The case of Metropolitan Bilbao

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Bilbao Metropoli-30

Metropolises, as drivers for economic growth
April 8, 2016 - Paris
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1. The Revitalization Process
2. Metropolitan competitiveness. Strategy versus planning
1. The Revitalisation Process of Metropolitan Bilbao
1990. Strategic Plan

Situation

- Economic decline in steel industry, ship building and port activity, joined to the problems derived from the industrial era.

Keys for success

- Public-private cooperation
- Long-term vision
- Leadership
1980’s, the DECLINE of the TRADITIONAL INDUSTRY
1990. Strategic Plan

1991

2000
<table>
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<tr>
<th>Critical subjects</th>
<th>Human Resources</th>
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<td>Services in a modern industrial region</td>
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<td>Mobility and accessibility</td>
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<td>Environmental regeneration</td>
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<td>Urban regeneration</td>
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<td>Cultural centrality</td>
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<td>Public-private cooperation</td>
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<td>Social Action</td>
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1990. Strategic Plan

Strategic Projects

Urban
- Abandoibarra
- Technology Park
- Zorrozaurre
- BEC
- Bridges
- Water treatment

Cultural
- Guggenheim
- Euskalduna Palace
- Fine Arts Museum
- Maritime Museum

Transport
- Airport
- Metro
- Tramway
- Enlargement Port
URBAN projects
CULTURAL Projects
TRANSPORT Projects
Guggenheim Museum: the icon
25 years of work well done
2. Metropolitan competitiveness. Strategy versus planning
BM-30: case study
Bilbao Metropoli-30 was founded in 1991, May 9th, and was recognised as a «Public Interest Body» by the Basque Government in June 1992.
The work of BM-30 is broadly focused on **Metropolitan Bilbao**, an urban area with no specific administrative boundaries linked by its common culture and industrial heritage.
Over 130 public and private members
The OCDE described Bilbao Metropoli-30 as visionary, collaborative, ambitious, agenda-setting, nimble, niche and focussed.
Best practice from 16 development agencies across the globe:

- Abyssinian Development Corp.
- Auckland Plus
- Barcelona Activa
- **Bilbao Metropoli-30**
- Bilbao Ría 2000
- Build Toronto and Invest Toronto
- Cape Town Partnership
- Creative Sheffield
- HafenCity Hamburg GmbH
- Johannesburg Dev. Agency
- Liverpool Vision
- Madrid Global
- Milano Metropoli
- NYC Economic Development Corp.
- Prospect Leicestershire
## Development agency typologies

<table>
<thead>
<tr>
<th>Typology</th>
<th>Development and revitalisation agencies</th>
<th>Productivity and economic growth agencies</th>
<th>Integrated economic agencies</th>
<th>Internationalisation agencies</th>
<th>Visioning and partnership agencies</th>
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</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>“Place Drivers”</td>
<td>“Employment and productivity drivers”</td>
<td>“Place and productivity leaders”</td>
<td>“Place and productivity promoters”</td>
<td>“Place shapers and visioners”</td>
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<tr>
<td><strong>AGENCIES</strong></td>
<td>Bilbao Ría 2000</td>
<td>Auckland Plus</td>
<td>Creative Sheffield</td>
<td>Invest Toronto</td>
<td>Bilbao Metropoli-30</td>
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<td>Abyssinian Dev. Corp.</td>
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**Role**

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<tr>
<th>Depth and breadth of role</th>
<th>Direct Delivery</th>
<th>Facilitation and co-ordination</th>
<th>Strategic Support and Programmes</th>
<th>Creating capacity elsewhere</th>
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<tr>
<td>Specific example</td>
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<td>Involved in the definition of the long-term vision for Metropolitan Bilbao</td>
<td>- Produces The Revitalisation Plan and other such documents which guide urban development.</td>
<td>- Promotes the city internationally</td>
<td>- Attempts to promote the image of the city internally.</td>
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<td>- Encourages public-private collaboration.</td>
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- Conducts research and organises workshops
STRENGTHS

BM-30 STRENGTHS

- Public-private cooperation
- Apolitical in nature
- Knowledge
- Strategy and long-term
- Social integration
- International benchmarking
- Work for leadership
Bilbao. The city where dreams come true. Made True in Bilbao.
Bilbao 2010. The Strategy

Knowledge

People

City-appeal

Economic activity
FROM INFRASTRUCTURES TO VALUES
THE CHANGE OF CENTURY

Nations
Sovereignty
Industry
Technology
Infrastructures

Places
Identity
Services
Knowledge
People and values
Innovation
Professionalism
Identity
Community
Openness
Strategic Reflection 2030
Metropolitan Bilbao 2030: The Age of Professionals
BasquePRO

- Entrepreneurship
- Women
- Seniors
- Skills
- Youth
- Professional organizations
Motivate people: urban personality

Optimization of resources and effectiveness

Metropolitan Bilbao: Locomotive for the region

Strategic Reflection 2035
GOVERNANCE AND LEADERSHIP

Visionary
Efficient
Inclusive
Strategic
Collaborative
Ethical
Thank you for your attention

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