

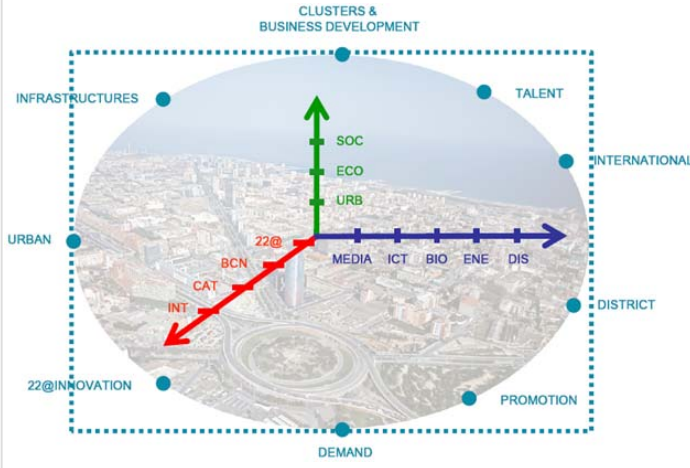
SPAIN: Autonomous Community of Catalonia

Focus on 22@Barcelona - The Innovation Hub

A municipal company promoting a cluster approach in Barcelona's transformation districts

An urban renovation project managed by a private company

- Context: Major urban transformation project launched in 2000 by the [City Council](#) (as part of the Barcelona Economic Triangle)
- Operator: [22@Barcelona](#), private firm funded by the City Council, chaired by the Deputy Mayor, steered by business representatives
- Missions: Urban planning + Economic development & promotion
- Sectors: [Media](#), [ICT](#), [Biotech](#), [Energy](#), [Design](#)
- Key players: Yahoo, MediaPro, Endesa, Agbar, Sanofi Aventis, etc.
- Results: Creation of 1,502 new companies (+44.6%) and 44,600 new jobs (+72.5%) between 2000 and 2009



Turning obsolete factories into innovative clusters

The 22@ project aims at transforming 198.26 ha of privately-owned obsolete industrial land into a compact urban district, with publicly-owned improved land and many job opportunities. Out of 4 mln sqm gross floor space created, 3.2 mln are dedicated to productive activities and 0.8 mln to housing, facilities and services. To attract knowledge-intensive activities, a cluster approach targeting 5 sectors (see box opposite) has been adopted. In the media cluster for example, companies, students and researchers share an area structured around an ancient factory smokestack and composed of office space, classrooms, laboratories, work equipment, libraries, pitching rooms, incubators, etc. The idea is to use the industrial heritage as urban landmarks around which the different stakeholders will meet and develop links.

A business-friendly environment to attract innovation & talent

Besides its cluster strategies, 22@Barcelona implements cross-cutting programmes in partnership with [Barcelona Activa](#) (local development agency): entrepreneurship, business services, internationalisation, community of professionals, relation between clusters, marketing. As part of its promotion activities, it participates in international roadshows and trade fairs, organises business delegations (126 in 2009), etc. It provides advisory services and organises networking activities for the different players from the district. Companies are grouped into associations to encourage technology transfer and involved in 22@Barcelona's steering committee to facilitate dialogue with the public sector. Given the success of the project, the economic department of 22@Barcelona has recently been merged with the city council services. Thus, experience and know-how accumulated since 2000 will benefit future projects.