

## FACT SHEET

### Public Involvement in Bilbao's Revitalization

#### 1. Introduction

1.1 This fact sheet provides information on the public involvement in various stages of Bilbao's revitalization, which was referred to in the *Report of the Subcommittee on West Kowloon Cultural District Development on Phase II Study* published in January 2006. The information is presented in the following tables:

**Table 1 — Preparation stage**

Year	Activities
1987	The Bilbao Town Council (led by the Mayor elected by and from the councilors, who are directly elected by Bilbao residents) drew up a master plan for Bilbao's revitalization called the General Urban Zoning Plan for Bilbao in which Abandoibarra was identified as the most representative "opportunity site" that could be redeveloped to steer Bilbao's revitalization.
1989	The Basque Government (the directly-elected government of the Basque Autonomous Region in which Bilbao is located), the Biscay Regional Council (the directly-elected provincial government of the Basque Autonomous Region) and the Bilbao Town Council jointly initiated the Strategic Plan for the Revitalization of Metropolitan Bilbao (the Strategic Plan) which aimed to make Bilbao a centre for art and convention, to improve Bilbao's external image, environment and infrastructure, to establish Bilbao as a service metropolis and to promote the investment in human resources through a number of revitalization plans, including the flagship Abandoibarra project.
1991	To foster public-private partnership in the revitalization of Bilbao, the Basque Government, jointly with some public organizations and private companies, established the Association for the Revitalization of Metropolitan Bilbao (commonly known as Bilbao Metropoli-30) to carry out promotional actions and studies aiming at driving the completion of the Strategic Plan.

**Table 1 — Preparation stage (cont'd)**

Year	Activities
1991 (cont'd)	<p>Bilbao Metropoli-30 has 19 founding members, including the Basque Government, the Biscay Regional Council, the Bilbao Town Council, the Association of Basque Municipalities, the two universities of the Bilbao region, the Chamber of Commerce of Bilbao and some private companies. Bilbao Metropoli-30 also has more than 100 full and associated members from various sectors in Bilbao.</p> <p>Bilbao Metropoli-30 has been mainly responsible for:</p> <ul style="list-style-type: none"> <li>(a) drawing up and driving the implementation of the Strategic Plan;</li> <li>(b) undertaking promotional actions derived from the Strategic Plan;</li> <li>(c) conducting studies, research and training plans to extend knowledge of the situation of Bilbao; and</li> <li>(d) fostering the co-operation between the public and private sectors by serving as a meeting point for various sectors to reach joint solutions to problems involving mutual interest that affects Bilbao.</li> </ul> <p>Bilbao Metropoli-30 is regarded as having made the following major contributions:</p> <ul style="list-style-type: none"> <li>(a) generating a consensus among public and private organizations about the direction of Bilbao's revitalization; and</li> <li>(b) generating a sense of solidarity among the people of Bilbao and creating a climate of strong social and political support for revitalization projects.</li> </ul> <p>Details on the mode of operation of Bilbao Metropoli-30 are set out in the <b>Appendix</b>.</p>
1993	<p>In collaboration with Bilbao Metropoli-30, the Bilbao Town Council launched an international urban planning competition to invite conceptual designs for the Abandoibarra project. The competition was conducted in two phases. The first phase was opened to local architects only. In the second phase, the winner of the first phase competed with three foreign architects invited by the Bilbao Town Council. The design presented by American architect Cesar Pelli was the winner of the competition.</p>

**Table 2 — Implementation stage**

Year	Activities
1992	<p>The Basque authorities established a not-for-profit company called Bilbao Ria 2000 to manage the Abandoibarra project and other revitalization projects in Bilbao. Chaired by the Mayor of Bilbao, the Company is headed by a board of directors comprising representatives from various public authorities that hold stakes in the Company. The Company has been regarded as providing a platform incorporating different interests of public authorities more effectively, thus ensuring the delivery of the Abandoibarra project to best meet public aspirations. The Company has also organized architecture competitions for various revitalization projects in Bilbao.</p>
<p>Since 1992</p> <p>September 1992</p> <p>December 1992</p> <p>September 1993</p> <p>January 1994</p> <p>April 1996</p> <p>April 1998</p> <p>September 1998</p>	<p>Since its establishment in 1991, Bilbao Metropoli-30 has provided courses on Strategic Management of Cities, which aim at helping government officials, directors of public entities, strategic planning managers and professionals to adapt to new forms of metropolitan management.</p> <p>Bilbao Metropoli-30 has also invited government officials and experts in culture, planning and economic development to deliver workshops and seminars on various topics to facilitate the collaboration of local and external think tanks to obtain the knowledge required for Bilbao's revitalization and to enhance the public awareness of the issues relating to the revitalization process. The topics of such workshops and seminars included:</p> <p>"Cultural Centrality: the European Outlook on Patronage";</p> <p>"Waterfront Regeneration: the Case of Abandoibarra";</p> <p>"Marketing of Cities";</p> <p>"Manager training: a Key Factor for Innovation and Industrial Development";</p> <p>"The Impulse of Cultural Demand in Metropolitan Bilbao";</p> <p>"Urban Innovation and Renovation at the Gates of the 21<sup>st</sup> Century"; and</p> <p>"Avenue of the Arts, Philadelphia".</p>
1997	<p>In partnership with the Basque authorities, employer organizations, universities, neighbourhood associations and other non-governmental organizations, Bilbao Metropoli-30 established the Second Chance School of Bilbao. Located in Bilbao La Vieja which is a degraded area, the School provides trainings to young people to cope with the economic restructuring of Bilbao.</p>

**Table 3 — Further development stage**

Year	Activities
<p>Since 1999</p> <p>February 1999</p> <p>July 2000</p> <p>July 2001</p> <p>November 2002</p> <p>September 2003</p> <p>September 2004</p> <p>July 2005</p> <p>May 2006</p> <p>June 2006</p> <p>September 2006</p> <p>January 2007</p>	<p>Before and after presenting the new revitalization strategies for Bilbao, Bilbao Metropoli-30 has invited government officials and local and overseas experts to deliver workshops and seminars to facilitate public discussion of the further development of Bilbao. The topics of such workshops and seminars included:</p> <p>"Strategies for Revitalizing Port Cities";</p> <p>"Dublin: How to Manage the Success of Rapid Growth";</p> <p>"Venture Philanthropy: Funding Social Progress";</p> <p>"The Creative City";</p> <p>"Mobility in Cities and their Relationship with New Cultural Infrastructures";</p> <p>"Experiences in Extending Pedestrian Precincts throughout Historical and City Centres";</p> <p>"Airports as Strategic Infrastructures of the Cities";</p> <p>"Mobility in Cities: Problems and Solutions";</p> <p>"The Technological Dimension as an Exponent of the Competitiveness of Businesses and Regions";</p> <p>"Transport and Environment in Spain: an Analysis which Requires More Control on Demand"; and</p> <p>"The Future of the Industry in the Metropolitan Bilbao: the Traditional Industry".</p>
1999	<p>With the support of 20 international experts, Bilbao Metropoli-30 carried out a study of advanced international models of urban development strategies to facilitate the development of new revitalization strategies for Bilbao.</p>
2000	<p>In collaboration with more than 300 experts from various sectors in Bilbao, Bilbao Metropoli-30 presented a document entitled "Bilbao 2010: The Strategy". The document highlighted "innovation", "culture", "quality of life" and "globality" as the four key elements of Bilbao's new revitalization strategies. In particular, Bilbao Metropoli-30 proposed exploring the possibility of holding a World Expo in Bilbao to promote Bilbao as a Global City.</p>

**Table 3 — Further development stage (cont'd)**

Year	Activities
2004	The Bilbao Town Council hosted a workshop entitled "Participation of Local People and Management Models in Programmes to Regenerate Degraded Areas" to explore ways of ensuring the effective participation from the local communities in regeneration projects in six European cities, namely Bilbao, Turin, Amsterdam, Belfast, Venice and Nottingham. The workshop was attended by government officials and non-governmental stakeholder groups from the six cities. The workshop emphasized the needs to "involve and listen to all related agents", "achieve a sustainable participation" and "maximize the use of the energy of people".

Research and Library Services Division  
 26 January 2007  
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**Appendix****Mode of operation of the Association for the Revitalization of Metropolitan Bilbao**

A.1 Bilbao Metropoli-30 (Metropoli-30) mainly incites the interest and energy of different leaders and institutions to effect concerted efforts by a three-stage approach, described by it as searching for knowledge, generating innovation and obtaining commitment.

**Search for knowledge**

A.2 Metropoli-30 considers it its prime function to seek out and apply the knowledge needed to further the process of Bilbao's revitalization. In performing this function, various activities in each of the following sources of knowledge are organized:

- (a) **Modelling of the process of revitalization of Metropolitan Bilbao** to facilitate an understanding of the multiple relationships and stakeholders that interact in Metropolitan Bilbao, and to identify any potential improvements in the management of this complex process. Activities organized in this regard include courses and seminars;
- (b) **Promotion of the application of advanced planning, management and assessment tools to the process of revitalization** through conducting research, fomenting the practice of analysis of scenarios to foster strategic dialogue between the different public and private stakeholders, and presenting its annual progress report as an instrument for analysing and monitoring the revitalization plan;
- (c) **Collaboration with local and external think-tanks** in order to identify and obtain the knowledge required to make a success of the revitalization process. Activities organized in this regard include discussion sessions, symposia, joint projects, studies and courses, annual gatherings, and presentations at different institutes; and
- (d) **Research on the experience of foreign metropolises.** One example is the carrying out in 1999 of a study of advanced international models of urban strategy development with the participation of Metropoli-30's then 133 members and the support of 20 international experts. The study came up with a vision for the success of Metropolitan Bilbao, Bilbao 2010.

**Appendix (cont'd)****Generating innovation**

A.3 Once knowledge has been acquired through the above four sources, Metropoli-30 helps transform this into innovative projects that stimulate the process of revitalization through effecting a high level of interactivity among its members by reinforcing the different channels for sharing information. For example, by compiling various publications including an internal newsletter, and keeping its members abreast of the revitalization of Bilbao on the Internet and the Intranet. Metropoli-30 also provides support for promotion committees which act as special instruments by which its members may turn knowledge into innovative projects for immediate implementation.

**Obtaining commitment**

A.4 Following the transformation of knowledge into innovative projects, Metropoli-30 proceeds to seek the commitment of its members and of society as a whole to ensure that the projects are realized. It achieves the above goal through social appraisal of revitalization projects and reinforcement of its role as catalyst of commitment. Where the former is concerned, Metropoli-30 directs its efforts at forming a positive impression amongst its members and amongst society as a whole and at encouraging them both to look upon the various revitalization projects as an opportunity for economic and social benefit. On the basis of this positive appraisal, favourable public opinion is forthcoming both at home and abroad, as well as a true and effective commitment to the future of the metropolis. Examples of activities organized to achieve the above include exhibitions, Metropoli-30 Events held under different topics to enhance public approval at home of revitalization projects, issue of press releases, articles of opinion and advertisements, and participation in various international fora. In addition, public engagement in the revitalization projects is also effected by facilitating public participation in and learning through all Metropoli-30's publications, conferences, events and knowledge collected. Metropoli-30's library is open to the public and all information is freely distributed.

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