

Bilbao

metropolitano

20**30**

Profesionalen garaia da

Es tiempo de profesionales

The age of professionals



INDEX

THE FUTURE IS FOR PROFESSIONALS.....	79
BILBAO METROPOLI-30:	
ACQUIRED KNOWLEDGE AND INSTRUMENTAL ENTITY.....	81
BACKGROUND	89
A. 1991-2000. INFRASTRUCTURES.....	90
B. 2001-2010. VALUES	92
2011-2030. SEARCH FOR THE NEW PARADIGM.....	95
A. PREVIOUS CONCEPTS.....	96
B. STRATEGIC TRIANGLE. VISION 2030	98
C. STRATEGIC AXIS.....	99
- ECONOMIC INDUSTRIAL	99
- INDUSTRIAL-TECHNOLOGICAL	101
- SOCIO-ECONOMICAL	102
PARTNERS LIST.....	107

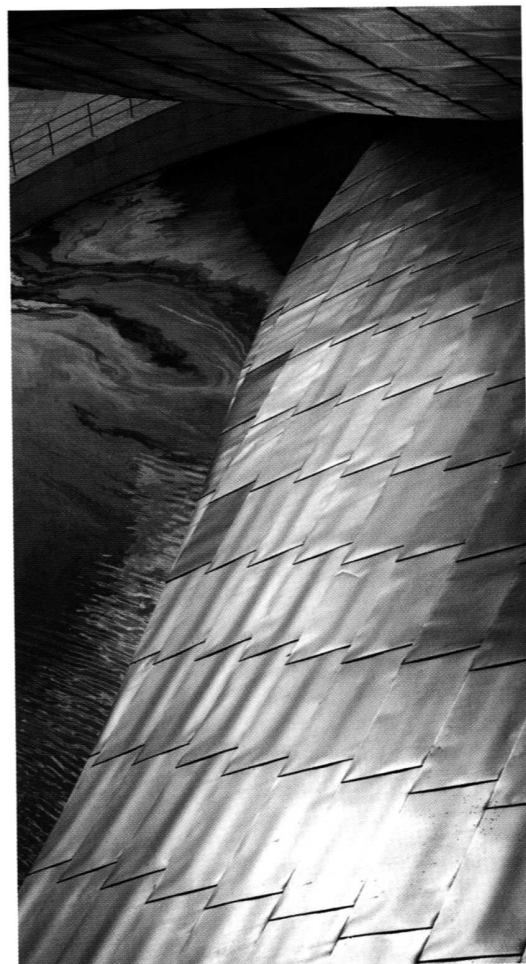
Bilbao Metropoli-30 has been described by an OECD study in 2009 about the Role of Development Agencies as visionary, collaborative, ambitious, agenda-setting, nimble and focussed.

Bilbao Metropoli-30: acquired knowledge and instrumental entity

The Association for the Revitalization of Metropolitan Bilbao, Bilbao Metropoli-30, was established in 1991 and took direct responsibility for completion of the Revitalization Plan and implementation of its strategic priorities.

Bilbao Metropoli-30 was legally set up as a Promotion and Research Association, with the objective of regenerating Metropolitan Bilbao, defined as the urban agglomeration of the Nervion estuary, or more so as a social and economic reality without precise territorial limits that projects itself in a regional and international environment. Therefore, Bilbao Metropoli-30's scope of intervention does not correspond to any existing public institution, but transcends the geographical boundaries to become a link between ideas and thoughts in the long-term benefit of the metropolitan concept.

The Association was recognised in 1992 as "Public Utility Entity" by the Basque Government, for contributing to promote the general



interest of Euskadi through the development of its activities and especially given that the community of the Metropolitan area of Bilbao is the recipient of the benefits of the Association's activities. Therefore, the association has the necessary legitimacy to develop a project like this one.

In any case, there are certain specific features of Bilbao Metropoli-30 that make it the ideal tool to develop long term strategies that bind to the metropolitan area in which it works. Its success is dependent upon its capacity to convert itself into a meeting point for all sectors, which warrants its ability to unite the public and private forces.

Bilbao Metropoli-30 has been described by an OECD study in 2009 about the Role of Development Agencies as visionary, collaborative, ambitious, agenda-setting, nimble and focussed. Some of these features will be analysed below.

PUBLIC PRIVATE COLLABORATION

Public-private collaboration has been the defining element of the Association's work and its principal asset. The Basque Government, the Provincial Council of Biscay and the City of Bilbao established the Association in 1991. During the same act, 19 institutions and companies became founding members. Currently there are over 130 members that undoubtedly ensure the active participation of broad sectors of society of the metropolis. Bilbao Metropoli-30 works with institutions and businesses in planning for the future of the metropolitan area. Its success depends on its capacity to convert itself into a meeting place for all sectors, which warrants its ability to unite the public and private forces.

As Angel Jordan commented at the beginning of Bilbao Metropoli-30: "As a result of global competition, regions or municipalities have been affected, they cannot by themselves change the direction of market forces. It becomes necessary that the association shares objectives with other municipalities and combine private and public efforts to address the future solution to these common needs. Neither the public sector on its own, nor the private sector alone, have the capabilities that an effort of this size requires, in which competitiveness is its main foundation" (Jordan, 1992).

Bilbao Metropoli-30 helps to facilitate practical coordination for achieving the development strategy, helping to overcome the limitations resulting from multiple fragmented jurisdictions and providing a means of coordination with the private sector and civil society. Bilbao Metropoli-30 is the fundamental practical mechanism for coordinating multi-lateral actions. In fact, since its establishment Bilbao Metropoli-30 has worked and has been enriched by the contributions of some 1,000 professionals in its environment and about 200 international experts.

*Bilbao Metropoli-30
has been without
a doubt one of the
best know examples
worldwide of an effective
and active public-
private organisation
in the urban planning
field.*

Bilbao Metropoli-30 has been without a doubt one of the best know examples worldwide of an effective and active public-private organisation in the urban planning field. It has taken advantage of the wealth of contributions from the social base with which it works in benefit of their environment through empowerment mechanisms that currently are being claimed by the citizens.

APOLITICAL NATURE

Another fundamental aspect that characterises Bilbao Metropoli-30 and makes it a useful tool to address the future strategy of the metropolis of Bilbao is its specific apolitical nature. Its neutrality is reinforced by the fact that its members develop an essentially technical role in relation to the organization's activities.

In the context of global uncertainty and complexity, especially in local or regional levels, the opportunity to have a neutral and technical instrument such as Bilbao Metropoli-30 that works in the long term, is of fundamental importance to safeguard the vision of short-term interference. In conclusion, Bilbao Metropoli-30 is an independent forum in which different perspectives can be reconciled and aligned in order to shape a long-term goal beyond the specific constraints of the electoral cycle.

STRATEGY AND LONG-TERM

Although originally Bilbao Metropoli-30's primary responsibility was to work on the implementation of the Revitalization Plan, this was translated and materialized in areas related to the design of long-term strategies.

Bilbao Metropoli-30 becomes a neutral forum that offers its partner institutions the possibility of thinking long term about the future of Metropolitan Bilbao, in a rich and participatory manner, along with the collaboration of the rest of the disinterested agents linked to various aspects of the metropolis. Therefore, the Association's exclusive trait is its strategic nature and long term.

- In this respect, Angel Jordan "would highlight two key concepts: firstly, the capacity of leadership that the Association must exercise to promote regeneration and secondly, the establishment of a strategic program to address organically objectives to be achieved." (Jordan, 1992).

ACQUIRED KNOWLEDGE

Since its founding in 1991, Bilbao Metropoli-30 has not only created a knowledge base related exclusively to the geographical area in which it works, but also international exchanges in other regions of the world that one way or another can be of great interest for the development of the metropolitan area of Bilbao and Biscay.

Bilbao Metropoli-30 becomes a neutral forum that offers its partner institutions the possibility of thinking long term about the future of Metropolitan Bilbao.



On the other hand, Bilbao Metropoli-30 has been using cutting edge methodologies in its activities that have enabled them to do forward thinking and place itself as a scouting party for developing initiatives and projects that consequently have been proposed to its members (public institutions, private companies and organizations). These include: strategic thinking processes, analysis of future scenarios, grassroots (surveys, statistics, ...), skunkworks (working groups with specific objectives that work in an unconventional way ...), etc.

INTERNATIONAL PROMOTION

Bilbao Metropoli-30 also oversees actions that arise from the Strategic Plan that are entrusted to them by its members. In particular, this includes projects that aim at improving the internal and external image of Metropolitan Bilbao. The Association also conducts studies and research projects related to the revitalization of Metropolitan Bilbao and analysis of other cities that can be useful in Bilbao. It also participates in conferences and forums and as a result of all of these actions it has developed a long list of contacts and networks that have proved very useful in defining the future vision of the metropolis.

This section highlights Bilbao Metropoli-30's work in Latin America, made possible through the signing of cooperation agreements, development of sectorial projects, networking and more recently, the Forum City and Values which, after its first edition in Bilbao in 2006, was held in 2007 Valparaiso (Chile), in 2008 in Cuernavaca (Mexico), in 2009 in Bogotá (Colombia), in 2010 in Miraflores (Peru) and future editions are planned in 2011 in Maipú (Chile) and in 2012 in Montevideo (Uruguay).

SOCIAL INTEGRATION. CIVIL SOCIETY EMPOWERMENT

Since the launch of the Strategic Plan, one of the key concerns of Bilbao Metropoli-30 has been to ensure that the development and wellbeing achieved in the metropolitan area is distributed evenly among all its inhabitants and that the progress accomplished will benefit all municipalities.

Bilbao Metropoli-30 also draws on the contributions of member representatives and professionals involved in working groups that the Association establishes and organizes. Future strategies that the Association proposes are previously agreed by a wide network of experts in order to enrich the contributions and proposals made, including, as mentioned, a great number of local professionals and international experts. Therefore, Bilbao Metropoli-30 becomes a tool for empowerment of civil society and an example of empowerment of citizens in the metropolitan area.

It has developed a long list of contacts and networks that have proved very useful in defining the future vision of the metropolis. This section highlights Bilbao Metropoli-30's work in Latin America.

Bilbao Metropoli-30 becomes a tool for empowerment of civil society and an example of empowerment of citizens in the metropolitan area.

WORK FOR LEADERSHIP

Bilbao Metropoli-30's contributions are aimed to nurture local leadership, with a high degree of social consensus. The long term oriented thinking and strategy are not targeted at executors, managers and technicians responsible for the development and implementation of initiatives. It is aimed towards those natural leaders from the metropolis' Public Administration, business-world, Universities and Civil Society in general, whom are responsible for transmitting with conviction to citizenship the vision of the future of the metropolis and build confidence and enthusiasm in the project.

Bilbao Metropoli-30 takes advantage of its members' executive, political and economic capacity. Its' associated entities and companies, whom are the main agents responsible for the future of the metropolis and the physical or practical implementation of projects, must support all proposals.

The role of Bilbao Metropoli-30 is, therefore, to act as an initiator or trigger of proposals and strategic thinking that in later phases materialise in concrete projects developed by its partners.

FLEXIBILITY

Bilbao Metropoli-30 facilitates effective planning and achievement of development goals. It is a flexible organization that can adapt work effectively and accurately to what is needed. In fact, its objectives, activities, structure, tools, role and strategies show a high degree of diversity. It also pursues future opportunities more quickly with highly innovative tools and at a larger scale than is normally possible for organizations subject to find solutions to everyday problems. Also, metropolitan scale is likewise a significant source of added value, given that the challenges of urban development are often focused on the local or sub-regional level.

In summary, the reasons that make Bilbao Metropoli-30 the ideal instrument for the development of strategic thinking in the metropolitan area would be:

- Legitimacy.
- Representativeness.
- Long term.
- Integration and social enthusiasm.
- Public-Private Partnership.
- Metropolitan Scale.
- Work for leadership
- Initiator or triggering
- International connections. Benchmarking
- Detailed knowledge of the metropolitan area
- Strengthening Civil Society.

The role of Bilbao Metropoli-30 is, therefore, to act as an initiator or trigger of proposals and strategic thinking that in later phases materialise in concrete projects developed by its partners.



We now analyze the tools that the Association has to conduct this work:

1. ACCUMULATION OF KNOWLEDGE

Bilbao Metropoli-30 has developed and counts on detailed knowledge of the metropolitan area of Bilbao from different perspectives.

2. NETWORKING

Extensive network of experts and professionals involved with urban planning. Approximately 1,000 local professionals and 200 internationally have been working with Bilbao Metropoli-30 in the development of its actions.

3. LOCAL SUPPORT

In addition to the collaboration of more than its 130 institutions, companies and organizations members, Bilbao Metropoli-30 has the support of institutions and groups of professionals with extensive representativeness and value in the local area and internationally, among which are: Innobasque, Xertatu, Parekatuz, bizkaia:xede, Young Entrepreneurs and Professionals, Xede, Skunkworks Social Media, Creativity Working Groups, Creative Garden Bilbao inspired by Toyota, URBACT Local Support Group on Immigration, etc.

4. EXTERNAL SUPPORT

Bilbao Metropoli-30 also draws on the contributions of international experts, to state amongst some:

- Greg Clark, Advisor on City and Regional Development at the Office of The Deputy Prime Minister, (ODPM) UK.
- Tetsuya Kaida, General Manager of JOV - Corporate Value Creation Department of Toyota.
- John Kao, President Kao & Company and creator of the global innovation group "i20".
- Charles Landry, expert in creativity and founder of Comedia.
- Peter Schwartz, President of Global Business Network.
- Leo van den Berg, Director of Euricur, European Institute for Comparative Urban Research.

One can also highlight the thematic lecture series called "Encuentros Bilbao Metropoli-30", of which 83 have been held up to now with very outstanding speakers, among which we can mention: Charles Handy, Philip Kotler, Peter Schwartz, Charles Landry, Ioh Ming Pei, etc. The aim of this initiative is to highlight the challenges facing Metropolitan Bilbao and contributing ideas and suggestions of great intellectual appeal, through the external perspective of the participation speakers.



Approximately 1,000 local professionals and 200 internationally have been working with Bilbao Metropoli-30 in the development of its actions.

5. METHODOLOGY

The Association applies contrasting methodologies in urban planning: reflection, skunkworks, scenarios, grassroots, social networking 2.0, ...

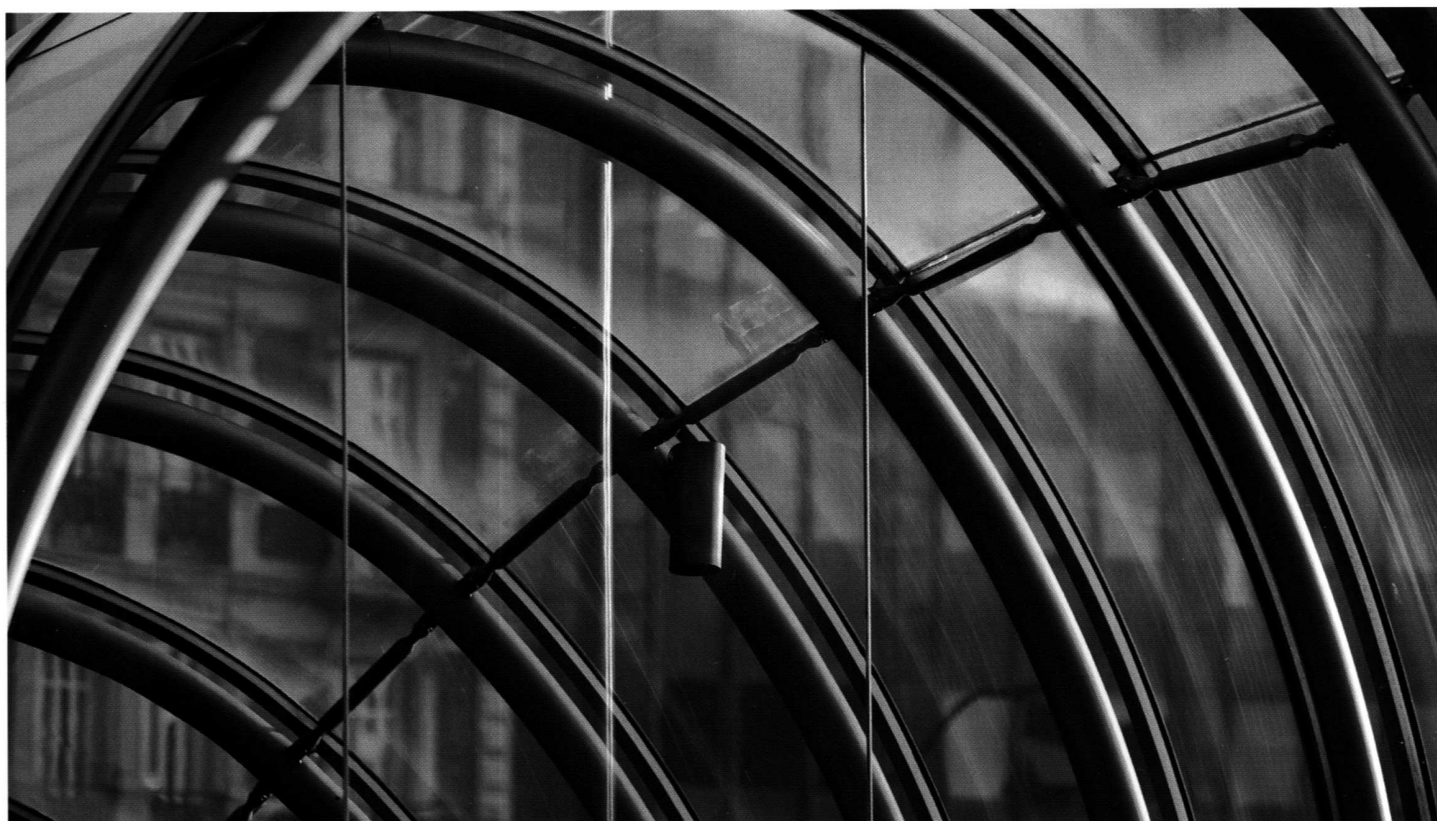
6. COMMUNICATION AND SOCIAL PARTICIPATION

Bilbao Metropoli-30 develops the socialization process of strategic reflection for the future of the metropolis through natural leadership.

7. ACTIVE PARTICIPATION IN GROUPS AND NETWORKS

Apart from Bilbao Metropoli-30's extensive contacts and external support, the Association also offers its expertise and accumulated knowledge on urban revitalization and strategic planning to a large number of forums and networks at all levels.

*The Association
applies contrasting
methodologies in urban
planning: reflection,
skunkworks, scenarios,
grassroots, social
networking 2.0, ...*



Industrial decline began in the second half of the 70's and during the 80's, which left Bilbao and Biscay in deep crisis.

Background

The origins of Bilbao and its' metropolis are linked to its strategic location, the sea, trade and its gradual conversion into the great economic reference of the Basque Country and one of the largest in the state. A major economic development took place in Bilbao and its metropolitan area during the second half of the nineteenth and early twentieth century, due mainly to the emergence of the iron and steel industry, of shipyards, of port activities and iron ore mining, reaching levels that made Bilbao a point of reference at a European level.

However, industrial decline began in the second half of the 70's and during the 80's, which left Bilbao and Biscay in deep crisis. Unemployment rose significantly reaching as high as 35% in some municipalities in the metropolitan area. The crisis left behind a physically and environmentally severely affected environment due to the previous industrial development, as well as emigration processes, stagnant population and the emergence of social exclusion problems. In the case of Metropolitan Bilbao, eight world-class business groups disappear from our Territory: AHV, B&W, General Electric, Euskalduna, Westinghouse, Etxebarria, Sefanitro, Unquinesa ...

This bleak picture for Bilbao and Biscay was defined by elements such as economic crisis, characterized by the obsolescence of



the productive sectors that should be adapted to new modes of production incorporating clean technologies, the lack of infrastructures capable of responding to needs and contingencies of the inhabitants of the metropolis and an unattractive urban environment therefore not conducive to investment and economic development of the area.

The crisis scenario in which the Metropolitan Bilbao was immersed in 1991 required a rethinking of the future development of the metropolis capable of regaining the city's protagonist role that it had reached thanks to its pioneering position in the industrial development. This required the construction of a post-industrial city in which services and new technologies would play a central role in the new economic development, with the physical and urban environment as a variable not previously considered but now essential to take into account for future plans in order to ensure high quality of life for citizens and a high degree of international competitiveness. In short, a reflection about a profound transformation of the economic base of Bilbao was necessary. Economic strategic planning as well as the metropolis' own infrastructures and services were needed.

A) 1991-2000. INFRASTRUCTURES

THE STRATEGIC PLAN FOR THE REVITALISATION OF METROPOLITAN BILBAO

Established the need to initiate the transition to post-industrial city, the guidelines for future urban development were laid down through an ambitious renovation that would cover the entire lower area of the Nervion estuary in order to develop it as a modern metropolis. The Strategic Plan for the Revitalization of Metropolitan Bilbao was developed within the organisation of Bilbao Metropoli-30. It aimed to establish a coherent set of short and long-term objectives that would summon the will and coordinate the activities of the different institutional levels.

The Strategic Plan was not an isolated initiative; it coincided with other activities at different levels that conveyed the importance of Metropolitan Bilbao's revitalization as a critical factor in the development of the Basque Country. This multiplicity of initiatives and points of view evidenced the sensitivity of society and its institutions towards the role to be played by Metropolitan Bilbao. A deep concern was felt about the distance of Bilbao from the modern urban metropolis and their articulation axis and, above all, the unequivocal will to become consolidated in the future was expressed. As Ieoh Ming Pei stated, "If you want to attract the kind of people more qualified to work and live here, you need to build buildings, not from the architectural or aesthetic point of view, but to improve their quality of life in general" (Pei, 1992).

The Strategic Plan for Metropolitan Bilbao, developed in the newly created Association for the Revitalization of Metropolitan Bilbao,



The crisis scenario in which the Metropolitan Bilbao was immersed in 1991 required a rethinking of the future development of the metropolis capable of regaining the city's protagonist role that it had reached thanks to its pioneering position in the industrial development.

would be the instrument for change, extending the bridge between past and future, thus making the metropolis an environment prepared to meet future challenges.

The objective pursued with the implementation of the plan was twofold. First of all, obtain, from a global reflection perspective of the city and its surroundings, a diagnosis of the situation at the time that synthesized, from the internal point of view, the strengths and weaknesses to be examined in light of the area's tendencies expressed in the form of threats and opportunities. On the other hand, an external analysis that was of great importance to compare Metropolitan Bilbao's situation with competing cities in order to evaluate its position. The main contribution of this analytical effort was the identification of a reduced number of critical issues around which both the Strategic Plan and Bilbao Metropoli-30 would concentrate on.

Secondly, involve organisations and individuals in the revitalization project of Metropolitan Bilbao. For this, the idea was presented to the main economic, social and political players, therefore earning their adhesion to Bilbao Metropoli-30. The Strategic Plan was set up as a city project that allowed commitment from bottom up of all influential bodies in the metropolitan area's future.

The scope of regeneration was both physical and socioeconomic, based on the eight main axes for intervention. Some axes such as external accessibility and internal mobility of the metropolis, or environmental and urban regeneration are more concerned with the physical or urban fields, whereas others, such as investment in human capital and technological investment, or cultural centrality and social action, correspond to the socioeconomic sphere.

In short, over the past years the revitalization of Metropolitan Bilbao and the work of Bilbao Metropoli-30 has become an international reference model for those cities affected by industrial decline that need to reinvent the foundations of their prosperity, by defining and implementing innovative strategies.

Angel Jordan already speculated about the success of the revitalization process, when he mentioned that: "In light of our experience and knowledge of the work being carried out in Bilbao, the revitalisation process the entire metropolitan area, if it continues to work with enthusiasm, based on this combination of public and private sectors, has no choice but to succeed." (Jordan, 1992).

Prestigious institutions such as the DG REGIO of the European Commission, the OECD and World Bank have highlighted the achievements of this revitalization process, rooted in a strong collaboration between government, businesses, universities and the third sector.

The Strategic Plan of Metropolitan Bilbao defined eight critical subjects for the revitalisation process:

- Human Resources.
- Advanced services in a modern industrial region.
- Mobility and accessibility.
- Environmental regeneration
- Urban regeneration.
- Culture centrality.
- Public-private cooperation.
- Social Action.

The revitalization of Metropolitan Bilbao and the work of Bilbao Metropoli-30 has become an international reference model for those cities affected by industrial decline that need to reinvent the foundations of their prosperity.

B) 2001-2010 VALUES

"BILBAO 2010". STRATEGIC REFLECTION AND THE STRATEGY
Metropolitan Bilbao and Bizkaia's situation at the end of the century was very different from the crisis situation it had gone through ten years ago. The metropolis was now strongly supported by the public administrations, counted on broad social collaboration and catapulted, by the commitment in its Strategic Plan, had undergone a vigorous revitalization process in all areas.

However, the success of the revitalization process was not itself a guarantee, and it became necessary to investigate the constraints imposed by the evolution of the global socio-economic context, together with historical, social and cultural characteristics of the metropolis itself, to be able to identify a leitmotiv, a basic idea, capable of exploiting the inertia of the past and serve as an engine to provide a strong impetus for the future.

About 1,000 professionals representing Bilbao Metropoli-30's members, as well as nearly 200 world-class experts came together to study the changing global environment, the new knowledge society and analyse the city's strengths. The aim was to identify, through a Strategic Reflection process, the basic idea for the future by 2010, which properly nurtured and strengthened, would allow the city to gain higher levels of quality of life for all residents, advance in the pursuit of excellence and become a metropolis of global reference.

The result was the identification of a vision, the key that would help achieve high levels of growth, wealth creation, improved quality of life and global recognition for the city and in general Biscay. This would imply seeking, identifying and taking advantage of our own or foreign ideas to turn them into concrete realities. Ultimately create and take advantage of opportunities that came up in the global market.

We needed to build a city in which all ideals are possible; a Bilbao capable of identifying, attracting and materialising good ideas in benefit of all the community; a Bilbao in which ideas are fostered and flow. In short, a Metropolitan Bilbao that welcomes dreams and is an ideal city for people who love new ideas and identify with them. Consequently, based on the Strategic Reflection, the document "Bilbao 2010. The Strategy" was drafted. The strategy is based on three basic elements: people, the activity of the city and the attractiveness of the metropolis.

At the end of the previous decade, the development of infrastructures in Metropolitan Bilbao were completed, the projects identified in the Revitalization Plan transformed the urban environment and significantly improved business competitiveness and quality of life of its inhabitants. However, in the case of urban environ-

We needed to build a city in which all ideals are possible; a Bilbao capable of identifying, attracting and materialising good ideas in benefit of all the community; a Bilbao in which ideas are fostered and flow.

ments, and taking into account that physical infrastructures are essential, it is the activity of people and their behaviour that really allows to value infrastructures and turn the city into a suitable setting for personal development and satisfaction of citizens, creating an environment conducive to the generation of services and activities.

In other words, physical infrastructures are needed, but it is the intangibles in the city that really bring forth added value. Intangible are based on skills, attitudes and activities of individuals or groups.

As a result of the previous Strategic Reflection a series of fundamental values for the competitive and sustainable development of Metropolitan Bilbao were defined. These values were the basic concepts for the International Values Forum that took place in 2006 and can be identified as follows:

- Innovation: Capable of being ahead of changes, introducing novelties and new ways of doing things.
- Professionalism: Person or organization's ability to carry out its activity with the relevant capacity and application.
- Identity: Individual or collective's set of traits that characterise them.
- Community: Sharing a long-term project with a group of people with common interests.
- Openness: Open to other ideas, cultures and creative differences.

The objective of this second phase was the change of paradigm of infrastructures to values, the culmination of Metropolitan Bilbao's regeneration process thus consolidating on an international scale its strategic development process. It aimed to explain to the society and its leaders the importance of values for the long-term development of cities, and in this particular case, Metropolitan Bilbao. The development of these values in society requires a progressive strategy. In addition, leadership, exemplariness and credibility of the people who promote them are indispensable.



The objective of this second phase was the change of paradigm of infrastructures to values, the culmination of Metropolitan Bilbao's regeneration process thus consolidating on an international scale its strategic development process.

*Values are still the
fundamental elements*

- *Innovation*
- *Professionalism*
- *Identity*
- *Community*
- *Openness*

2011-2030. Search for the new paradigm

One can undoubtedly argue that Metropolitan Bilbao's revitalisation process phase based on infrastructures from 1991 to 2000, has successfully completed the cycle, in which the best expectations were surpassed - the metropolis is physically transformed, enriched, with a better quality of life and internationalised to standards that initially were inconceivable.

The launching of the values phase, although not completed, is well in place - public institutions, companies and society as a whole are sensitised towards the change of paradigm towards intangibles advocated by Bilbao Metropoli-30.

Bilbao Metropoli-30's has always been concerned with long term and has been working consistently on the launch of new paradigms based on the so-called triangle: Mission, Vision and Values, which managed to maintain and increase the metropolis' success during the infrastructure phase. The Association's philosophy has always been to prepare the next challenge, whether or not we are living in prosperous times. We always assumed that short-term vision would inevitably mean the beginning of failure for the metropolis.



The current economic crisis does not make Metropolitan Bilbao an exception. It has been a justification for Bilbao Metropoli-30 to prepare the leap forward towards the new paradigm that should guide the metropolis' strategic decisions for the next decade.

Nowadays there are many elements from the crisis of the late 70s and 80s that are also present in today's context, namely lack of social optimism and hope in the future, loss of entrepreneurialship, etc. We also face similar challenges: the need to believe in a project capable of catapulting Metropolitan Bilbao to the past glory gone; the need to promote change, to have a clear vision of the future we want, of leadership that incorporates civil society and the absolute certainty that we must resort to the fundamental asset that has made this land a prosperous place throughout its existence: the spirit of professionals, of good work, of sacrifice, of a job well done and of risk. This has been and should be our bet for the future of Metropolitan Bilbao.

This document tries to group together the keys to the new reflection that should guide our city's steps for the next decade in order to meet the challenges of the current critical context we are living in. Infrastructures and values respectively mark the milestones from the past two decades that Metropolitan Bilbao has based its development on. In the following pages we present the challenges and bets that should guide strategic decisions up to 2030.

A) PREVIOUS CONCEPTS

METROPOLITAN BILBAO- LOCOMOTIVE FOR THE COUNTRY

We can state without a doubt that Metropolitan Bilbao represents the center of a hinterland of 7 million inhabitants and that it is part of a complex system in which there are strong correlations between the different components. We are therefore thinking of a polynuclear region as opposed to an exclusively metropolitan one for analysing challenges, trends and future strategic decisions. It is therefore a project for the entire regional polynuclear area formed by interrelated medium-sized cities, most especially following the gradual introduction of high-speed railway network.

Once again, uncertainty about the economic panorama and crisis call for the need to prepare a strategy for the future beyond traditional geographic limits. One especially needs to see the influences, and above all, other opportunities from nearby areas that might be related to possible strategic projects or international positioning for our metropolis. We need to aim towards working with other territories with a range of objectives that allow us to exploit the resources available to make our city a competitive environment on an international scale.

We must resort to the fundamental asset that has made this land a prosperous place throughout its existence: the spirit of professionals, of good work, of sacrifice, of a job well done and of risk. This has been and should be our bet for the future of Metropolitan Bilbao.



In the context of this reflection, one must highlight the importance that this area of influence has in general terms for the metropolis' economic activity, but also more especially for its commercial sector. Considering Bilbao's data, the retail trade is the subsector of most weight in terms of number of establishments (almost 65% in total) and in terms of job creation (64%). Therefore, there is a need to consolidate the importance of retail as a strategic economic sector for the future of our territory in terms of employment, contribution to GDP, etc., but also for its potential to increase quality of life, safety and leisure in the urban environment, and ultimately as one of the most important attractions for citizens and visitors.

We therefore will need to consolidate and strengthen the commitment of public and institutional leadership towards retail and enhance the public message that Bilbao is a commercial city and that commerce is a fundamental asset for tourism promotion and for its attraction capacity towards the nearest influence area. This strengthening of public institutional support will also help citizens to understand the importance of commerce for the economic development of the area, as an element of quality of life, safety and as a tourist attraction.

Likewise, the scale of our strategic reflection should set ambitious objectives able to achieve important levels of growth and a change of paradigm that allows us to position ourselves well in global competitiveness. Limited objectives that don't take into account the scale of the country won't be appropriate tools to fight against the challenges of the present crisis.

MOTIVATE PEOPLE, IDEAS, EMOTIONS AND FANTASY

A more and more competitive world requires Metropolitan Bilbao to be more creative to generate prosperity and wellbeing. Imagination, curiosity and creativity improve the capacity to analyze possibilities in an innovative manner, find new and better solutions to problems and take advantage of strategic opportunities in an innovative manner. These tools can contribute to maximizing available resources and improve public and private sector work therefore contributing to generating motivation and vigor. *Energía / Dynamik*

As Charles Landry stated: "Metropolitan Bilbao has been especially creative in terms of strategic agility, professionalism, in safeguarding its distinctive character and creating an engaging physical environment. However, its entrepreneurial spirit is weakening and its biggest bet should be the need to promote creativity, ingenuity and strategic impact, especially in the educational system, in the development of creative industries, in the institutional framework and in social innovation." (Landry, 2009).

Metropolitan Bilbao represents the center of a hinterland of 7 million inhabitants, a polynuclear region made up of medium size cities related among them, specially as a consequence of the progressive high speed train connections.

Imagination, curiosity and creativity improve the capacity to analyze possibilities in an innovative manner, find new and better solutions to problems and take advantage of strategic opportunities in an innovative manner.

LONG-TERM OPTIMIZATION OF RESOURCES AND EFFECTIVENESS OF THE REGION

Once again, the current crisis means fewer resources available which requires a great deal of optimization and their effective use, which should also be put in practice in wealthy times. Consequently we need to think of the concept of a country beyond the limits of the metropolis in order to analyze the available assets in nearby territories. Infrastructures can therefore be well managed with the aim of achieving rational and balanced project planning, taking maximum advantage of the potential available before launching concurrent initiatives. We need to build together future star projects with long-term vision and engine of benefits.

B) STRATEGIC TRIANGLE. VISION 2030

Before addressing the challenge of designing the Vision for Metropolitan Bilbao over the next 20 years, let's start by defining the three elements of the Strategic Triangle: Vision, Mission and Values, which remain valid and transcendental.

VISION

The Vision already identified in the Strategic Reflection can be summarized as follows: "to create an advanced knowledge context in which highly innovative business initiatives can be put into practice". This background enables the new Vision for Metropolitan Bilbao 2030 to be defined with specific strategies.

First of all, we need a new spirit of renewal and modernisation beyond our metropolis and region, as a country, with an impulse that brings us closer to Europe. It is our great challenge and opportunity of this XXI century. A project capable of bringing a radical change in tendency.

"We would like an environment built on an inclusive Basque society, which is capable of creating the right conditions to make us feel proud as citizens that belong to our land, because we are able to meet our individual and collective needs with a quality that distinguishes us from the rest, but also compatible with our capabilities and resources".

The achievement of this objective must be measured and evaluated through challenges, projects and specific and measurable initiatives:

"Within 20 years, we must be the first in the state and be among the top five regions of the European Union in terms of: GDP, Health, Education (Primary, Secondary and University), Elderly Care and have achieved a high level of integration between the three Provinces."

"We would like an environment built on an inclusive Basque society, which is capable of creating the right conditions to make us feel proud as citizens that belong to our land, because we are able to meet our individual and collective needs with a quality that distinguishes us from the rest, but also compatible with our capabilities and resources".

MISSION

As stated in our 1999 Strategic Reflection, Bilbao Metropoli-30's mission can be synthesized as follows:

- Identify and attract leaders.
- Help articulate ideas so that they can be turned into innovative projects and realities, that will bring social and economic wealth to Bilbao.
- Encourage reflection on strategy, particularly so that we can find new ways of raising the standard of living for all, and help build respect for the city's values, history and cultural identity.

VALUES

Values are still the fundamental elements in the strategic development of Metropolitan Bilbao: Innovation, Professionalism, Identity, Community and Openness. Although the launching phase of values started in the 1990s, they remain a fundamental element in Metropolitan Bilbao's development strategy and their practical application in form of projects and initiatives is most evident at this moment.

C) STRATEGIC AXES

The strategic axes analysed hereafter will allow the definition of objectives and strategies within the Vision 2030.

ECONOMIC-INDUSTRIAL AXIS

We need to have our own specific economic-industrial project, stemming from the Vision of the Future and acting as a guiding light for Institutions, the Administration, companies and citizens.

- Be amongst the first regions in Spain and the first 5 in the EU in terms of per capita income.
- Have at least three companies of adequate size to take on the project and serve as references for others.
- Count on at least 200 business leaders acting as catalysts for social and professional mobilization for the project.
- Create our own independent financial system, developed around savings banks, aimed at implicating citizens in economic and industrial projects that generate wealth.

The Vision of the economic-industrial axis for 2030 can be summarised as follows.

"Within 20 years, we must be the first in the state and be among the top five regions of the European Union in terms of: GDP, Health, Education (Primary, Secondary and University), Elderly Care and have achieved a high level of integration between the three Provinces."



NATURAL MARKET

- In an environment like ours we need to have a business model that is fundamentally an exporter.
- Our natural market is the Spanish market, where over 44 million potential consumers expect our products and services.
- We also have the Spanish speaking market in Latin America, with whom we share historical and cultural ties..

EU ENLARGEMENT TOWARDS THE EAST

- This extension is a challenge and an opportunity, especially for entrepreneurs..

INTERNATIONALISATION

- Need for professionals who are fluent in English and use of Internet in order to succeed in the outside world.

R+D+I

- The success of R+D+I is not only a matter of dedicating a percentage of GDP; R+D+I requires a minimum critical mass of resources from which this type of work can make sense socially and economically.
- It is absolutely necessary to be involved in a national and international network of knowledge.
- Another trend to introduce is how to measure results and therefore the quality of R+D+I that cannot be limited to the measurement and control of percentage of GDP spent on R+D+I, given that what really matters is measuring and taking account of the results achieved.

SMEs AND FAMILY BUSINESSES

- A large percentage of the Basque businesses, as in the rest of Europe, are made up of these types of businesses.
- In a large number of them, this model ends when the owners, founders, presidents, or general managers need to carry out a generational change.
- There is a need to collaborate and work on this change in trend from within Institutions, in order to avoid ruining the efforts and results achieved.
- It is necessary to help those that exist today so that they can continue growing and promote creation of new ones.

There is a need to recover the tractor effect that these industry groups had in past decades.



"TRACTOR COMPANIES"

- In Bizkaia and Euskadi we have always had so called "tractor companies". Their presence and activities have been decisive in a positive way because of the market they created, the employment maintained and generated, the requests of their suppliers, the joint projects, the introduction of innovation, the involvement in the internationalisation process, etc.
- There is a need to recover the tractor effect that these industry groups had in past decades, working to approve SME projects internationally, to act as a magnet for the industrial fabric of Euskadi, attracting significant investment and ensuring a capacity in R+D+I much richer and effective.

INDUSTRIAL-TECHNOLOGIC AXIS

The Vision for the industrial technologic axis for 2030 can be summarized as follows.

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

- EU and OECD reports, as well as the comparison with other innovative countries and territories, from the EU and the world, show that we have tremendous opportunities for improvement in this field.
- We know very well what to do, having best practice examples from those who are ahead, however we need political, economic and business decisions to put it in motion.
- This is a common, cross-cutting issue affecting all society, political institutions, the Administration, companies (public and private), all education institutions, families and individuals.

ENERGY

- Euskadi is fully integrated in energy matters with Europe, the rest of the world' and primary energy producing countries.
- There should be no specific concern in this matter. We are able to ensure the availability of the necessary energy, meeting market prices, etc.
- In view of taking advantage of the new energy industry needs, and of EU and U.S. plans, with an outlook for the years 2020 and 2050, we should be able to:
 - Create a "new" industrial network for capital goods, given our past experience, and taking advantage of a change in trend and competing globally.

Establish "new" alliances with major international groups, based on the quality of our professionals and the "new" industrial prestige.

- Establish "new" alliances with major international groups, based on the quality of our professionals and the "new" industrial prestige.

SOCIO-ECONOMIC AXIS: COMMITTED PEOPLE

A project like the one outlined must be designed and built by and for people. Therefore demographics are of fundamental importance because we risk becoming a decadent region unless we address and solve the problem of our low birth rate. Our age pyramid already represents significant distortion compared to what is considered a homogeneous and complementary distribution. These current shortcomings cannot be solved through increased fertility. The only solution is to use active and positive immigration policies.

However, in order to achieve the goals set in the previous axes beyond demographic variables, one essentially requires a new vision and reinforcement of people and their professional aspect. The only key to success for the Metropolitan Bilbao in the next 20 years is to have COMMITTED PEOPLE GUIDED BY SHARED SOCIAL VALUES.

In Metropolitan Bilbao we have been experiencing a clear loss of business assets enormously important for quality of life and prosperity of the metropolis. Headquarters of major business groups have disappeared or moved to other areas. This process has drained economic wealth, as well as the roots of the economic base of the region.

Similarly, our university students are leaving in greater numbers to acquire professional and economic opportunities. We run the risk of losing the better-educated young professionals and the efforts made by the Basque society to offer them a university formation are lost around the way.

Leadership and professionalism are specific terms belonging to the infrastructure paradigm and even the values phase that have helped define a series of assets tied to our area that have enabled Metropolitan Bilbao to become an environment of opportunity. We still believe that these values are important, but that they need to be re-modeled in order to incorporate elements related to the phase of ideas, emotions and, ultimately, of the human city of the next 20 years.

Professionalism and leadership as facets of the concept of a person are transformed and combined within a cycle where motivation, brought together with talent, foster creativity. If that creativity takes place in a conducive environment, innovation arises and is translated into an improvement in quality of life for the whole community. This is what we call the virtuous cycle of people and the environment; this should be a possible "utopia" for Metropolitan Bilbao in 2030.

The difference between a person and a professional is likely to become increasingly blurred in the future. Private and working lives

The only key to success for the Metropolitan Bilbao in the next 20 years is to have COMMITTED PEOPLE GUIDED BY SHARED SOCIAL VALUES.

Professionalism and leadership as facets of the concept of a person are transformed and combined within a cycle where motivation, brought together with talent, foster creativity.

Amongst each of one's potential capacity and that of our environment and the final development that we achieve, our willpower enables us to innovate, sparkle ideas, implement projects, create enthusiasm and to work with passion, to sacrifice and to take risks.

are seen as different aspects, but increasingly of the same coin. Therefore, personal motivations and attitudes enrich professional activity and, in turn, fulfilment and happiness of the individual are increased by professional development.

More generally and from the perspective of the environment, another line that is blurred is that which separates individual assets from collective intelligence. Increasingly, the new virtual interconnections and the huge transfer of information enrich the individual who, in turn, returns to the community what he/she receives. A system of "altruism or generous information" is created that dispels the prior barriers of "information is power and not to be shared".

On the other hand, the absolute transparency of the system in general and the trend that all information is public, bring about the need to implement organizational systems at all levels that inevitably must meet these parameters of transparency and publicity. Recent events have made it clear that we are not yet prepared locally or globally to meet this challenge, but meanwhile it is unavoidable to prepare for a complete transformation in this regard.

Finally, the environment should position itself within the following possibilities: a global perspective in which quite likely there will be reactive mechanisms to the system and therefore, will become a "wagon"; or other alternatives in which the local becomes part of the global and therefore options for pro-active actions of the environment may act in some cases as "tractors". Both options have their risks and opportunities.

HOW ARE WE GOING TO ACHIEVE IT? THE RACE OF LIFE.

A) COMMITMENT AND WILLINGNESS

In this context, the only tool able to counteract this trend and regain the metropolis' competitiveness is to assume that amongst each of one's potential capacity and that of our environment and the final development that we achieve, our willpower enables us to innovate, sparkle ideas, implement projects, create enthusiasm and to work with passion, to sacrifice and to take risks. Perseverance, tenacity and commitment form the basis of the utopia of Metropolitan Bilbao.

If we bring this concept to the community level in a competitive race between environments like the one we live in, the alleged winners will probably not be those that choose to relax because they are convinced that they have an advantage over others, nor those who accept their role as losers and give up. At the end of the long journey, those who will succeed are those willing to run with all their possibilities, although limited, without looking at the rest and never accepting defeat, knowing that they will achieve up to where they are willing and able.



Personal motivations and attitudes enrich professional activity and, in turn, fulfilment and happiness of the individual are increased by professional development.

The difference amongst ordinary people in everyday life is not IQ, or social skills, or age, or appearance, but the effort, commitment and energy one is willing to sacrifice.

In the world we live in, it is easy to repeat the difficult nature of a crisis, the tragedy of wasted capacity and above all the curse of idleness, laziness and apathy. Someone who fails is that who does not try over and over again. Failure is legitimate and honourable, abandoning without trying is sad and shameful. Schiller said: "The will of man is his happiness".

Professor Charles Handy also advocated for tenacity when he mentioned in 1992: "Cathedrals need time and faith to be built. What you must do in Bilbao is starting to build human cathedrals that we will never see finished, and will not know how they can finish. But this does not imply that they should not be started" (Handy, 1992).

B) UNIQUENESS AND TALENT: THE PERSON

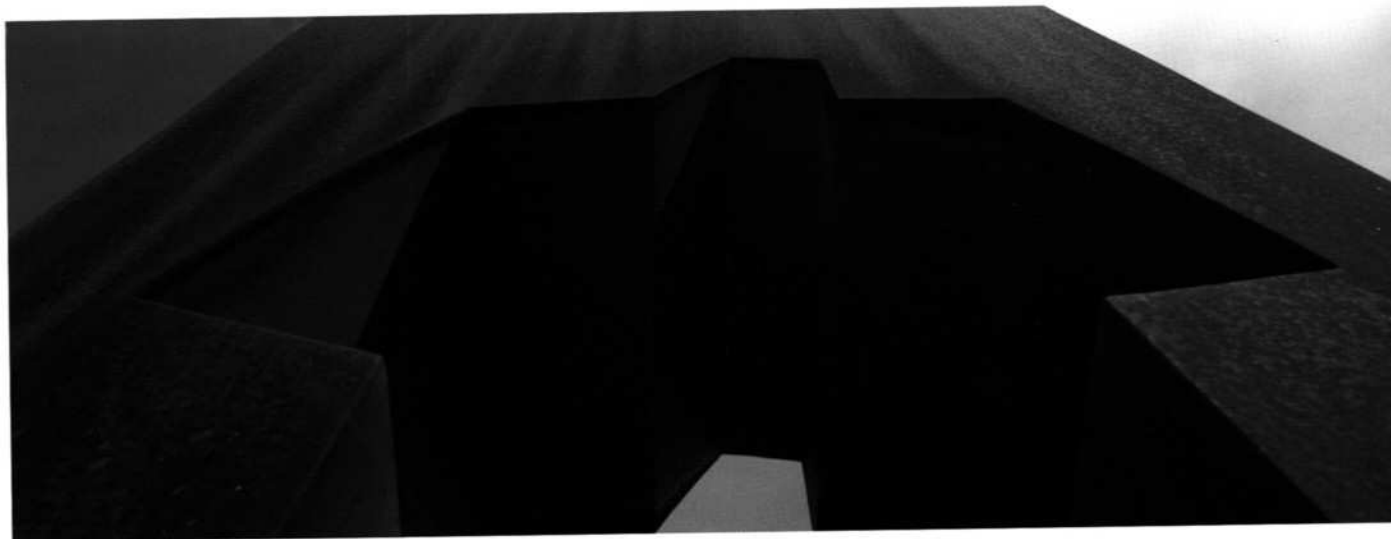
Competitiveness, desire, drive and ambition to achieve recognition associated with securing a particular employment have been defining features of entrepreneurship and of the courage that past generations have proved in order to overcome challenges during critical times. The capacities, knowledge and skills of these professionals were used to position the Metropolitan Bilbao of 2011 where it is now.

However, today it is not enough to replicate this model. In the Metropolitan Bilbao of the next 20 years, each person should release his/her own talents and skills, allowing each one to fulfil themselves as a person and professional and, therefore, to achieve happiness. Professional performance should provoke enjoyment, learning, initiative, passion and ability.

In order to do so, one must unavoidably perceive and take advantage of the peculiarities and uniqueness of each person from their identity and unique personality. "Believe to create" possibilities and opportunities. The distinctive identity of people and their choice of fate are essential in the pursuit of maximum growth of Metropolitan Bilbao's capacities. We must believe and trust in our ability to overcome the tendency towards determinism.

Our goal here is to convey the high expectations and dreams that we pursue for Metropolitan Bilbao in 2030. We are certain that only in this way we will improve our hopes and results, but also will achieve our best performance, grow efficiently and harmoniously, and in short, will be happier. If we truly believe in ourselves, we will be rewarded. Our confidence in success is based on the kindness and capacity of our people. Like in the Pygmalion effect or the law of the mirror: "Treat me like someone exceptional and I will be one". Bilbao Metropoli-30 and those who are part of this utopia and this reflection believe in this.

*Each person should
release his/her own
talents and skills,
allowing each one to
fulfil themselves as a
person and professional
and, therefore, to achieve
happiness.*



Bazkide sortzaileak

Socios fundadores

Founding members

- Gobierno Vasco – Eusko Jaurlaritza
- Diputación Foral de Bizkaia – Bizkaiko Foru Aldundia
- Ayuntamiento de Bilbao – Bilboko Udala
- Banco Bilbao Vizcaya Argentaria – BBVA
- Diario El Correo, S.A.
- Cámara Oficial de Comercio, Industria y Navegación de Bilbao - Bilboko Merkataritza Gintza eta Itsasketa Etxea
- Euskadiko Udalen Elkarte – Asociación de Municipios Vascos – EUDEL
- Iberdrola, S.A.
- Sociedad Promotora Bilbao Plaza Financiera, S.A.
- Bilbao Bizkaia Kutxa – BBK
- Universidad de Deusto – Deustuko Unibertsitatea
- Universidad del País Vasco – Euskal Herriko Unibertsitatea
- Petróleos del Norte, S.A. – PETRONOR
- Editorial Iparraguirre, S.A.
- Autoridad Portuaria de Bilbao - Bilboko Portu Agintaritza
- Red Nacional de los Ferrocarriles Españoles – RENFE

Bazkide osoak

Socios de número

Full members

- Ayuntamiento de Sondika – Sondikako Udala
- Ayuntamiento de Getxo – Getxoko Udala
- Ayuntamiento de Muskiz – Muskizko Udala
- Ayuntamiento de Abanto y Ciérvana – Abanto- Zierbenako Udala
- Ayuntamiento de Loiu – Loiuako Udala
- Ayuntamiento de Sopelana – Sopelanako Udala
- Ayuntamiento de Basauri – Basauriko Udala
- Ayuntamiento de Alonsotegi – Alonsotegi Eleizateko Udala
- El Corte Inglés, S.A.
- Laboratorios de Ensayos e Investigaciones Industriales – Fundación LABEIN
- Consorcio de Aguas Bilbao Bizkaia - Bilbao Bizkaia Ur Patzuergoa
- Idom, S.A.
- Bilbao Exhibition Centre
- Asociación de Jóvenes Empresarios del País Vasco – AJEBASK
- Ayuntamiento de Santurtzi – Santurtziko Udala
- Ayuntamiento de Lezama – Lezamako Udala
- Ayuntamiento de Leioa – Leioa Elizateko Udala
- Ayuntamiento de Etxebarri – Etxebarriko Udala
- Ayuntamiento de Urduliz – Urdulizko Udala
- Ayuntamiento de Plentzia – Plentziako Udala
- Ayuntamiento de Gorliz – Gorlizko Udala
- Ayuntamiento de Ortuella – Ortuellako Udala
- Ayuntamiento de Barakaldo – Barakaldoko Udala
- Ayuntamiento de Barrika – Barrikako Udala
- Parque Tecnológico – Teknologi Elkartegia, S.A
- Mondragón Corporación Cooperativa, S. Coop. Ltda.
- Colegio de Ingenieros de Caminos, Canales y Puertos
- Ayuntamiento de Erandio – Erandioko Udala
- Fundación Novia Salcedo
- Ayuntamiento de Sestao – Sestaoko Udala
- Corporación IBV, S.A.
- Ayuntamiento del Valle de Trapaga – Trapagarango Udala
- Ayuntamiento de Derio – Derioko Udala
- Colegio Oficial de Ingenieros Industriales de Bizkaia - Bizkaiko Industri Ingeniarien Elkargo OfICIALA
- Ilustre Colegio Notarial de Bilbao - Bilboko Notario Elkargo Txit Prestua
- Fundación "Centro Asociado UNED Bizkaia" – UNED Fundazioa Bizkaia Zentru Elkartua
- Real Sociedad Bascongada de los Amigos del País, Comisión Bizkaia - Euskalerriaren Adizkideen Elkartea, Bizkaiko Batzordea.
- Ayuntamiento de Portugalete – Portugaleteko Udala
- Fundación Robotiker
- Colegio Vasco de Economistas – Ekonomikarien Euskal Elkargoa

- Fundación Gaiker
- Ilustre Colegio de Abogados del Señorío de Vizcaya
- Bizkaia Jaureriko Abokatuen Bazkun Ohoretsua
- Ayuntamiento de Zierbena – Zierbenako Udala
- Cruz Roja – Oficina Provincial de Vizcaya
- Fundación Etorkintza
- Gorabide, Asociación Vizcaína a favor de las Personas con Deficiencias Psíquicas
- Cáritas Diocesana de Bizkaia
- Eusko Ikaskuntza – Sociedad de Estudios Vascos
- Confederación Empresarial de Bizkaia – CEBEK
- Fundación O.N.C.E.
- Sociedad para la Promoción y Reconversión Industrial, S.A. – SPRI, S.A.
- Promarsa 93, S.A
- Evizalde, S.A.
- Editorial del Pueblo Vasco, S.A.
- Estrategia Empresarial
- Metro Bilbao, S.A.
- Ayuntamiento de Mungia – Mungiako Udala
- Ayuntamiento de Galdakao – Galdakaoko Udala
- Círculo de Empresarios Vascos
- Athletic Club de Bilbao
- AP-1 Europistas Concesionaria del Estado, S.A.U.
- Ayuntamiento de Arrigorriaga – Arrigorriagako Udala
- Eusko Trenbideak /Ferrocarriles Vasco, S.A.
- Tecnalia Corporación Tecnológica
- José Antonio Garrido
- José Ignacio de Elorza
- José María Arriola
- Ayuntamiento de Balmaseda - Balmasedako Udala
- Euskaltel
- Francisco Javier Azaola
- Ayuntamiento de Orduña/ Urduñako Udala
- MAPFRE Mutualidad y Seguros
- Ayuntamiento de Lemoiz – Lemoizko Udala
- Bilbao Dendak
- Ayuntamiento de Arantzazu - Arantzazuko Udala
- Ayuntamiento de Dima - Dimako Udala
- Ayuntamiento de Lemoa -Lemoako Udala
- Juan Luis Laskurain
- Servicios Integrales de Atención al Cliente y Ventas Xupera XXI, S.A
- Ayuntamiento de Bedia - Bediako Udala
- Ayuntamiento de Ugao Miraballes - Ugao Miraballeseko Udala

Bazkide lankideak

Socios colaboradores

Associate members

- Consulado General de Venezuela
- Consulado General de Chile
- Consulado de Grecia
- Consulado de Colombia
- Consulado General de Francia
- Consulado de Sudáfrica
- Consulado Real de Dinamarca
- Consulado de la República Dominicana
- Consulado de Italia
- Consulado de México
- Consulado General Británico
- Consulado Honorario de la República Federal de Alemania
- Embajada de la República Argentina
- Consulado de Austria
- Consulado de Nicaragua
- Consulado de Suecia
- Consulado de Portugal
- Consulado A.H. de Perú
- Fundación BBVA
- Museo de Bellas Artes de Bilbao - Bilboko Arte Ederren Museoa
- Consulado Honorario de Costa de Marfil
- Consulado de Irlanda
- Sociedad Coral de Bilbao
- Fundación del Museo Guggenheim Bilbao
- Consulado de Bélgica
- Centro Formación Somorrostro - Somorrostro Irakas-Gunea
- Obispado de Bilbao
- Iberia, Líneas Aéreas de España, S.A.
- Consulado de Noruega
- Consulado de Ecuador
- Museo Marítimo Ría de Bilbao – Bilboko Itsasadarra Itsas Museoa
- UNICEF
- Consulado de Marruecos en el País Vasco
- Consulado del Uruguay
- Xedea
- Awex Bilbao
- Clickcar, Servicios Inteligentes de Movilidad, S.L.U
- Alfa Arte, S.A.
- Financial Congress, Fineven S.L.