Strategic Tourism Master Plan for the Canary Islands

Country: The Canary Islands (Spain)  
Contracting: Government of the Canary Islands

Start date: July 2018  
Completion date: January 2019  
Duration of assignment (months): 7

Narrative description of project:
The Plan should establish a period of long-range prospective analysis in the period 2030 - 2040, and will specify its actions directing them in the short and medium term, with an impact horizon in 2025. Specifically, the Canary Islands Strategic Plan for Tourism should combine participation of the Canarian public administration, agents of the tourism sector, other economic and social sectors, research centres and society as a whole. In brief, the resulting Plan should achieve a better knowledge and a better relationship of society with tourism, the improvement of inter-administrative coordination processes, interrelation of public and private initiatives and, especially, participation in the definition and implementation of the public policies of the Canary Islands.

Description of actual services provided by your staff within the assignment:
- Context analysis of the tourism in the Canary Islands
- Proposal of strategic themes for the Canary Islands and tourism
- In-depth analysis of the proposed topics
- Definition of the strategic axes and programs - Medium term (2025) and, long term (2030 - 2040)
- Analysis and development of the strategic projects of the Plan
- Participation, dissemination and complementation of Plan actions
Parana’s State Coast Sustainable Tourism Master Plan

**Project location/country:** Brazil, State of Paraná

**Contracting:** Secretary of State for Planning and General Coordination - SEPL. Government of the State of Paraná / The World Bank

**Start date:** November 2017  
**Completion date:** November 2018  
**Duration of assignment (months):** 12

**Name of senior professional staff involved and functions performed:** Andreu Ulled, Director / Oriol Biosca, Strategic Planning / Efrain Larrea, Logistics / Andreu Esquius, Infrastructure and Transport / Rafa Rodrigo, Socioeconomic Analysis / Berta Carreras, Territorial Analysis / Judith Requena, Environmental Analysis / Marite Guevara, Participation / Laura Noguera, Communication / Nati Franco, GIS

**Number of Associate Consultants:** Barcelona Brasil Group (BR)-Consortium leader, Quanta (BR), Hidria (ES)

**Web:** Not available

**Narrative description of project:** The objective of the Plan is to draw guidelines and strategic actions for the sustainable development of the Paraná Coast, respecting the peculiarities of each municipality and the environmental fragility of the region, protecting the natural, historical and cultural heritage, and guaranteeing the protagonism of local actors in the process of preparation and implementation of the Plan for the Sustainable Development of the Littoral of the State of Paraná - PDS_LITORAL

**Description of actual services provided by the firm in the assignment:**

- Contextualize the region, through the survey, analysis, compilation and diagnosis of existing works, and complement the contextualization of the region with the preparation of primary data and research
- Identify, contextualize, make compatible and propose a territorial ordering around a regional perspective of sustainable development
- Prepare prospective economic, social, environmental, logistical and urban infrastructure scenarios and the use and occupation of the territory
- Proposals for occupation models for the implementation and expansion of large logistics equipment, road structures, industrial facilities, large real estate projects, hydroelectric, minerals, among others.
- Synergistically evaluate the environmental, health, social and urban impacts resulting from the proposed occupation scenarios and models
- Guarantee the participation of government institutions, civil society, academia, third sector and companies of the region for the collaboration, construction and implementation of the plan
- Geoprocessing of data and preparation of specialized cartography
Plan and Draft of the Law for the Coastal Management Policy of the State of Sergipe

<table>
<thead>
<tr>
<th>Project location/country: State of Sergipe, Brazil</th>
<th>Contracting: Secretary of State for Tourism of the State of Sergipe – SETUR / Inter-American Development Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: April 2017</td>
<td>Duration of assignment (months): 10</td>
</tr>
<tr>
<td>Completion date: February 2018</td>
<td></td>
</tr>
</tbody>
</table>

**Name of senior professional staff involved and functions performed:** Andreu Ulied (Dr. Engineer) - Director / Andreu Esquius (Civil Engineer) - Board Team / Oriol Biosca (Civil Engineer) - Planning / Judith Requena (Environmental Sciences) - Analysis and Planning / Nati Franco (Geografa) - SIG / Rafa Rodrigo (Economist) - Evaluation / Berta Carreras (Geography) - Monitoring

**Number of Associate Consultants:** IBER-GEO, AMBIENTEC, HIDRIA

**Web:** Not available

**Narrative description of project:** Elaboration, discussion and consolidation of the Coastal Management Plan, as well as the draft of the Law for the State Policy of Coastal Management of the State of Sergipe, including its regulatory guidelines. The proposed Coastal Management plan and policy is intended to have a state-wide scope, more directly covering the municipalities contained in the coastal zone, with important repercussions at the national level. The goals sought by the implementation of the plan and policy are, in general: to promote the sustainable development of marine and coastal areas; reduce the vulnerability of the Coastal Zone to natural hazards (such as flooding and erosion); and sustain essential ecological processes and their ecosystems, ensuring biological diversity in both the marine and coastal areas.

**Description of actual services provided by the firm in the assignment:**

- Elaboration of the Work Plan
- Diagnosis of the Coastal Zone of the State of Sergipe
- Elaboration of the preliminary version of the Coastal Management Plan.
- Elaboration of the Final version of the Coastal Management Plan
- Drafting of the preliminary proposal of the Draft Law and draft schedule for meetings with local actors / managers
- Drafting of the final draft of the Law for the State Policy and the guidelines for its regulation
Design and implementation of the Dominican Republic National Tourism Information System

<table>
<thead>
<tr>
<th>Location: Dominican Republic &amp; Santo Domingo</th>
<th>Contracting: Ministry of Tourism of the Dominican Republic / Inter-American Development Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start date:</strong> June 2015</td>
<td><strong>Completion date:</strong> July 2016</td>
</tr>
<tr>
<td><strong>Duration of assignment (months):</strong> 12</td>
<td></td>
</tr>
</tbody>
</table>

**Name of senior professional staff involved and functions performed:** Andreu Ulied - Technical Director / Marta Calvet - Monitoring / Oriol Biosca - Evaluation / Jaume Jorba - Software Engineer / Nati Franco, GIS

**Number of Associate Consultants:** IBERGEO Consulting / Meridiano Zero

**Web:** [www.mcrit.com/stodomingo/](http://www.mcrit.com/stodomingo/)

**Narrative description of project:**

The general objective of the program is to boost competitiveness in the Dominican tourism sector through diversification of the current tourism offerings in order to cater to high-spending demand segments, generate greater benefits for the local population, and reduce pressure on the coast. The specific objective is to increase the revenues and jobs generated by tourism in the Colonial City through the development of tourism products that have high competitive potential. To achieve these objectives, the program is organized into three components: (i) development of key tourism offerings; (ii) local integration in tourism development; and (iii) strengthening of tourism management. In this framework, the Component III: Strengthening of Tourism Management envisages the design and implementation of the national tourism information system to provide primary information to support MITUR decision-making and the definition of tourism policies of Dominican Republic, and specifically to Santo Domingo Colonial City.

**Description of actual services provided by the firm in the assignment:**

- Check the available statistics on tourism
- Assessment of the MITUR section responsible for collecting statistical information
- Design of the MITUR Statistics Bureau and of the management model of the National Tourism Information System
- Design, development and implementation of the technology platform
- Design surveys and other tools to gather information
- Design template reports necessary for the interpretation and analysis of results.
- Strategies for the socialization of the system with all actors involved in the tourism statistics production
- Publication of Tourism Statistics at national level and for the Colonial City of Santo Domingo
- Design and implementation of the Observatory for the Colonial City and Santo Domingo
- Development of training materials and support MITUR on training its professional staff
Monitoring system for the Colonial City of Santo Domingo (Dominican Republic)

<table>
<thead>
<tr>
<th>Location: Santo Domingo (Dominican Republic)</th>
<th>Contracting: Dominican Republic Ministry of Tourism / Inter-American Development Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: June 2013</td>
<td>Duration of assignment (months): 24</td>
</tr>
<tr>
<td>Completion date: May 2015</td>
<td></td>
</tr>
</tbody>
</table>

Name of senior professional staff involved and functions performed:
Andreu Ulled, Director / Oriol Biosca, Planning / Rafa Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

Number of Associate Consultants: IBERGEO Consulting

Web: www.mcrit.com/stodomingo/

Narrative description of project:
The monitoring system of the Colonial City of Santo Domingo provides the necessary information for a sustainable management of the expected increased number of visitors and tourists in the coming years, enhancing the suitable integration of tourism activities into the city and contributing to urban renewal. It is therefore necessary determine upper limits of tourist affluence and implement optimized management processes.

Description of actual services provided by the firm in the assignment:
- Territorial analysis and demand forecasts of the Colonial City of Santo Domingo;
- Creation and development of a software for the monitoring system of the Colonial City;
- Analysis of the basic characteristics of the demand: volume and types of visitors, and their distribution in time;
- Identification and analysis of the key areas to articulate tourist routes (access, extension, points of interest, route design, mobility, etc.);
- Analysis of physical size, relative to urban facilities and existing infrastructure: water supply, sewage capacity, municipal services, transport infrastructure, accommodation capacity;
- Characterization of the offer and the capacity to receive visitors;
- Analysis of the economic dimension and the volume of tourists who may receive the destination;
- Development of management strategies and monitoring plan of tourism;
- Pilot plan for the implementation of the system;
- Analysis and assessment of the strategies and the monitoring plan;
- Implementation of strategies for 18 months, and quarterly monitoring reports.
Creation and Implementation of the Statistical Information System for Tourism of El Salvador

<table>
<thead>
<tr>
<th>Project location/country: El Salvador</th>
<th>Contracting: CORSATUR / : Inter-American Development Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: January 2017</td>
<td>Duration of assignment (months): 20</td>
</tr>
<tr>
<td>Completion date: September 2018</td>
<td></td>
</tr>
</tbody>
</table>

Name of senior professional staff involved and functions performed: Andreu Ulied, Technical Director / Pedro Aranburu, Technical Coordinator / Judith Muntal, General Coordinator / Ana Rivas, Specialist in Tourist Statistics / Jaume Jorba, Computer Engineer / Nati Franco, Geographer and Specialist in GIS / Ramón Catalá, Computer Engineer

Number of Associate Consultants: MCRIT / IBER-GEO / MERIDIANO ZERO

Web: Not available

Narrative description of project: Develop a software for the CORSATUR Statistical Information System to provide information for decision-making processes in tourism policies focused on the areas of marketing, promotion and design of new tourism products and services, with the aim of strengthening the investment in the tourism sector of El Salvador. The project aims at the following specific objectives:

I. That CORSATUR has a tourism information tool to monitor the establishment of investment parameters and tourism development to increase national and international tourism.

II. That CORSATUR has a system of modules for the administration and management of tourism information for the processes of analysis and decision-making

III. That CORSATUR has the tourist information required for the development of the Tourism Satellite Account (CST) under the parameters established by the World Tourism Organization (UNWTO).

Description of actual services provided by the firm in the assignment:

- Adjustment and harmonization of tourist statistics;
- Structure, development and installation of the Computerized System for the management and storage of tourist information in a network;
- Migration from the current database to the new platform;
- Training of the technicians of the prayer responsible for the management and updating of the data;
- Development of the web portal with statistical data on tourism; and
- Intra-institutional sensitization and coordination for the systematic provision of data and involvement in the project.
Strategic Tourism Master Plan for the Coast of the Metropolitan Region of Barcelona

Country: Barcelona (Spain)  
Contracting: Association of Coastal Metropolitan Municipalities of Barcelona

Start date: June 2004  
Completion date: December 2005  
Duration of assignment (months): 18

Narrative description of project:
The strategic Plan for the coast of the Metropolitan Region of Barcelona is born with the vocation of advancing towards a sustainable development and creating a frame for the integral management of this territory. The work plan is organized in four main areas: local reports, industry reports, specific studies and strategic proposals. The Local reports offer an analysis from the local perspective, emphasizing the lines of each municipality in coastal management. Sectoral studies are discussed in the sociocultural, economic, landscape evolution, and an integrated approach. Studies are focused on five specific areas of the main features of the coast: marine environment, marine waters and coastal beaches, blue-green spaces and mobility. The proposals set out in the Strategic Plan are about landscape protection, ecological restoration, urban transformation, the restructuring of the road network, public transport improvements, new opportunities for economic development, social cohesion, culture and management integrated coastal. All of them can be summarized in a series of specific actions.

Description of actual services provided by your staff within the assignment:
- Evaluation of socioeconomic, environment, territorial, transport and mobility trends
- Development of a forecasting model that provided a set of indicators of the future trends
- Elaboration of prospective scenarios as a tool for decision making.
- Development of projects and strategic actions to be discussed at all levels of the Plan and with all the working groups involved.
Mataró Tourism and Territorial Master Plan

**Location:** Mataró, Spain

**Contracting:** City Council of Mataró / Economic Promotion

**Start date:** March 2018

**Completion date:** September 2018

**Duration of assignment (months):** 6

**Name of senior professional staff involved and functions performed:** Andreu Ulled, Director / Oriol Biosca, Coordination / Efrain Larrea, Port Planning / Laura Noguera, Participation Activities / Judith Requena, Environmental Analysis / Rafa Rodrigo, Economic Analysis / Nati Franco, GIS

**Number of Associate Consultants:** None

**Web:** Restricted

**Narrative description of project:**
Define and build a global, multidisciplinary and transversal management framework around the development opportunities that the city has derived from the "Sea", to revalue the Mataró sea front, both externally and internally. Three types of activities are proposed:
- Knowledge about the historical and current times of the city and its relationship with the sea
- Proposal of opportunities derived from the sea
- Operational plan for city strategies around the sea

**Description of actual services provided by the firm in the assignment:**
- Documentation review and background analysis
- Conducting interviews
- Preparation of a diagnosis report
- Development of a Web repository of good practices
- Identification and documentation of successful experiences applicable to Mataró
- Definition and proposal of scenarios
- Definition of the actions, calendar, actors to be involved and budget of the actions
- Definition of monitoring indicators
- Final presentation and validation of the document
Participatory Strategic Plan of Torrelodones, Madrid, Spain

**Location:** Torrelodones, Madrid  
**Contracting:** City Council of Torrelodones / Department of Urbanism and Environment

**Start date:** April 2013  
**Completion date:** December 2013  
**Duration of assignment (months):** 9

**Name of senior professional staff involved and functions performed:** Andreu Ulied - Director / Oriol Biosca - Strategic Planning / Rafa Rodrigo - Socioeconomic Analysis / Marta Calvet - Environmental Evaluation

**Number of Associate Consultants:** Espai TReS

**Web:** [www.torrelodones.es/todosomostorre/](http://www.torrelodones.es/todosomostorre/)

**Narrative description of project:**
The Torrelodones Participatory Strategic Plan foresees the elaboration of a socioeconomic diagnosis of the municipality and the concretion of an objective scenario for the next years, as well as the proposal of concrete actions, result of the social implication, through the reflection, debate and agreement among the main agents of the municipality. All the axes that structure this strategic plan are related to the socioeconomic development of Torrelodones and require the opinion of its inhabitants.

**Description of actual services provided by the firm in the assignment:**
- Balance socio-economic development with environmental and landscape quality
- Promote an efficient administrative management oriented to the public service
- Revitalize the commercial and service fabric of the municipality.
- Contribute to the culture of debate and participation in the municipality
- Promote citizen cohesion and the feeling of identification.
Strategic Plan of Cerdanyola del Vallés 2025, Barcelona, Spain

**Location:** Cerdanyola del Vallès Comarca del Vallés Occidental, Catalonia  
**Contracting:** City Council of Cerdanyola del Vallés / Office of Strategic Planning

<table>
<thead>
<tr>
<th><strong>Start date:</strong> September 2013</th>
<th><strong>Completion date:</strong> December 2013</th>
<th><strong>Duration of assignment (months):</strong> 4</th>
</tr>
</thead>
</table>

**Name of senior professional staff involved and functions performed:** Andreu Ulled - Director / Oriol Biosca - Strategic Planning / Rafa Rodrigo - Socioeconomic Analysis / Marta Calvet - Environmental Evaluation

**Number of Associate Consultants:** None

**Web:** [www.mcrit.com/cerdanyola/](http://www.mcrit.com/cerdanyola/)

**Narrative description of project:**
The Strategic Plan of Cerdanyola del Vallés aims to develop a prospective exercise that allow the future scenarios of the city to be traced, especially in the areas of economic promotion and territorial planning. Strategic objectives are established, through citizen participation, related to the set of projects and actions for transformation and improvement of the city of Cerdanyola del Vallés.

**Description of actual services provided by the firm in the assignment:**

**Diagnosis:**
- Analysis of the present socio-economic and territorial conditions of the city, considering demographic, economic, territorial, environmental, infrastructure provision and citizen participation indicators.

**Prospective:**
- Development of forecast models that provide a series of indicators on the evolution of future trends in the city.
- Prospective scenarios are defined from the trend scenario that will allow visualizing future territorial models and be a tool for decision making.

**Strategy:**
- Discussion of alternative development models taking into account the current dynamics present in the city.

**Monitoring and evaluation system:**
- In relation to the degree of execution of the activities and planned actions
- Evaluation of the degree of compliance with the objectives and the vision that is defined.
**Municipal Strategic Plan of Occupation and Economic Promotion of the municipality Premia de Dalt, Catalonia, Spain**

<table>
<thead>
<tr>
<th><strong>Location:</strong> Barcelona</th>
<th><strong>Contracting:</strong> County Council of Maresme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start date:</strong> July 2005</td>
<td><strong>Completion date:</strong> June 2007</td>
</tr>
<tr>
<td><strong>Duration of assignment (months):</strong> 24</td>
<td></td>
</tr>
</tbody>
</table>

**Name of senior professional staff involved and functions performed:** Andreu Ulied, Director / Oriol Biosca, Strategic Planning / Nati Franco; Geographic information system

**Number of Associate Consultants:** None

**Web:** www.mcrit.com/maresme2015/

**Narrative description of project:**
The Maresme Strategic Plan 2015 pursues a concurrent planning that integrates the traditional socio-economic objectives in the economic development strategies with the urban planning, the territorial planning, but also with the socio-environmental objectives, an active transformation of the territorial matrix, the territory instead of a passive acceptance of the development consequences.

**Description of actual services provided by the firm in the assignment:**

**Diagnosis:**
- Analysis of the present socio-economic and territorial conditions of the region, considering demographic, economic, territorial, environmental, infrastructure provision and citizen participation indicators.

**Prospective:**
- Development of forecast models that provide a series of indicators on the evolution of future trends in the region.
- Prospective scenarios will be defined based on the trend scenario that will allow visualizing future territorial models and be a tool for decision making.

**Strategy:**
- Discussion of alternative development models taking into account the current dynamics present in the region.

**Monitoring and evaluation system:**
- In relation to the degree of execution of the activities and planned actions
- As the method of assessing the degree of compliance with the objectives and the vision that is defined.
Assessment of environmental impacts of tourism in the City of Barcelona

Location: Barcelona, Spain

Contracting: Turisme de Barcelona Consortium

Start date: July 2010
Completion date: January 2011

Duration of assignment (months): 6

Name of senior professional staff involved and functions performed: Andreu Ullied, Coordination, Oriol Biosca, Modeller, Marta Calvet, Environmental impact assessment, Rafa Rodrigo, Sustainable development policies analysis, Nati Franco, Geographic information systems

Number of Associate Consultants: None

Web: Not available

Narrative description of project:
The study aims to identify the environmental impacts of tourism on economic activities and resources of the city (water consumption and electricity, waste management, transport requirements, safety requirements, identification of bottlenecks in the urban environment in relation to crowds of visitors to frequently check points), to determine the capacity of the tourist areas of the city of Barcelona to host visits, which the most significant impacts of the activity in these zones; to evaluate the need to establish a tourist tax to offset the costs that involves activity on municipal finances; and to define optimal strategies that ensure the sustainability of tourism activities in the long term.

Description of actual services provided by the firm in the assignment:
- Environmental assessment through indicators of the effects of tourism on the city of Barcelona.
- Socioeconomic evaluation of tourism activity for public finances
- Development of strategies in order to mitigate the negative impacts of the tourism activity.
Barcelona Climate change impact monitoring system. Scenarios on the horizon 2050

Location: Barcelona, Spain

Contracting: Barcelona City Council / Environment Department

Start date: July 2011
Completion date: March 2012

Duration of assignment (months): 8

Name of senior professional staff involved and functions performed: Andreu Ulied, Team Leader, Oriol Biosca-Planning, Judith Requena- Environmental Expert, Nati Franco -GIS

Number of Associate Consultants: None

Web: http://81.47.175.201/ciutats_sostenibles/

Narrative description of project:
The study aims to identify adaptation strategies implemented in different cities in order to get guidance in the face of the future development of a strategic plan for adaptation to climate change in Barcelona.

Description of actual services provided by the firm in the assignment:
- Collection, analysis and harmonization over 30 plans for adaptation to climate change in cities around the world. The adaptation plans analysed have been integrated into a documentary library and can be consulted on-line
- Identify the impacts of climate change in Barcelona from relevant sources, such as the Intergovernmental Panel on Climate Change (IPCC) and the Council Advisor Sustainable Development
- To evaluate the potential effects of climate change sector by sector and identify the main challenges at the city level.
- Based on this analysis, formulating recommendations regarding adaptation to Barcelona.
**Feasibility study of Port of Barcelona Enlargement (New road and railway access)**

**Country:** Port de Barcelona (Spain)  
**Contracting:** Port Authority of Barcelona (APB) / Catalan Engineers Association

| Start date: | October 2011– |
| Completion date: | July 2012 |
| **Duration of assignment (months):** | 9 |

**Name of senior professional staff involved and functions performed:**

Andreu Ulied, Project Coordinator / Andreu Esquius, Feasibility / Efraín Larrea, Modeler / Oriol Biosca-Analysis / Marta Calvet, Environmental and social assessment / Nati Franco, GIS

**Web:** Not available

**Narrative description of project:**

Assessment of the technical and financial aspects of the Port of Barcelona Enlargement strategies, including road and rail connections, in order to determine the potential economic viability of new passenger and freight terminals. The methodology used was based on the socioeconomic assessment of transport infrastructure (MAIT) developed by MCRIT for the Catalan Engineers Association

**Description of actual services provided by your staff within the assignment:**

- Analysis and design of the transportation network.
- Defining the baseline scenario and study alternatives
- Demand forecast in the reference scenario and in the alternatives under study
- Assessing the socio-economic and environmental impact
- Cost-benefit analysis of the alternatives
- Analysis of the operating conditions of the new transport system.
Ictinea project – Transformation strategies for the scope of the Port of Barcelona

Project location: Barcelona
Country: Spain
Contracting: Barcelona Regional

Start date: September 2011
Completion date: March 2012
Duration of assignment (months): 6

Name of senior professional staff involved and functions performed: Andreu Ulied, Director / Andreu Esquius, Strategic Planning / Oriol Biosca, Spatial Planning / Efrain Larrea, Port Planning / Rafa Rodrigo; Socioeconomic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

Number of Associate Consultants: None
Web: Not available

Narrative description of project:
The aim of the project is to analyze the technical feasibility and economic interest of the urban transformation alternatives of the coastal area of Barcelona closest to the Port. The Ictinea project aims to transform the area among the Montjuïc mountain, the Ronda Litoral avenue and the port of Morrot area; with the aim to offer new leisure and housing areas in order to they can become a gateway to the city from the sea.

Description of actual services provided by the firm in the assignment:
• Strategic assessment of comparative information on the transformation of areas on the border between the city and the commercial port in other comparable cities related to the Barcelona case.
• Strategic assessment of the general characteristics of alternatives for urban transformation of the seafront of Barcelona
• Strategic assessment of uses with lower transformation capacity
Feasibility study of Port of Ciutadella Enlargement

**Country:** Port de Ciutadella (Menorca island, Balearic Islands, Spain)  
**Contracting:** Government of Menorca island

**Start date:** March 2005  
**Completion date:** December 2005  
**Duration of assignment (months):** 9

**Name of senior professional staff involved and functions performed:**  
Andreu Ulied, Project Coordinator / Andreu Esquius, Feasibility / Efraín Larrea, Modeler / Nati Franco, GIS

**Web:** Not available

**Narrative description of project:**  
Feasibility assessment of the technical and financial aspects of the Port of Ciutadella Enlargement, (in the Minorca Island, Balearic Islands) in order to determine the potential economic viability of new ferries services and cruise terminals. Analysis of costs (explicit and hidden), and benefits (direct, indirect and induced).

**Description of actual services provided by your staff within the assignment:**
- Market Sounding,
- Traffic and Demand Study
- Berth and Terminal Locations
- Environmental and Social Assessment
- Identification of Most Suitable Options
Study of the mobility generated for the modification of the Special Comprehensive Plan of the Temple of the Sagrada Familia

<table>
<thead>
<tr>
<th>Location: Barcelona, Spain</th>
<th>Contracting: Board of the Sagrada Familia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: June 2017</td>
<td>Duration of assignment (months): 12</td>
</tr>
<tr>
<td>Completion date: June 2018</td>
<td></td>
</tr>
</tbody>
</table>

Name of senior professional staff involved and functions performed: Andreu Esquius - Coordination / Frederic Lloveras - Diagnosis / Judith Requena - Diagnosis / Víctor Agulló - Analysis, cartography and GIS / Ramon Català - Computer development

**Number of Associate Consultants:** None

**Web:** Restricted

**Narrative description of project:**
The temple of the Sagrada Familia is located at the intersection of Mallorca, Provença, Marina and Sardenya streets, in the centre of the Ensanche district. The temple generates a tourist attraction that has to coexist with the daily activity of the residents of the neighbourhood, a fact that generates conflict.

The objective of the EAMG is to define the necessary improvements in the transport offer to guarantee the viability of the Temple in the short and medium term within the framework of the forecasts of evolution of its urban environment, taking into account that the completion of the works of the building are planned for 2026.

**Description of actual services provided by the firm in the assignment:**
- Determination of the mobility generated by the Temple.
- Impact of the mobility generated on the general transport networks.
- Identification of the conflicting points for each mode of transport.
- Proposal of actions to be carried out for each mode of transport.
Local economic development models and factors assessment

**Project location:** Province of Barcelona, Spain

**Contracting:** Barcelona Provincial Council

**Start date:** January 2016

**Completion date:** June 2016

**Duration of assignment (months):** 6

**Name of senior professional staff involved and functions performed:**
- Andreu Ulied (Dr. Engineer) – Director
- Oriol Biosca (Engineer) – Strategic assessment
- Rafa Rodrigo (Economist) – economic assessment
- Berta Carreras (Geographer) – Spatial assessment
- Nati Franco (Geographer) – SIG
- Jaume Jorba (IT Software) – IT Development
- Sheila Ruiz (Designer) – multimedia development

**Number of Associate Consultants:** None


**Narrative description of project:** AtlesDEL is a work oriented to provide an overview of the development models and facilitate the adoption of strategies to the territories. It is constituted as a process of analysis, reflection and exchange of professionals for the conceptualization of Local Economic Development (LED) and the search for solutions to the challenges posed at the present time.

**Description of actual services provided by the firm in the assignment:**
- Definition of models, factors and development strategies based on an initial proposal from the Barcelona Provincial Council technical services
- Online survey related to the perception of how the economic crisis and future development perspectives change visions and local development strategies.
- Workshops to validate and deepen the conclusions of the survey.
- Thematic cartography to define a possible typology of municipalities in relation to their possible model of economic development.
- Identification of cases of interest in local economic development, related to development models and strategies.
- Virtual library with theories and development models, to contextualize the discussion of the AtlesDEL process.
Strategic plan for the port Mataró 2016-2030. Economic and financial aspects

<table>
<thead>
<tr>
<th>Location: Mataró, Spain</th>
<th>Contracting: Port consortium of Mataró</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: January 2017</td>
<td>Duration of assignment (months): 6</td>
</tr>
<tr>
<td>Completion date: June 2017</td>
<td></td>
</tr>
</tbody>
</table>

**Name of senior professional staff involved and functions performed:**
Andreu Ulied, Director / Efrain Larrea, Planning / Rafa Rodrigo, Demand / Oriol Biosca, Strategy / Jaume Jorba, Surveys

**Number of Associate Consultants:** GPO (UTE 70% MCRIT / 30% GPO) Contact person GPO - Pau Sánchez

**Web:** Not available

**Narrative description of project:**
Implementation of the new strategic plan for the port of Mataró for the period 2016-2030.

**Description of actual services provided by the firm in the assignment:**
- Administrative and technical coordination
- Communication: Surveys, interviews and participation
- Information and diagnosis of the current situation of the port Mataró
- Prospective scenarios: Future demand for services and port facilities
- Regulatory vision: Formulation of the Strategic Plan of the Port Mataró
- Economic and financial evaluation
- Implementation and follow-up of the Strategic Plan
- Complete final document and final review
Catalunya Futur Verd.
Cycle of debates and reflection on the territorial future of Catalonia

**Location:** Barcelona, Spain

**Contracting:** Government of Catalonia / Department of Territory and Sustainability

**Start date:** March 2017  
**Completion date:** March 2018  
**Duration of assignment (months):** 142

**Name of senior professional staff involved and functions performed:**  
Andreu Ulled - Director / Oriol Biosca - Analysis / Laura Noguera - Participation and Dissemination / Berta Carreras - Benchmarking

**Number of Associate Consultants:** None

**Web:** Not available

**Narrative description of project:**  
Three days cycle of debate and reflection with the aim to analyse the construction of the strategic lines of an intelligent economy based on environmental efficiency.

**Description of actual services provided by the firm in the assignment:**  
- Possible scenarios on the availability of water, energy and food.
- Analyse what needs will be taking into account the demographic evolution of Catalonia. How these main resources will be obtained from an anthropological, demographic and climatological perspective.
Analysis of the state of the art of flexible transport in l'Alt Pirineu i Aran in the framework of the European project Last Mile

<table>
<thead>
<tr>
<th><strong>Location:</strong></th>
<th>Alt Pirineu i Aran, Province of Lleida, Catalonia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contracting:</strong></td>
<td>Government of Catalonia / Territory and Sustainability Department</td>
</tr>
<tr>
<td><strong>Start date:</strong></td>
<td>June 2017</td>
</tr>
<tr>
<td><strong>Completion date:</strong></td>
<td>September 2018</td>
</tr>
<tr>
<td><strong>Duration of assignment (months):</strong></td>
<td>15</td>
</tr>
</tbody>
</table>

**Name of senior professional staff involved and functions performed:** Andreu Ulled, Director / Oriol Biosca, Coordination / Andreu Esquius, Supervision / Raquel López, Analysis and modelling / Efrain Larrea, Planning and Modeling / Víctor Agulló, GIS / Ramón Català, Computer Development / Maria Teresa Guevara, Participation Plan

**Number of Associate Consultants:** None

**Web:** Restricted

**Narrative description of project:**
Formulation of a global vision of the public transport situation in Catalonia and, in particular, of the flexible transport systems that exist to respond to the last mile of transport (transport on demand, hourly vehicle rental, shared vehicles ...). It is done:

- Detailed analysis of flexible transport in remote areas with tourism demand.
- Study of the demand for both tourist mobility and the local population, seasonal variations and the assessment of other phenomena to be taken into account in flexible transport.

**Description of actual services provided by the firm in the assignment:**

- Overview of the public transport situation in Catalonia
- Regional analysis of flexible transport systems in Catalonia
- Coordination in the structuring of the regional studies of the six participants in the Last Mile project
- Identification and analysis of good practices on flexible transport and analysis of its applicability in the study area of Catalonia (Alt Pirineu i Aran)
- Preparation of an action plan for the implementation in Catalonia of flexible transportation systems to cover the last mile of tourist mobility.
Horizon 2020 study “Resituating the Local in Cohesion and Territorial Development”

<table>
<thead>
<tr>
<th>Location: European Union and neighbourhood countries</th>
<th>Contracting: European Commission / Horizon 2020 Cooperation Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start date: October 2016</td>
<td>Duration of assignment (months): 48 months</td>
</tr>
<tr>
<td>Completion date: October 2020</td>
<td></td>
</tr>
</tbody>
</table>

Name of senior professional staff involved and functions performed: Andreu Ulled, Director / Oriol Biosca, Foresight / Rafa Rodrigo, Socio-economic assessment / Berta Carreras, Environmental assessment / Laura Noguera – Benchmarking / Nati Franco, GIS

Number of Associate Consultants: University Eastern Finland, ILS Germany, University Newcastle, Stockholm University, Nordregio, James Hutton Institute, Hungarian Academy of Sciences, DELFT University, University of Luxemburg, University of Lodz, Desire Foundation, University of Thessaly

Web: https://relocal.eu/

Narrative description of project: EU Horizon 2020 research project ‘Resituating the local in cohesion and territorial development’ – RELOCAL aims to identify factors that condition local accessibility of European policies, local abilities to articulate needs and equality claims and local capacities for exploiting European opportunity structures. It is based on case studies of local contexts (cities and their regions) that exemplify development challenges in terms of spatial justice. Case study locations will thus be chosen to allow for a balanced representation of different institutional contexts.

Description of actual services provided by the firm in the assignment:

- Coordination of the Communication, Dissemination and Exploitation Strategy (website, online surveys, workshop organisation, newsletters, social networks)
- Innovative participatory activities, aimed at maximizing communication of project results
- Elaboration of regional case studies dealing on:
  - Impact of European funding in social deprivation improvement.
  - Challenges in managing European funds by public authorities and other social stakeholders
  - Challenges in applying bottom up strategies
  - Elaboration of future scenarios, megatrends
  - Elaborating policy conclusions and recommendations

---

Mcrit
FLAGSHIP – Forward Looking Analysis of Grand Societal Challenges and Innovative Policies

**Location:** European Union and neighbourhood countries

**Contracting:** European Commission / FP7

**Start date:** January 2013

**Completion date:** December 2015

**Duration of assignment (months):** 36

**Name of senior professional staff involved and functions performed:**
- Andreu Ulled, Director / Andreu Esquius-Transport
- Efraín Larrea, Modeller / Oriol Biosca, Foresight / Rafa Rodrigo; Socio-economic assessment / Judith Requena – Climate Change / Berta Carreras- Benchmarking / Nati Franco, GIS

**Number of Associate Consultants:**
- ISIS (Italy), OEAW-VID (Austria), BC3 (Spain), SIGMA (France), CEPS (Belgium), HiiL (The Netherlands), CDS (Bulgaria), ICS-UL (Portugal), KNAW-NIDI (The Netherlands), OME (France), S4S (Luxembourg), SEIT (Estonia), SEURECO (France), SAN (Poland), TNO (The Netherlands)

**Web:** http://flagship-project.eu/

**Narrative description of project:**
FLAGSHIP helps to anticipate major challenges that Europe will have to face in the next 20-30 years in the context of the Innovation Union, assessing the impacts of medium to long-term demographic, economic, political and technological trends in Europe in a world context. The global challenges on focus include:

- **An environmental challenge:** The need to change the current ways in which essential natural resources are used – due to the non-sustainable human over-exploitation.
- **A societal and economic challenge:** The need to anticipate and adapt to societal changes – including political, cultural, demographic and economic transformations in order for the EU to develop into a truly competitive and inclusive knowledge society in the world context.
- **A governance challenge:** The need for more effective and transparent governance for the EU and the world – with the creation of more transparent and accountable forms of governance able to anticipate and adapt to the future, but also to spread democracy and transparency on the global level.

**Description of actual services provided by the firm in the assignment:**
- Take stock, assess and analyse the state-of-art of Forward Looking Analysis (FLA) methodologies
- Develop innovative FLA quantitative and qualitative tools, methods and models
- Apply and combine these enhanced tools and methods in a coherent framework to support European policies addressing grand societal challenges, namely the environmental, social and economic and governance challenges.
- Development of policy applications, through the production of a set of concrete policy recommendations for European institutions
- Enhancement of FLA methodological approaches, through the development of an enhanced set of FLA quantitative and qualitative tools, methods and models.
ESPON ITAN - Integrated Territorial Analysis of the European Neighbour Regions

**Location:** European Union and neighbourhood countries  
**Contracting:** European Commission / ESPON 2013 Programme

**Start date:** February 2012  
**Completion date:** November 2014  
**Duration of assignment (months):** 34

**Name of senior professional staff involved and functions performed:** Andreu Ulied, Director / Andreu Esquist - Planning Transport - Efraín Larrea, Modeller / Oriol Biosca, Planning / Rafa Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

**Number of Associate Consultants:** French National Centre for Scientific Research CNRS/GIS CIST (FR), Free University of Brussels (BE), Nordregio (SW)

**Web:** Not available

**Narrative description of project:** ESPON ITAN aims to provide profound knowledge on EU neighbour regions in order to support targeted policy development in the light of Cohesion Policy aiming at improved regional competitiveness as well as sustainable and balanced growth of the European territory, to promote European integration in a connecting world economy, and to support evidence-based cross-border cooperation along external borders. Before this backdrop the project team is elaborating an 'Integrated Territorial Analysis of the Neighbourhoods' (ITAN). In order to receive more focused and detailed information on specific regions of the close ESPON neighbourhood, the research includes a minimum of 5 targeted case studies (e.g. to better understand the territorial development potentials of these regions but also highlighting difficulties that might support the formulation of a European policy agenda for territorial cooperation). The case studies need to have a geographical distribution and cover the Mediterranean area, south-east Europe and north-east Europe as well as EU accession and non accession countries.

**Description of actual services provided by the firm in the assignment:**
- Territorial evidence on the territorial state, structures and trends in cities and regions neighbouring the ESPON space as well as of the ESPON space in its wider territorial context.
- Insights and reports on trends and perspectives, translating the project results into policy options for European policy makers on national, regional and local level.
- Indicators offering information on territorial potentials for advantageous cooperation options with EU neighbouring states.
- Typologies of different patterns of neighbour regions classified by territorial evidence, based on regional data on territorial dynamics and flows, Targeted case studies providing more focused and detailed information.
- European maps revealing, territorial key structures, dynamics and trends within the neighbour regions of the ESPON territory as well as flows between these regions and the ESPON territory.
- Data input for the ESPON 2013 Database on information on territories neighbouring the EU.
ESPON SIESTA - Spatial indicators for a Europe 2020 Strategy Territorial Analysis

**Location:** European Union and neighbourhood countries

**Contracting:** European Commission / ESPON 2013 Programme

**Start date:** June 2011
**Completion date:** April 2013
**Duration of assignment (months):** 22

**Name of senior professional staff involved and functions performed:** Andreu Ulied, Director / Oriol Biosca, Planning / Rafa Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

**Number of Associate Consultants:** University of Santiago de Compostela (ES), National Centre for Scientific Research (FR), Adam Mickiewicz University in Poznan (PL), Mediterranean University of Reggio Calabria (IT), Hellenic Open University (GR), University of Bucharest (RO), University College Dublin (IE)

**Web:** Not available

**Narrative description of project:** ESPON SIESTA aims to provide evidence on the territorial dimension of the EU2020 Strategy by identifying opportunities for different types of regions in relation to the targets and flagship initiatives set out in the Strategy. The results of this ESPON project are intended to be useful for policy makers at various scales in the process of identifying territorial interventions, for example at the scale of regions and local authorities and in the preparation of regional development strategies. The findings of this project furthermore will enable policymakers to have more in-depth monitoring and steering of the implementation of the strategy.

**Description of actual services provided by the firm in the assignment:**
- Development of a regional breakdown for the indicators related to the targets and initiatives of the Strategy.
- Carry out an analysis of the territorial state and recent trends (1990 – present) of the opportunities and challenges of the European regions with regards to the objectives set in the Europe 2020 Strategy.
- Providing an extensive geographical coverage of data encompassing all countries participating in the ESPON 2013 Programme. The data situation for EU Candidate Countries and other countries of the Western Balkans will be assessed and reported.
- Give special attention to a relevant component of the project on data collection, data harmonisation and map making.
ESPON ESATDOR - European Seas and Territorial Development, Opportunities and Risks

| Location: | European Union and neighbourhood countries |
| Contracting: | European Commission / ESPON 2013 Programme |
| Start date: | September 2010 |
| Completion date: | June 2013 |
| Duration of assignment (months): | 33 |

Name of senior professional staff involved and functions performed: Andreu Ulled, Director / Andreu Esquius- Planning Transport – Efrain Larrea, Modeller / Oriol Biosca, Planning / Rafa Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

Number of Associate Consultants: University of Liverpool (UK), Norwegian Institute for Urban and Regional Research (NO), University of Malaga (ES), University of Valencia (ES), Leibniz Institute for Baltic Sea Research (DE), Institute for Environmental Studies, VU University (NL), University of Thessaly (EL), CMU, (RO)

Web: Not available

Narrative description of project: ESPON ESATDOR aims to address various dimensions of the Integrated Maritime Policy such as maritime economy, competitiveness and job creation, energy supply, maritime transport, environmental protection and conservation, climate change, and research and innovation. Some of these dimensions are intertwined and are analysed in an integrated and cross dimensional manner. ESPON ESATDOR starts off with an investigation of current uses of Europe’s seas, resulting in an inventory and mapping of current sea use patterns, typologies, dynamics and interlinkages. This exercise includes the creation of an overview of existing data, data sources, their completeness as well as accessibility for the purpose of this project. The inventory reveals existing and/or potentially occurring conflicts of use and related environmental threats, and serve as basis for analysis of the more detailed research questions mentioned below. The prospective impacts of climate change on Europe’s seas, the marine environment and coastal regions are taken into account throughout the analytical work.

Description of actual services provided by the firm in the assignment:

- Investigation of current uses of Europe’s seas through mapping current sea use patterns, typologies, dynamics and inter-linkages.

- Identification of patterns of sea use and of types of coastal regions: investigating the present state of European sea areas, identifying potential areas of conflict between the use of sea areas and their deterioration, distinguishing different types of coastal regions, studying employment patterns in sea areas and evaluating the present state of maritime clusters.

- Analysis and identification of development opportunities in the respective areas, also taking into account issues regarding sustainability and climate change.

- Analysis of the relationship between terrestrial and maritime planning seeking optimal practices for maritime governance.
ESPON ETMS - European Territorial Monitoring System

| Location: | European Union and neighbourhood countries |
| Contracting: | European Commission / ESPON 2013 Programme |
| Start date: | September 2012 |
| Completion date: | September 2014 |
| Duration of assignment (months): | 24 |

Name of senior professional staff involved and functions performed:
Andreu Ulled, Director / Oriol Biosca, Planning / Rafa Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

Number of Associate Consultants:
Autonomous University of Barcelona (ES), University of Geneva (CH), Nordregio (SE), GISAT (CZ)

Web: Not available

Narrative description of project:
ESPON ETMS provides a continuous monitoring of territorial trends and structures able to provide policy relevant information to target groups on key trends occurring for European regions, specific type of territories, metropolitan regions, cities and towns in relation to the policy aims and priorities of the Europe 2020 Strategy, EU Cohesion Policy and the Territorial Agenda 2020.

Description of actual services provided by the firm in the assignment:
- Develop the European Territorial Monitoring System as a user friendly web application linked to ESPON Regional Database, and allowing users to select and compute monitoring indicators, to visualize graphically and produce analytic reports.
ESPON ET2050 – Strategic Territorial Scenarios and Visions for Europe

**Location:** European Union and neighbourhood countries

**Contracting:** European Commission / ESPON 2013 Programme

**Start date:** June 2011

**Completion date:** December 2014

**Duration of assignment (months):** 35

**Name of senior professional staff involved and functions performed:**
Andreu Ulied, Director / Andreu Esquius, Analysis / Efraín Larrea, Modeller / Oriol Biosca, Planning / Rafael Rodrigo; Socio-economic assessment / Marta Calvet, Environmental assessment / Nati Franco, GIS

**Number of Associate Consultants:**
Tersyn (FR), Igeat ULB (BE), RKK – MTA (HU), POLIMI (IT), International Organization for Migration - IOM (PL), S&W (DE), RIKS, Warsaw School of Economics (PL), NORDREGIO (SW), University of Thessaly (EL), ISIS (IT), Fundación Ersilia (ES)

**Web:** www.et2050.eu/

**Narrative description of project:**
ESPON ET2050 aims at supporting policy makers in formulating a long-term integrated and coherent vision for the (smart, sustainable and inclusive) development of the EU territory and their Neighbour Regions. This aim is twofold: content-wise, a product, namely a vision for the European Territory, has to be developed; and process-wise, those who will elaborate this product, namely policy makers, have to be supported by sound scientific knowledge. Through a participatory process open to policy makers, academic experts and social and economic stakeholders, ET2050 develops alternative territorial scenarios for Europe to support a consensus EU Territorial Vision, as well as having future real images, creative and viable. Supporting a common understanding and a perspective of a Europe "ideal" in 2050, to enable policy makers to be better prepared for the future.

**Description of actual services provided by the firm in the assignment:**
- Analysis of Current Status of the European territory
- Construction of two basic scenarios for 2030 and 2050
- Construction of three Europe Territorial Scenarios 2050
- Development of European Territorial Perspectives for 2050
Possible European Territorial Futures

**Location:** European Union and neighbourhood countries  
**Contracting:** European Commission / ESPON 2020 Programme  
**Start date:** April 2016  
**Completion date:** October 2017  
**Duration of assignment (months):** 18

**Name of senior professional staff involved and functions performed:**
Andreu Ulied, Director / Oriol Biosca, Foresight / Efraín Larrea, Modeller / Rafa Rodrigo; Socio-economic assessment / Berta Carreras, Environmental assessment / Laura Noguera – Benchmarking / Nati Franco, GIS

**Number of Associate Consultants:**
Spatial Foresight GmbH (Leader), Spiekermann & Wegener (DE), ISINNOVA (IT), Basque Center BC3 (ES), Centre urban & territorial development, Institu Rozwoju (PL), TU Delft (NL), ÖIR (AT)

**Web:** projects.mcrit.com/esponfutures/

**Narrative description of project:**
The ESPON study on ‘Possible European Territorial Futures’ explores different futures for Europe and their territorial impacts. The aim is to generate new insight on possible future developments and develop a territorial foresight approach which supports policy makers in assessing the robustness and ‘future-proof’ of their policies. The study will also result in a practical handbook for the (ESPON) research community and planning practitioners on how to conduct European territorial foresight studies.

**Description of actual services provided by the firm in the assignment:**
- Enhancing the understanding of possible territorial futures for Europe and the neighborhood towards 2030.
- Assessment of needed reforms on key policies, e.g. cohesion policy and neighborhood policy
- In depth analysis of three foresight topics: territorial implications of new place-based economic organization as part of a circular economy, a European energy supply and consumption that is a 100% renewable, and a collapse of the European property markets
- Writing methodological guidelines on how to conduct European foresight studies with territorial sensitivity.
Monitoring Regional Economic Development in China. Network of Economic Observatories of China

**Location:** China

**Contracting:** GTZ (Germany) / Governments of Spain (SECEGSA) and Morocco (SNED)

**Start date:** May 2010

**Completion date:** November 2010

**Duration of assignment (months):** 6

**Name of senior professional staff involved and functions performed:**
Andreu Ulied, Coordination / Andreu Esquius, Analysis / Oriol Biosca, Modeller / Rafa Rodrigo, Socio-economic evaluation / Marta Calvet, Environmental assessment / Nati Franco, GIS

**Number of Associate Consultants:** GTF, GE

**Web:** Confidential

**Narrative description of project:**
Together with GTZ (Germany), MCRIT developed a training program for responsible regional economic institutions in China, with a focus on methods for collecting and harmonising information of socioeconomic trends, transport and energy demand, transport forecast for passengers and freight, environmental impacts and overall project appraisal by cost-benefit and multicriteria assessment methodologies. The training program included the review of the experience on regional economic experiences across European countries, as well as the different appraisal methodologies for public investments applied, in the different political decision-making contexts

**Description of actual services provided by the firm in the assignment:**
- Review of the experience on specific economic experiences between European countries
- Analysis of different assessment methodologies applied for public investments in the various decision-making policies