR BARCELONA ACTIVA RESOURCES, SERVICES AND FACILITIES IN THE DISTRICTS

Currently, Barcelona Activa's activities are distributed across almost 50 points. Activities related to the search for work and technological training, considered critical for most professional profiles, are the activities that are most highly territorialised and, in large part, are performed at the facilities or spaces in the districts involved.

Network of Barcelona Activa facilities

Barcelona Activa is present in 48 locations across the city.

1. Head Office
2. Porta22
3. Convent de Sant Agustí
4. Ca n'Andalet
5. Glòries Entrepreneurship Centre
6. Glòries Business Incubator
7. Almogàvers Incubator
8. MediaTIC Incubator
9. Business Support Office
10. Technology Park
11. Nou Barris Activa
12. Cibernàrium
13. InnoBA

● Service points across the city



Depending on the type of socio-economic profile, it has been demonstrated that geographic proximity to resources for local residents is essential in guaranteeing equal access to these programmes and services and that this proximity must be analysed beyond virtual technological accessibility.

06.5.1 Reorganisation of spaces and creation of Espais Activa

Occupational services and programmes are the most territorialised resources and at the same time, are highly spread across different locations within the same district. This is due to the fact that these locations are reliant on the conditioning factors of the corresponding co-funding programmes, as in the case of *Treball als Barris*, or the availability of spaces at district facilities.

The strategy as part of the reorganisation of spaces is to avoid, wherever possible, dispersion and aiming to consolidate Barcelona Activa activities in a single space, provided that this is to the benefit of the aim of the programme/service. The aims are to make gains in proximity, with an integrated service perspective, in resource efficiency and in terms of the visibility for Barcelona Activa for local residents.

One paradigmatic example of the territorialisation and organisation of spaces is Nou Barris Activa, promoted by Barcelona Activa and the Nou Barris district in 2018. It is the reference centre for economic promotion and employment in Nou Barris. It provides residents in the district with different resources associated with Employment, Business and Entrepreneurship with a view to enhancing access

Occupational services and programmes are the most territorialised resources (...) due to the fact that these locations are reliant on the conditioning factors of the corresponding co-funding programmes (...) or the availability of spaces at district facilities.

In the Sant Andreu and Sants-Montjuïc districts, progress will be made (...) with rationalising occupational programmes and services (...), that are already implemented in the territory and that can be combined as part of a single space, an Espai Activa.

to Barcelona Activa resources, reducing the physical distance between the user and the programmes and services and adapting methodologies to the profiles of individuals. During its first year, 3,024 different people used the programmes and services on offer, of which 43% had never used Barcelona Activa resources previously and 77% were from neighbourhoods in which no occupational resources were available. These figures serve to confirm the hypothesis that geographical proximity encourages the use of own resources.

In the Sant Andreu and Sants-Montjuïc districts progress will be made, from this perspective, with rationalising occupational programmes and services, in addition to the contact person in the district, which are already implemented in the territory and can be combined as part of a single space, an Espai Activa. In the Besòs end of Barcelona, this would be the case of **Sant Andreu Activa** at the space on Carrer Residencia, to date dedicated to young people, and in the Llobregat end of the city, **Sants-Montjuïc Activa**, at Block IV in Can Batlló, at which adaptation work will soon begin and which will be available in 2023.



During the Local Strategy implementation period, work has started to reorganise all spaces in which Barcelona Activa activities are performed and two Espais Activa have been created: Sant Andreu Activa and Sants-Montjuïc Activa, as spaces for consolidating Barcelona Activa activities in these districts.

06.5.2 Local communication strategy

As part of Barcelona Activa's approach to territories, communication plays a key, cross-cutting role within the strategy and is a key mechanism for reaching recipients.

As part of Barcelona Activa's approach to territories, communication plays a key, cross-cutting role within the strategy and is a key mechanism for reaching recipients and attracting people and companies with specific demands in line with the reality of each district.

As part of the previous strategy, efforts have been made to improve communication, on the websites of the Economic Development Plans for the districts, the communication impact of specific services such as the Economic Activity Information Points or the Defence Points for Employment Rights, specific communication strategies in the digital spaces of the districts and even billboards and mailboxes for specific campaigns in certain districts.



During the implementation period, a local communication campaign is expected to be performed, in digital and paper format, which shall be adapted to each district to help local residents identify where the closest resources to them are located in terms of Employment, Training, Business and Entrepreneurship.

06.7 IMPROVED EMPLOYMENT QUALITY

The employment programmes and services in the previous period of the Local Strategy served to increase their capillarity in the territories, with a view to expanding the coverage of assistance in the city's neighbourhoods and districts.

The outbreak of the Covid-19 pandemic has had a serious impact on employment, economic activity and unemployment in the city. Therefore, since the onset of the pandemic, Barcelona Activa has adapted all its services, programmes and resources to the needs of companies and local residents.

From a public policy perspective, Barcelona Activa and the Neighbourhood Plan are at the forefront of municipal resources when it comes to employment. These resources in each territory also have information and coordination spaces linked to the different networks, boards and employment commissions, whether at a neighbourhood or district level, in which the existing employment institutions participate and that are the expert channels for diagnosing, approaching and complementing needs with programmes and services.

06.7.1. Defence Points for Employment Rights

The Defence Points for Employment Rights are a free municipal service promoted by Barcelona Activa and the districts of Ciutat Vella, Nou Barris and Sants-Montjuïc. Activities first began in 2017 in these districts in the framework of the Economic Development Plans and in collaboration with trade union organisations and local institutions.

This personalised advisory service offers assistance with employment rights, duties and regulations to employees and the unemployed as well as the self-employed and employers, regardless of their administrative situation, with advice imparted by employment lawyers. Group actions are also delivered by institutions, associations, companies and any organisation requesting them. Specific sessions are imparted in different territories, whether to generally raise awareness or on specific topics or by specific professional groups.

From the perspective of Defence Points for Employment Rights, a response is provided to any employment claim, whether in relation to the rights and duties of the employee or those of the employer, or those of unemployed persons. Furthermore, they specialise in two lines of action: discrimination and gender-based harassment in the workplace and care work.

In 2021, during the Local Strategy implementation period, the number of districts offering Defence Points for Employment Rights increased, with 10 districts in the city now offering them.

→ [Link to the Defence Points for Employment Rights](#)

The outbreak of the Covid-19 pandemic has had a serious impact on employment, economic activity and unemployment in the city.

From the perspective of Defence Points for Employment Rights, a response is provided to any employment claim, whether in relation to the rights and duties of the person (...) and they specialise in two lines of action: discrimination and gender-based harassment in the workplace and care work.



06.7.2. Enhancement of occupational programmes across the different territories

The impact of Covid-19 on employment has resulted in the creation of new resources for unemployed people (over-the-phone assistance to provide employment advice and support, digital training, etc.) while expanding the service offered as part of different programmes and services across the city to respond to all demands of local residents.

During the Local Strategy implementation period, assistance programmes and services will be strengthened as will those targeting young people and the long-term unemployed in the city's different areas.

06.7.3. Definition of the integrated employment circuits

There are a wide variety of municipal employment resources and services, from those focusing on certain neighbourhoods (...) or because of the nature of the intervention, their natural scope is the neighbourhoods.

As indicated previously, there are a wide variety of municipal employment resources and services, from those focusing on certain neighbourhoods as they are co-funded by the Catalan Unemployment Office and its regulations so require, as is the case of *Treball als Barris* teams, or because of the nature of the intervention, their natural scope is the neighbourhoods, as is the case of the municipal *Pla de Barris* programme. And looking to the districts, there are conceptualised facilities, like *Espais Activa*, taking *Nou Barris Activa*, for example, or others specialising in digital professional training, such as the case of *Cibernàrium*. Furthermore, there are two specialist facilities:

- **Ca N'Andalet**

Facilities located in Horta-Guinardó, specialising in city-wide vocational training actions and programmes, in the areas of social health and social welfare and community services. It also offers occupational resources to unemployed people in the district.

- **Convent de Sant Agustí**

Facilities in Ciutat Vella, expected to specialise in employment programmes and services for young, unemployed people given that this group is so often affected by this phenomenon and, therefore, represents one of the priorities of Barcelona Activa. It also offers occupational resources to unemployed people in the district.

Based on a territorial analysis, the districts home to most activity points are: Sant Martí, Nou Barris, Gràcia, Ciutat Vella and Sants-Montjuïc, while Horta-Guinardó, Sarrià-Sant Gervasi, Les Corts, Eixample and Sant Andreu are the districts with least activity. Therefore, we must ensure the maximisation and optimisation of the existing resources, as we must guarantee that the different programmes and services are connected and integrated with a circuit model to facilitate access and harness the assistance provided as part of each programme or service.

They are expected to specialise in employment programmes and services for young, unemployed people, given that this group is so often affected by this phenomenon.



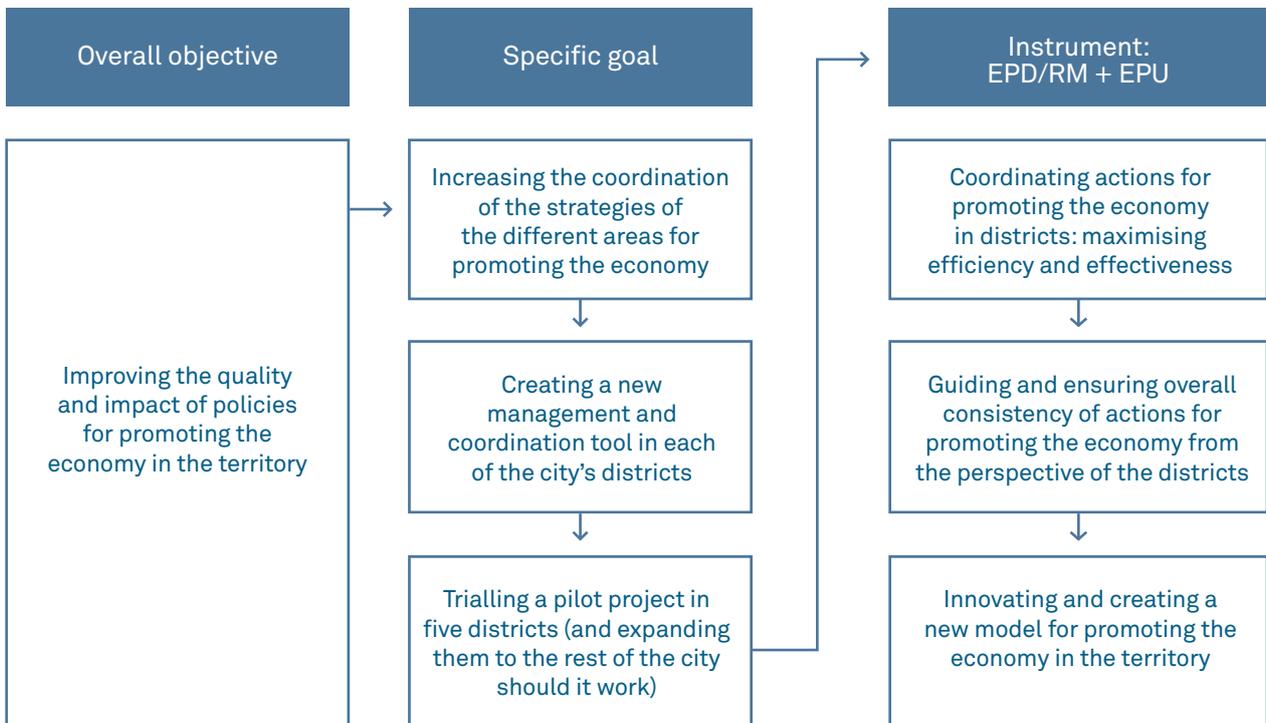
During the Local Strategy implementation period, and with a view to facilitating access to employment resources, integrated occupational circuits will be set up for each of the districts.

07. A new coordination model for a new strategy: Economic Development Units

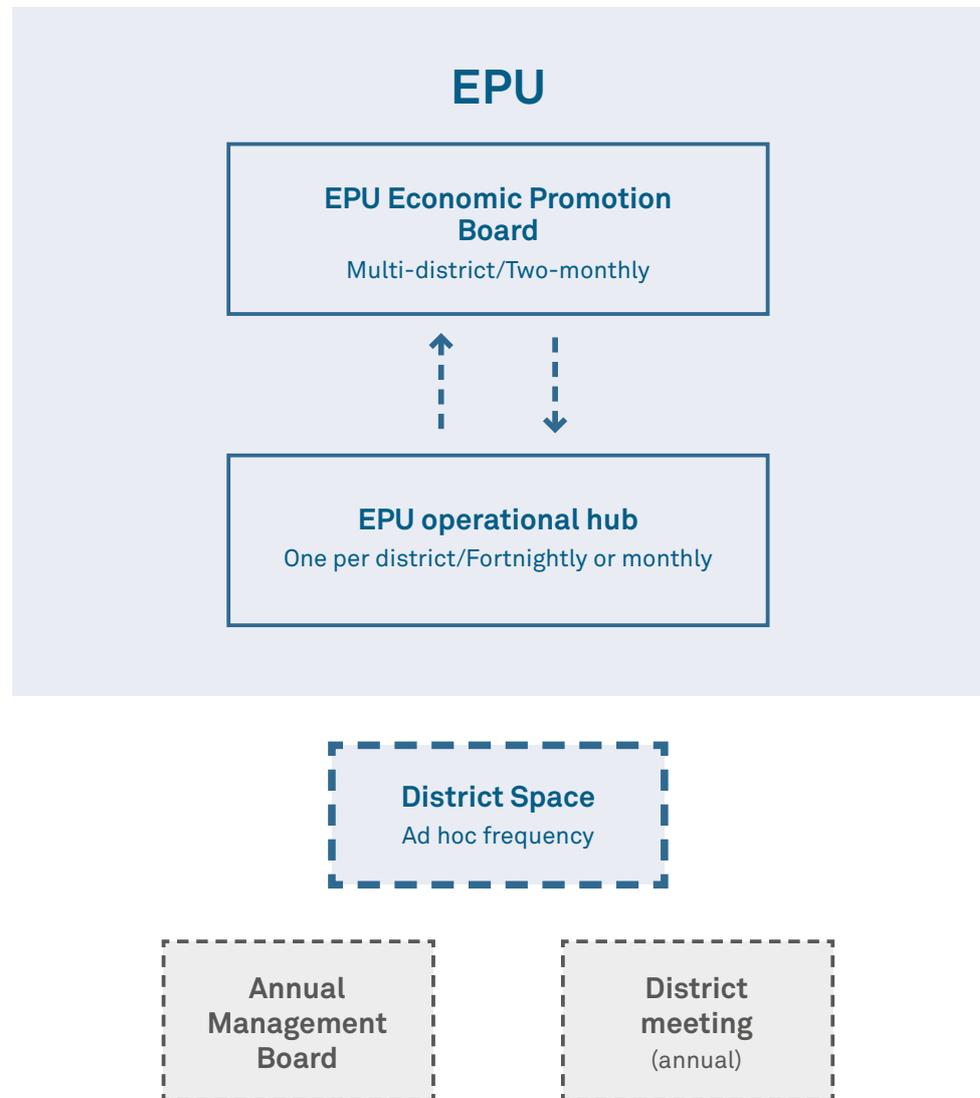
The Local Economic Development Strategy pursues innovation through the creation of the Lead Groups in each district. The Department of Services for People and Territorial Services, the District Management Team, members of the Government Team, the Barcelona Activa Local Department and the Neighbourhood Plan participated in this groups, as necessary based on the territory in question. Depending on the topics in question, other departments of Barcelona Activa were also involved.

The current Local Strategy redefines the proposal and makes progress towards more integrated spaces of coordination, based on experience and lessons learnt and with a view to **innovating and improving the impact of policies for promoting the economy** and, from this perspective, the **Economic Promotion Units** (hereinafter, EPU) have been set up to provide a response to the challenges posed by the coordination of the different economic promotion areas: Department of Commerce, Restaurant Trade and Consumer Affairs; Department of Tourism Services and Creative Industries; Department of Cooperative, Social and Solidarity Economy Services and Food Policy; and the Municipal Institute of Markets.

The current Local Strategy redefines the proposal and makes progress towards more integrated spaces of coordination, based on experience and lessons learnt and with a view to innovating and improving the impact of policies for promoting the economy.



This new organisational proposal includes different spaces encompassing the different municipal agents involved in promoting the economy and the structure thereof, and it works as follows:



All EPU spaces are home to interaction involving the different municipal agents involved in promoting the economy.

All EPU spaces are home to interaction involving the different municipal agents involved in promoting the economy. The operational hubs and Economic Promotion Boards are the main pillars of the EPUs:

- **Operational hubs:** they are spaces for the co-creation, design, follow-up and implementation of policies for promoting the economy in the district. Barcelona Activa's local technical teams are involved at this level as are the economic promotion teams of the Department of Services for People and Territorial Services of the districts. Their aim is to design policies for promoting the economy in an integrated and coordinated manner. They meet on a fortnightly or monthly basis, to be established by each district.

- **Economic promotion boards:** two-monthly meeting space for people at the operational hubs and different municipal stakeholders involved in economic promotion. Their purpose is to share information on initiatives, coordinate implementations across the city based on the reality of the districts and serve as an integrated space for the co-creation of economic proposals. Taking part: Department of Commerce, Restaurant Trade and Consumer Affairs; Department of Tourism Services and Creative Industries; Department of Cooperative, Social and Solidarity Economy Services and Food Policy, the Municipal Institute of Markets, the Neighbourhood Plan and Barcelona Activa.

The other EPU spaces include:

- **District Space:** a space set up in each district depending on its circumstances as regards frequent and attendees. It is made up of the Operational Hubs, the Department of Services for People and Territorial Services, representatives of Barcelona Activa services and programmes, and the ministers associated with economic promotion and social services, when deemed appropriate. The aim is to monitor and update the different actions set out in the Economic Development Plans and the Roadmaps.
- **District Meeting:** annual meeting space involving the Councillor's Office of the District, Coordination Space and Operational Hub to discuss the activities performed by the Operational Hub and to assess and improve the strategy adopted.
- **Annual management space:** once a year, the departments or management teams in the different economic promotion areas and the district manager's offices come together to assess the implementation of the EPUs and implement new strategic lines of action for their improvement and consolidation.

During the implementation period, an initial EPU pilot project is due to be performed in the city's five districts: Sants-Montjuïc, les Corts, Sant Martí, Nou Barris and Sant Andreu, with a view to trialling this new model and expanding it to the other districts on the results of its implementation have been assessed.



o8. Budget

The expected distribution of the Barcelona Activa budget by district for 2021–2023 is as follows:

District	Budget for 2021–2023
Ciutat Vella	10,187,313
Eixample	18,538,020
Sants-Montjuïc	14,392,413
Les Corts	3,381,105
Sarrià-Sant Gervasi	6,371,427
Gràcia	9,076,725
Horta-Guinardó	10,363,188
Nou Barris	14,691,492
Sant Andreu	10,899,948
Sant Martí	21,436,485
Total Budget	119,338,116

Note: subject to availability in the annual budget. /Does not include extraordinary economic provisions from CECORE and includes the Catalan Unemployment Office co-funding budget.

Details of how this budget translates in terms of the annual users for each district, distributed by the four pillars of Barcelona Activa: Employment, Entrepreneurship, Business, Digital Talent and Local Socio-economic Development are provided below:

	Employment	Entrepreneurship	Business economic	Digital Talent	Local Socio-Development	Total individuals and companies assisted by district
Districts	Annual forecast					Forecast
Ciutat Vella	1,850	1,000	550	550	400	4,350
Eixample	3,200	2,150	1,350	1,850	500	9,050
Gràcia	1,600	1,000	500	900	300	4,300
Horta-Guinardó	2,250	800	250	800	350	4,450
Les Corts	550	350	250	350	50	1,550
Nou Barris	3,600	550	300	600	550	5,600
Sant Andreu	2,500	600	450	650	250	4,450
Sant Martí	4,650	1,700	1,000	1,550	500	9,400
Sants-Montjuïc	3,150	950	600	850	450	6,000
Sarrià-Sant Gervasi	950	850	550	650	150	3,150
TOTAL persons/ companies per pillar	24,300	9,950	5,800	8,750	3,500	52,300

Finally, consideration must be given to the fact that this budget, which encompasses the Economic Development Plans and Roadmaps for economic development of the districts, must include contributions for promoting the economy of each district, the Neighbourhood Plan (in the corresponding districts) and those corresponding to other areas associated with the economic development of the city.

This budget (...) must include contributions for promoting the economy of each district, the Neighbourhood Plan (in the corresponding districts) and those corresponding to other areas associated with the economic development of the city.

09. Monitoring and evaluation

The purpose behind knowing the impact of these tools and resources made available under this Local Economic Development Strategy is to enable us, **in terms of measures**, to:

- Assess suitability at a district level of the objectives defined.
- Compare results according to territory and take corrective measures.
- Facilitate accountability as regards the strategy's measures.

And in terms of the Local Strategy:

- Verify the suitability of the measures developed in contributing to the social and territorial rebalancing of the city.
- Introduce greater transparency in the processes of local development.
- Achieve greater efficiency in the utilization of public resources.

The monitoring and evaluation of the indicators described below is performed by the Economic Promotion Units, as described in section 7.

09.1 EVALUATION AND FOLLOW-UP INDICATORS

The indicators of the 2021–2023 Local Strategy are structured around three pillars: activity, impact and environment.

09.1.1. Strategic activity indicators

The activity indicators measure the degree of achievement of the goals set out in the 2021–2023 period by means of the new interventions listed in section 5.

**OBJECTIVE 1
ROLLING OUT ECONOMIC DEVELOPMENT PLANS (EDP) FOR DISTRICTS AND ROADMAPS (RM)**

Indicator	2021–23 goal
Name EDP approved and in progress	Six EDP ongoing in the six districts with below average socio-economic indicators
Name RM approved and in progress	Four RM ongoing in the six districts with above average socio-economic indicators

**OBJECTIVE 2
CONSOLIDATING SERVICES OR RESOURCES TO INVIGORATE THE LOCAL ECONOMY**
***Amunt Persianes* programme (revitalisation of vacant ground floor premises [GFP])**

Indicator	2021–23 goal
Ground-Floor Premises Observatory	Implementation of the Observatory
Financial aid (subsidies and grants)	Impact on 170 GFP through financial aid
BPO Ground-Floor Premises	60 GFP made available to the economic projects of individuals, companies or institutions
Rental Housing Pool	Between 100 and 200 premises in the Rental Pool

District economic-activity information points

Indicator	2021–23 goal
New or established socio-economic projects/ initiatives given advice	1,500 new or established socio-economic projects/initiatives given advice

Comerç a punt

Indicator	2021–23 goal
Local shops given personalised advice	900 shops given advice

REC

Indicator	2021–23 goal
Number of participating families	450 participating families
Number of participating shops	170 participating shops REC
REC spent	190.000 REC

OBJECTIVE 3
FUNDING FOR THE SOCIO-ECONOMIC ENHANCEMENT OF THE TERRITORY *IMPULSEM EL QUE FAS*

Indicator	2021–23 goal
Editions of calls for aid applications	Three calls for applications, once per year
Projects funded by subsidies	300 funded projects

OBJECTIVE 4
SUPPORT FOR EMBLEMATIC DISTRICT PROJECTS
Pooled Resource Bank — Ciutat Vella

Indicator	2021–23 goal
Loans from the infrastructure-resources bank for Ciutat Vella's entities	350
Set-up/dismantling, logistics and transport services	500
Number young people recruited classed as being vulnerable	60

Vila Besòs warehouse — Sant Andreu

Indicator	2021–23 goal
Institutions registered at the warehouse	50
Lending and assignment of material between institutions	100

La Clota Cotreball — Horta-Guinardó

Indicator	2021–23 goal
Hosted economic initiatives	40 co-working user economic initiatives

Sinèrgics — Sant Andreu

Indicator	2021–23 goal
Initiatives receiving social 50 enterprise advice	50

OBJECTIVE 5 STRATEGY FOR MAKING FACILITIES, SERVICES AND RESOURCES AVAILABLE

Reorganisation of spaces and creation of Espais Activa

Indicator	2021–23 goal
Number of districts with reorganisation of spaces	In the ten districts
Creation of Espais Activa	In Sant Andreu and Sants-Montjuïc

Local communication

Indicator	2021–23 goal
Number of districts with local communication campaign for employment resources and economic promotion	In the ten districts

OBJECTIVE 6 PROMOTING QUALITY EMPLOYMENT

Employment rights' defence points

Indicator	2021–23 goal
In-person service points in the city	In-person service points in each of the ten districts
People assisted (individually and in groups) in relation to defence of employment rights at the information points	6.000 people assisted

Definition of integrated employment circuits

Indicator	2021–23 goal
Number of districts with expansion of territorialised actions	Across four districts

OBJECTIVE 7 PROMOTING QUALITY EMPLOYMENT

Indicator	2021–23 goal
Number of districts with EPU	In the ten districts

09.1.2. The strategy's territorial impact indicators

The strategy's territorial impact indicators make it possible to obtain an overview of the districts and assess whether the strategy fulfils its objectives:

- **Coverage rate for unemployed people assisted by district.** This indicator shows the number of unemployed people assisted by Barcelona Activa job-promoting services and programmes with the total number of unemployed people in each district. The unemployment coverage rate will enable the job-improvement initiatives' intensity to be measured in the six districts with the worst socio-economic indicators and compared to those of the city's other districts. For the purposes of providing a thorough analysis of the coverage rate, besides the figure for unemployed persons, the type of assistance they receive will be subject to analysis: career guidance, training, comprehensive programmes with recruitment or mediation/work market.
- **Territorial distribution of assistance with economic initiatives.** This indicator measures, on the one hand, the quantity of entrepreneurs assisted by Barcelona Activa, both within the framework of conventional entrepreneurship and the social and solidarity economy who reside in each district, as a percentage of the total number of entrepreneurs assisted, in addition to the constitution of businesses. On the other hand, the territorial distribution of assistance in economic initiatives shows the percentage of assisted economic players in each district (enterprises, cooperatives, associations, individual managers). This two-fold indicator will enable a comparison to be made with regard to whether assistance to economic activity is growing in the least developed districts.
- **Territorial distribution of expenses in economic promotion per district.** This indicator will enable monitoring of the budget implemented by Barcelona Activa for each of the ten districts. Calculations will be made by proportionately sharing out the costs of the various lines of activity: employment, enterprise, entrepreneurship, training, social and solidarity and local economy, according to the percentage of users resident in each district for each of the lines.

09.1.3. Environment indicators

The environment indicators measure the evolution of socio-economic data in Barcelona and its districts in these areas that are affected by the public policies and measures proposed in this document, in response to the five strategic lines of action set out in the Economic Development Plans/Roadmaps referred to in Section 6.1.

Strategic approaches	Environment indicators
LE1. Reactivating the economy of the district	Evolution of tax income.
	Evolution of severe material deprivation.
LE2. Reactivating trade	Commercial recovery index in the district.
	Evolution of receipts.
LE3. Promoting projects that invigorate the district's economy	Evolution of projects funded as part of <i>Impulsem el que fas</i> , in comparison to the evolution of other districts.
LE4. Quality work	Evolution of the number of unemployed residents in the district.
	Evolution of the weight of the unemployed population divided by the total population aged between 16 and 64 in the district.
	Evolution of the weight of the population requiring these services that are not unemployed divided by the total population aged between 16 and 64 in the district.
	Evolution of average earnings in the district.
LE5. The specific weight of the territory's assets in terms of economic activity in the city	Evolution of income.

