



Successful Urban Regeneration

Metropoli-30

The Case of Bilbao: from Infrastructures to Values



Sustainable Development
on the
Edge of Europe

Options, Opportunities and Opinions
NASC Annual Conference 2008

Fiona Bult
International Relations

Good afternoon. My name is Fiona Bult I am here today to share with you my **experience** in **Bilbao Metropoli-30** and the Case of **Bilbao** as one of the **more successful urban regeneration examples** .

Today I will go through **2 stages**:

1st I will talk about **INFRASTRUCTURES** and the key **Strategic Urban Regeneration Projects** that have **transformed** the city.

2nd and probably more important, **I will talk** to you about the **shift to values**, which are our **main focus** at this stage in **strategic city regeneration**.

Everything you will see today was **developed in 3 steps**:
vision, strategies and leadership.

But first of all, let's start going back in time **20 years** and see how this process started.



The Strategic Challenge

- **1980s**: Economic decline
 - Steel industry
 - Industrial-port activities

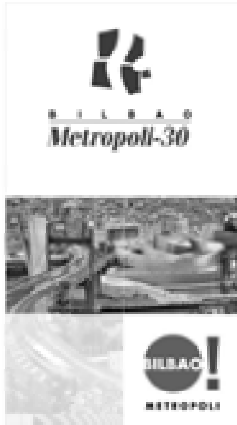
Situation encouraged **leaders** to count on a **large-scale urban renewal to start a change of economic strategy**



- Bilbao, a city, a **metropolitan area** that **20 years ago** was facing a **crisis** in because of the **failure** of the **INDUSTRIAL ACTIVITIES** that had been the **basis** of the city's **economic activity** for that century.
- At that time, **UNEMPLOYMENT**, **INDUSTRIAL CRISIS** and a **PESSIMISTIC FEELING** about the **future** had to be faced and the **questions** where about **where** and **how** do we need to go into a **FUTURE** quite different to what we had then.
- This negative **critical** situation called for **bold decisions** which brought together **leaders** to respond bringing forward an **urban renewal**.



Bilbao Metropoli-30



- 140 member **Public-private partnership to revitalise Metropolitan Bilbao**
- Implements the **Revitalisation Process**
- **Mission:** lead the city's vision of success for the next Millennium
- **Value:** Aptitude to incite interest and energies of different leaders and institutions through the common project of a metropolis of the future
- **Success:** Capacity to convert itself into a meeting point for all sectors, which warrants its ability to unite the public and private forces

To develop a vision of success of the future, a new **ORGANISATION** had to be set up.

The **PUBLIC GOVERNMENT, POLITICAL LEADERS**, which had in view to **CHANGE THINGS IN THE CITY RECOGNISED** that it was **not possible** just for the **PUBLIC SECTOR** to **succeed** in such a **LARGE** project.

So they **had to INTEGRATE PRIVATE COMPANIES** in the project and that's why the new organisation "**BILBAO METROPOLI-30**" was set up in **1991**.

It started with 19 founder members and today we have more than 140 members.

We define the **MISSION** as to

lead the VISION of the FUTURE through the IMPLEMENTATION OF THE REVITALISATION PROCESS.

How do we work on that? We use TOOLS to DEVELOP the VISION and then we tell our members what we find. So they can implement their own STRATEGIES, taking into consideration those visions that we're providing them.

We work towards

- **IDENTIFYING and ATTRACTING leaders**
 - Help **ARTICULATE IDEAS** into **INNOVATIVE PROJECTS** that will bring **SOCIAL and ECONOMIC wealth** to **Bilbao**.
- **Encourage reflection on strategy**

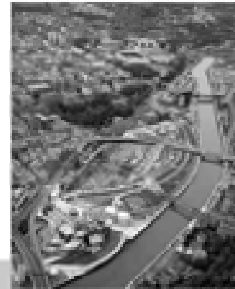
And Our **VALUE** is our **ABILITY** to incite **INTEREST** and **ENERGIES** of different **LEADERS** and **INSTITUTIONS** through the common project of a metropolis of the future.



Metropoli-30

Metropolitan Scheme for Success: Strategic Revitalisation Plan

- **1990s:** Metropolitan Bilbao developed a vision of success for the new Millennium:
 - » Basque Government
 - » Regional Government of Bizkaia
 - » City of Bilbao
- 400 people: public and private sector
- Revitalisation Plan shapes the new city:
 - services, information and knowledge
- Regeneration is based on **critical areas**



•In order to avoid the **economic downfall of the metropolis**, the **Strategic Plan** for the Revitalisation of Metropolitan Bilbao was launched in the **1990s** at the **request** of the

- Basque Government**
- the **Regional Government of Bizkaia**
- and the **City of Bilbao**.

•**400 people** from the **PUBLIC** and **PRIVATE SECTOR** took part in the **elaboration** of the **PLAN** which **shapes the new city** around

•**Services, information and knowledge.**

S-I-K

•The **Plan** develops the **vision of success** for the **metropolis** and is **based on critical issues**.

Critical Issues

- Human Resources
- Advanced Services
- Mobility & Accessibility
- Environmental Regeneration
- Urban Regeneration
- CULTURAL CENTRALITY
- Public - Private Partnership
- Social Welfare



There are **8 critical issues**, and implemented over **10 years**, in **4 phases**.

At that the time, the critical issue were quite advanced, nowadays not so.

These **8 critical issues** have to **BALANCE** between **themselves** in **order** to **achieve** a **HOMOGENOUS DEVELOPMENT** of the **CITY**.

The **issues** go from **human resources** to **social welfare**.



Metropoli-30

Major Achievements: Infrastructures



Emblematic projects and infrastructures:

- **Abandoibarra: New Waterfront**
- **Guggenheim Museum Bilbao**
- **Euskalduna Conference & Concert Hall**
- **New Airport Terminal**
- **Underground**
- **Enlargement of the Port**

- **Water Treatment Scheme.....**

-The **plan** is developed **through** a **SERIES OF EMBLEMATIC PROJECTS** which can **now be called MAJOR ACHIEVEMENTS:**

These projects MADE the DIFFERENCE.

-Norman Foster's **UNDERGROUND**,

-The **regeneration** of the **WATERFRONT**, **Abandoibarra** –

-Frank Gehry's **Guggenheim Museum**

- **Santiago Calatrava's New Airport Terminal**

-The **Enlargement of the Port** or

- the **water treatment scheme** which has **cleaned up the river**.

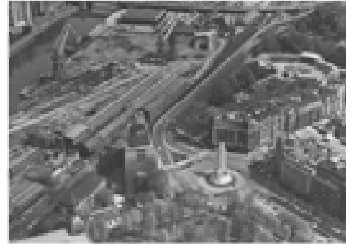
Now I am going to go over some of the most important strategic regeneration infrastructures.



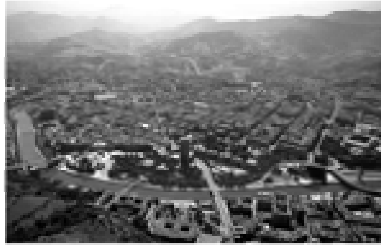
Metropoli-30

Abandoibarra Area: A New Waterfront

Before....



After....



In the **Abandoibarra Area**, **Cesar Pelli** drew up the **Master Plan** for its **development**, detailed in the **Strategic Regeneration Plan**

It's **physical regeneration** began in **1997** with the **inauguration** of the **Guggenheim Museum**.

ABANDOIBARRA, an area of **350.000 m2**, has **DEVELOPED** new **districts** and **business area**,

a **Sheraton Hotel**,

a **Leisure and Commercial Centre**,

University building and **library**,

a **skyscraper** and **numerous green areas**

A **riverside promenade** with lined **sculptures** has also been completed.

The **privileged situation** of **ABANDOIBARRA** and its **SUCCESSFUL REGENERATION** is **EXTENDING** the **ACTUAL CENTRE** of **BILBAO** to the **Nervion River**, **integrating** it in the city at last.

ABANDOIBARRA will be completed in **2011** when the **Pelli Tower** is finished.

*The Abandoibarra Area is another example of **EFFECTIVE PUBLIC PRIVATE PARTNERSHIP**.*

*This **area** is managed by **BILBAO RIA 2000**, a **public society** of the **Central and Basque Administrations**, which also counts on the **collaboration** of **private entities**.*

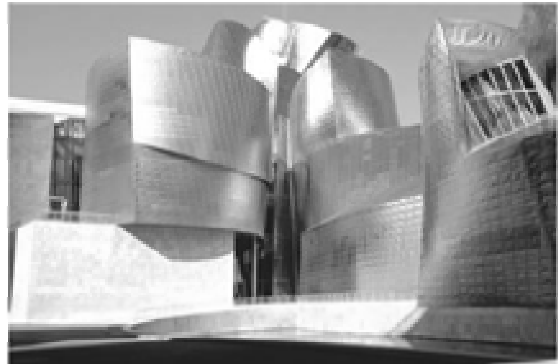
*The **FINAL OBJECTIVE** is to **CONVERT** it into a **new vertebra** of the **Metropolitan Area of Bilbao**. The **river** is now at the **service** of an **orderly***



Metropoli-30

Guggenheim Museum Bilbao

FLAGSHIP CULTURAL
PROJECT OF **PUBLIC
PRIVATE
COLLABORATION**
SERVING AS AN
ECONOMIC BOOST FOR
THE CITY AND AS AN
**INTERNATIONAL
EMBLEM** THAT CHANGED
THE CITY'S IMAGE.



Frank Gehry's Guggenheim **Museum** is **Key** to Bilbao's **Strategic
Regeneration**.

It gave Bilbao a **Cultural Dimension**

by **rendering** it a **Point Of Reference** in **CULTURAL CIRCUITS** and
INDUSTRIES

at an **INTERNATIONAL SCALE**,

It became an **INTERNATIONAL EMBLEM** that quickly changed the
CITY'S IMAGE and served as an **ECONOMIC MULTIPLIER** for the
area.



Metropoli-30

Cultural Centrality: The Guggenheim Effect



From 1997 to 2005 more than **8.132.095 people** visited the Museum.

In **2006**, the Museum received **over 1 million visitors**, a 4,52% increase from 2005

⇒ Endowment of high quality cultural infrastructures =
Strong magnet for the attraction of visitors to Bilbao and the area
CULTURAL TOURISM

It is a **STRONG MAGNET** for the **ATTRACTION OF VISITORS** to **BILBAO** and **BIZKAIA**,
creating **CULTURAL TOURISM** which the city has never seen before.
The **MUSEUM** received **over 1 MILLION VISITORS** in **2006**.
This **foreign museum** brought to Bilbao **quickly became part of the Basque Identity**.



Metropoli-30

Economic Impact of Guggenheim Museum Bilbao

- Economic impact of the Museum activities on the Basque Economy amounted to over €233 m in 2006.
- Helping to maintain 4.893 jobs.
- An income for Basque Treasury of €30m.



Sketch of the Guggenheim Museum Bilbao.

**GASTRONOMY,
SHOPPING,
OVERNIGHT STAYS,
TRANSPORT**

and **LEISURE** make up the **233 MILLION EUROS** that **VISITORS** to the **GUGGENHEIM** spent in **2006** in the **BASQUE COUNTRY**.

It helped to **MAINTAIN UNDER 5000 JOBS** (indirectly) and provided **30m income** to the **Basque Treasury**.

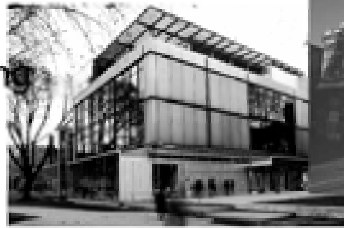


Metropoli-30

Cultural Centrality: A Cultural Multiplier

Radical urban + social transformation multiplies cultural offer in Bilbao, creating new spaces for the development and evolution of the city's cultural map responding to citizen's needs that project a renewed image of the city and the region to the exterior.

BILBAO arte



museo marítimo ría de bilbao
bilboko itsasadarra itsas museoa

The Museum is a **cultural multiplier** for the **Abandoibarra area**.

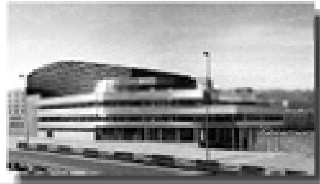
In 1998, the Euskalduna Conference and Concert Hall was inaugurated.

The **Fine Arts Museum**, was **expanded and renovated**.

The **Bilbao Maritime Museum** was set up.

The **Arriaga Theater** in the old town was renovated.

Euskalduna Conference and Music Hall



- Hosts congresses and cultural events
- Its architecture symbolizes the last vessel made in the shipyards
- Area: 53.000 m²
- Main auditorium for 2.200 people
- Inaugurated: February 1999

Another emblematic flagship project is the Euskalduna Conference and Music Center, inaugurated in 1999.

It represents the consolidation of musical and conference activities in Bilbao, given the city's role as pole of intense commercial and business tourism.

It is a 53,000 m² multi-purpose centre that stands in the heart of the city of Bilbao designed to host many different kinds of corporate, institutional, social and cultural events.

The Euskalduna's architecture brings to mind the hull of a ship, a reminder that it's emplacement used to be a shipyard.

The main auditorium's can hold up to 2.220 people.

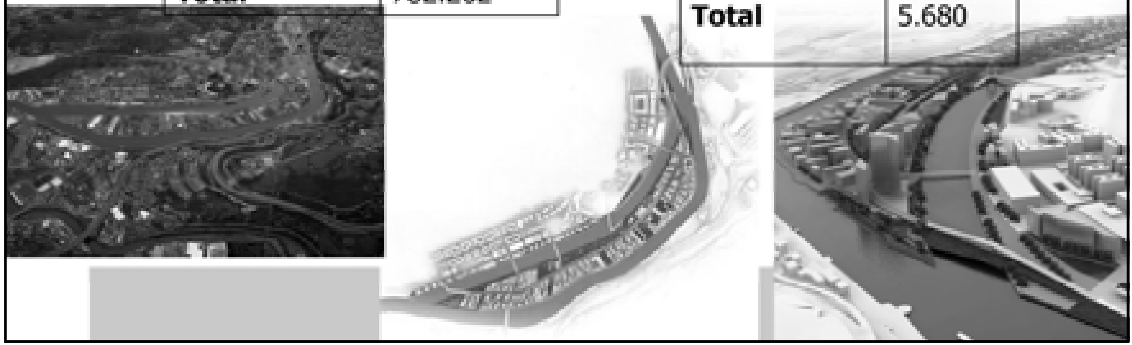


Metropoli-30

Zorrozaure Masterplan

USES	m2
Residential	590.787
Tertiary	133.428
Commercial	47.047
Private facilities	11.000
Total	782.262

HOUSING	n°
Private development	2.840
Publicly controlled	2.840
Total	5.680



Once a crucial part of the **port**, the **peninsula**, in the estuary of the river Nervión, had been left to **decay**.

Zaha Hadid's Masterplan will bring about:

- **Refurbishment and construction of housing, new industries, tertiary uses, urban and recreational spaces.**
- **Hadid plans to cut off the land that joins the peninsula to the mainland, and reconnect the newly formed island to the city with 10 bridges.**
- **The urban development will occupy 72 hectares, with 6,000 new houses, 2 technology centres, a private hospital and a 4 hectare park.**
- **The Basque regional government has estimated the total cos, at €1.43bn, including transport links, business development and other infrastructures.**

Plans are in place for building work to begin in 2010
land need to be decontaminated, 10 bridges to be built and a canal to be widened.
It is expected that the **work will be completed** between **2025** and **2030**.

Housing, service infrastructures and economic activities - 35%

- **Parks and recreation - 20%**
- **Public infrastructures - 15%**
- **Road and pedestrian areas - 30%**



Metropoli-30

New Bilbao Airport

- Main airport in the North of Spain
- New terminal and control tower
- Area: 25.000 m²
- 4 million passenger /year
- Architect: Santiago Calatrava



Now let me talk about some of the **Infrastructure development** which are the **top** of the **agenda** for **revitalizing** Bilbao. The City's **accessibility** and **mobility map** have been **redrawn**. Our **goal** is a **universally accessible metropolis**

The **BILBAO AIRPORT** is the **main airport** for the North of Spain.

It is the work of the Spanish architect **Santiago Calatrava**.

This **NEW AIRPORT TERMINAL** and **CONTROL TOWER** **allow Bilbao** to **handle 4 million passengers** a year.

Last year, **3.876.022** passengers travelled through the airport



Metropoli-30

Metro Bilbao



- Internal connection of the metropolis
- 32 million passengers the 1st year
- Reduction of time of travel: 30 millions hours / year
- Architect: Norman Foster
- Opening:
 - Phase 1: Nov 95
 - Phase 2: 2006

A new service of **PUBLIC TRANSPORT SERVICE** was inaugurated in **1995**, with the following **OBJECTIVES**:

- **IMPROVE** of the **urban traffic** in the metropolitan area.
- **INCREASE** the level of **QUALITY** of **public transport**.
- To be the **CENTRAL AXIS** of the **area's** various **transport systems**.
- To **CATALYZE** metropolitan activity and life.

During its **1st year**, the Metro had **32 M** passengers.

In **2006**, there were nearly **80 M**

Launched in **2 phases** on **2 banks** of the river.

Metro Bilbao has not only been important for the **connectivity** in the area, the

fact that **Norman Foster** designed it has been **relevant** for its **image inside and outside of Bilbao**



Metropoli-30

Tramway



- Modern and ecological design
- Connection of the Old Quarter with the centre of the city
- 5 km of distance covered
- Transports 8.500 passengers on working days

The tram lines have a **modern and ecological Design**

Inaugurated in 2003, It connects the **Old Town** with the **centre** on a **5 km course**.

The **tram line** has been **extended** and, currently **connects** the **Abandoibarra** area - with **stops opposite** the various **architectural landmarks**, like the **Arriaga Theatre**, the **Guggenheim Museum**, the **Eukalduna Palate** or the San Mamés football stadium.

Close to **12M passengers** have used the Tram during its first **5 years**. It **transported** under **3 Million** passengers in **2006**.



Metropoli-30

Enlargement of the Port of Bilbao



- Main element of the metropolitan area
- Huge economic and strategic impact
- Surface available: 3,5 millions m²
- 8 km docks with depths between 21 and 25 m



Metropolitan Bilbao boasts competitive **port facilities up to standard with ports in other major metropolitan areas.**

The Port of Bilbao is already Spain's premier port in terms of shipping volume and water depth.

The enlargement of the port

Provided more **space for activities** and **transferred port facilities** from **their old inner city riverside sites,**

thus making the development of Abandoibarra possible.

Construction of 8 km of dikes harboring 6 km² of water

The **project** allowed the **recovery of a 3,5 million m² area of land.**

The **total budget of the enlargement rises to 240 M Euros.**



Metropoli-30

Technology Park

- 182 high-technology enterprises
- 6.000 high-qualified employees
- Hosts the European Software Institute
- Telecommunications, environment, software, aeronautics...



The **growth in the tertiary sector** coincides with **Bilbao's rebirth** as a **city of service industries**.

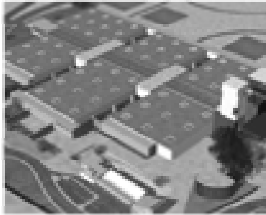
Heavy industry is being **replaced** by an **emerging sector** built on a **network of first-class technology and innovation centers**.

The **Technology Park** is an **area** that has been **specifically** prepared for **high technology companies** to **provide a quality infrastructure** and **support services** for their **activity**.

The **Park** acts as a **communication infrastructure** which **promotes links** between **training centers, research centers** and **companies** to **maximize the exploitation of technological capacity**.

Today, **180 high tech companies** are installed there, **with 6.000 highly qualified employees**.

Bilbao Exhibition Centre - BEC



- Six pavilions of 117.000 m²
- Leisure and Congress Room
- Last technical advances
- Economic activity of 480 million euro
- 8.000 jobs

Bilbao Exhibition Centre, BEC, a trade fair center, **is a unique project aimed at bringing people, ideas, economic forces and enterprise together under the same roof.**

It is a major **promoter of economic, social and cultural development in Bilbao.**

BEC's Activity in 2006 had an economic impact of the Basque Country's GDP of over 76M euro.



Metropoli-30

Water treatment of the River

- Cleaning of an area with 1 million inhabitants
- Siphon of the University opened in 1997
- Diversion of waters and physical and chemical treatment
- Technological advanced devises
- New central axis for the city



The **recovery of the Nervion River** is **one** of the **key goals** of the **Strategic Plan for the Revitalisation of Metropolitan Bilbao**.

The **Integral Clean-Up Plan** of the River for the **treatment of waste and polluted land**, **started in 1981**, is **now complete**.

The **Nervion estuary** is the metropolis's **main axis**, and as a **result**, it was **heavily polluted** by the **industrialisation process**.

The **River** is now **accessible** to the **city** that had **turned** its **back** to it.

Some Reasons for Success

- Specific political and social circumstances
- Shared Long term vision
- Creation of Bilbao Metropoli 30
- Aim of internationally competitive city
- Importance of Public Private collaboration
- Joint collaboration
- Change of city image



Reasons for Success:

The **Strategic Regeneration Plan**

has contributed to **DEVELOPING** a skilled workforce

But most importantly,

joint collaboration, networking, reciprocity and trust.

It has helped **BUILD** a **SHARED LONG TERM VISION**

and **CREATED Public-Private PARTNERSHIPS.**

The **Change of the City's image** was very **important** for the **locals** to find **pride** once again and **strength** to go forward.



**Bilbao.
The city where
dreams
come true.**

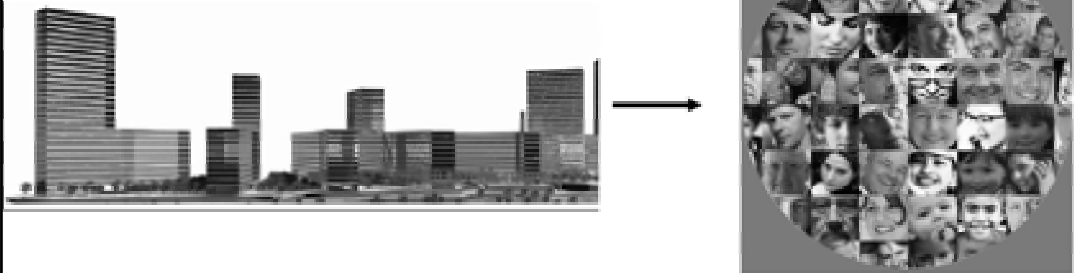
**Made True in
Bilbao**

However, the work is not finished.

Now that the **infrastructures** are built and the **added value achievements created**, we needed to carry out a **strategic reflection - Bilbao 2010**.

Our vision of the future is a city where dreams come true. Made True in Bilbao.

FROM INFRASTRUCTURES TO VALUES



We move on from the **creation of infrastructures** in the Strategic Revitalization Plan to the **creation of values** in Bilbao 2010.

In **1999**, Bilbao Metropoli 30 carries out a **study of advanced international models of urban strategy development**, with the **participation of 133 members** and the **support of more than 300 local and international experts**.

Using **scenario analysis**, a **methodology** was set for the **vision of the future of Metropolitan Bilbao**.

Our **vision of the future**

is a **city capable of**

IDENTIFYING, ATTRACTING and MATERIALIZING good IDEAS in **benefit** of all the **community**.

In it the **public** and **private sector** re-pledge their **commitment** to



Metropoli-30

5 Strategic Keys



This vision is based on 5 strategic keys:

ACTIVE AND COMMITTED LEADERSHIP

The **primary key** to shaping the new Metropolitan Bilbao is **active and committed leadership**.

PEOPLE AND THEIR VALUES

The **vision of Bilbao** is made up of **people capable of visualizing a future community**, **people with ideas about how to design that future**, and **people with the expertise to put the ideas into practice**.

KNOWLEDGE AND INNOVATION

Knowledge is the seed for new ideas. **Innovation** is the **process** of tapping **ideas** and **applying them** in ways that **benefit** the whole **community**. For Bilbao to be a place where ideas become **reality**, it must have **knowledgeable** and **innovative people**.

NETWORKING

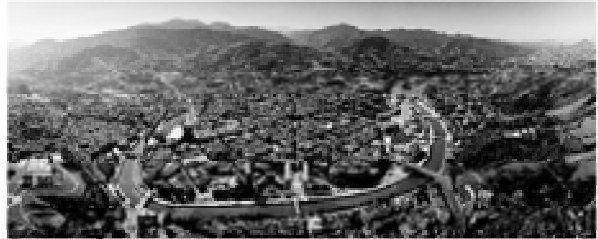
Networking is the 4th key to the **future Metropolitan Bilbao**

Networks offer a **global perspective**. **Individuals** can join forces and **strengthen the competitive edge**.

AND QUALITY OF LIFE

As an element that attracts **qualified professional people**, it is vital for the city's **competitiveness**. Promoting the **city's appeal** will generate **wealth** and **sustained growth** for the city.

- **Public Private Collaboration**
- **High Standard Learning System**
- **Connected International Society**
- **Safe and healthy city**
- **Cultural Modernity**
- **A new impulse to urban regeneration**
- **Sustainable social-economic system**
- **Integrated society**



The **vision** is also **based** on **eight fundamental aspects** that **sustain these keys**

Public and private sectors collaboration

High standard learning system.

A connected society committed to international cooperation

A safe and healthy city

Cultural modernity

Urban renewal

Sustainable socio-economic system

And an integrated society



Metropoli-30

BILBAO 2010: THE STRATEGY

- **VISION OF THE FUTURE BASED ON VALUES**
 - **Fundamental aspects for SUCCESS OF THE CITY**
- BASED ON 3 KEY ELEMENTS:**
- PEOPLE AND VALUES**
 - CITY'S ACTIVITY**
 - CITY'S APPEAL**
- **3 ELEMENTS BASED ON KNOWLEDGE MANAGEMENT:** holds the metropolitan system together. It is a distinguishing feature which motivates people, dynamises the social and economic development of the city.



In 2001, **BM30** presented Bilbao 2010, the **Strategy**, our next publication.

It's objective is to **leading** the **STRATEGIC REFLECTION**, its **KEYS** and **FUNDAMENTAL ASPECTS** towards projects that would **allow Bilbao** to take **advantage** of the **changes already made** and **project** the metropolis as a **renowned WORLD CLASS CITY**.

It **consolidates** the **values** of the **future identified** In the reflection process in **URBAN projects**.

The emphasis is going from **infrastructures** to **intangibles**.

Fundamental aspects for the **development** of an **advanced context** of **knowledge**, which **generates highly innovative business initiatives**:

PEOPLE AND THEIR VALUES, a **CITY'S ACTIVITY** and a **CITY'S APPEAL**.

We have **defined Bilbao 2010** as a **city were dreams come true**, a **city for innovation based on professionalism**.

This vision of the future requires a **strong commitment** to the **development** of a **series of strategic projects**

And now the People....



PEOPLE
ECONOMY
APPEAL

A society of Ideas, Economy, and Appeal.
An innovative society founding a new
Community, Sharing Values and Knowledge.

Values for the Development of the city:

- Innovation
- Professionalism
- Community
- Identity
- Openness

People and their Values are important for the common vision of the future. We have identified a series of values necessary for the optimum advantage of our revitalization achievements.

They are fundamental for the competitive and sustainable development of Bilbao. These values in turn have other associated values.

INNOVATION:

Action and effect of introducing novelties or new forms of doing things.

PROFESSIONALISM: A person or organization's quality in pursuing its activity with the appropriate capacity and diligence.

COMMUNITY: group of people with common interests

IDENTITY: A person or collectivity's group of features that characterize them from others.

OPENNESS towards the exterior: Favorable attitude and openness towards other cultures, ways of being and doing things.

We see BILBAO as a place based on PROFESSIONALS, who IDENTIFY themselves with a COMMUNITY OPEN to the world. INNOVATION is a good start to make things move and change.

Creation of value is the result of people's activity. Therefore, they more and more take on importance in the strategy of the city and become the determining factor to set the objectives of social development.



THANK YOU!

An attractive city for people with ideas.

Probably this slide is the most important of them all – THE PEOPLE

–

Their **ability** as human beings to **share** a **dream** and **work together** to make it come **true**.

It has been a pleasure to share with you today our story.

Thank you very much for you time.