Cities as political bodies, competitive assets, and efficient managers.

Mateu Hernández Maluquer
CEO, Barcelona Global

Sustainable Development and Inclusive Growth for MENA Cities at the Crossroads. High level policy workshop. The World Bank

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<table>
<thead>
<tr>
<th>2011</th>
<th>PAST</th>
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<tbody>
<tr>
<td>1,621,537 inhabitants</td>
<td>2001: 1,505,325</td>
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<tr>
<td>4,992,193 Met inhabitants</td>
<td>1981: 3,113,671 Met inhabitants</td>
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<tr>
<td>19,193€ household income</td>
<td>1991: 14,393€ household income</td>
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<tr>
<td>379,78 € investment / Inhabitant</td>
<td>1988: 199,17 € investment / Inhabitant</td>
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<tr>
<td>85.7% employment in services</td>
<td>1981: 52% employment in services</td>
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<tr>
<td>9.5% industrial employment</td>
<td>1981: 41% industrial employment</td>
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</tbody>
</table>
17.6% foreign population
226,787 university students
12,817,170 tourist overnights
6th European city for business

2000: 1.9% foreign population
1991: 146,163 university students
1992: 4,333,419 tourist overnights
1990: 11th Euro city for business
2,300,000,000 € budget

0 deficit for 2012; total debt around 50% of current incomes

Total 4 years local investment of 1,500,000 €

Externally 100% audited

43% of the incomes come from Central and Regional Government transfers

40% comes from direct taxation, mainly on housing (681) and economic activity (96)

13% comes from taxes and public prices

4% on indirect taxation and patrimonial issues
Some financial ingredients for a truly local strategy devoted to quality of live and competitiveness.
Zooming. Different local realities need different answers. From metros to cities and towns
The way a local authority is funded is important but how is funded is crucial.
1 Transfers...
2 Real State...
3 Consumption...
4 Economic activity...
5 Incomes
Public private partnerships
A mixture of fiscal ingredients is needed.