

Letter from the Chairman

In our document “Reflections on Strategy” we stated that dreams are coming true in Bilbao. Now it is time to reveal how, by drawing up a hypothesis or strategy which we have decided to call “Bilbao as a Global City”.

Globalisation is now our chief challenge. In essence, globalisation is the result of developments in the industrial age, and of way in which information and communication technologies have burst onto the scene in the developed and developing worlds and in all areas of economic activity. These technologies enable us to build new spaces for co-operation and coexistence over and above the now outdated barriers of space and time. Never before have human beings had such an opportunity to be united.

But the globalised world is also a standardised world with local differences. Bilbao seeks to be one of those local areas in the globalised world where value is created: a city that can attract people with ideas and that commits itself to innovative projects.

Over the last ten years Bilbao has progressed from restructuring to innovation. In the next ten, it is our role in the globalised world that is at stake.

“Reflections on Strategy” brimmed with creative energy. Actually turning that energy into a strategy for action is a tougher step. The key now lies in forming a strategy, and this can only be done if we are capable of examining reality dispassionately, identifying opportunities and taking up responsible options with political will.

We must prepare ourselves for the economy of the 21st century, which will depend on scientific innovation as a generator of new technologies and technological innovation, which in turn will depend on the ability to link up the flow of scientific discoveries with sufficiently well-trained researchers and universities and to disseminate the innovations created throughout the marketplace. In the new economy there is no economic growth without scientific progress.

Our strategic objective (“to create an advanced context in which business initiatives can be put into practice”) calls for the integration of the efforts of all our citizens to make Bilbao an attractive social space for innovation and for innovators, capable of making its initiatives available to the whole world.

Innovation, culture, quality of life and globality are the distinguishing features of this global Bilbao: a city which needs people for this project who are aware that they form part of one world and who can commit themselves to participation on the basis of the wealth of their different identities and their membership of a solidarity-based society.

It is time for commitment. At the dawn of this new millennium, Bilbao is making a name for itself as a global city which stresses the importance of people: a city of innovation which capitalises on its knowledge, a city which believes firmly in people, and expects people to commit themselves just as firmly to it in constructing the future.

José Antonio Garrido
Chairman

Introduction

The Bilbao Metr poli-30 Association presented the results of an extensive process of reflection on strategies to its General Assembly and to Basque society in general in the autumn of 1999. This process involved personnel from the association itself along with a wide variety of experts from the metropolis itself and from elsewhere.

By presenting the vision arising from these reflections on strategy and from the association's undertaking to put them into practice, Bilbao Metr poli-30 launched a process whose goal was to draw up a new strategy plan for metropolitan Bilbao: a plan which would provide a structure for a series of projects to take the city and its metropolitan area down the path marked by that vision.

Strategy Plan 2010 is based on these reflections on strategy and on the vision, the keys for the future and the basic points identified there. It considers the development of the metropolitan area as a system, centred on three main supporting pillars: people, the economic activity of the city and its attractiveness. At the core of the plan stands knowledge management, which is the foundation of these three pillars individually and as a whole, and without which the system would be unsustainable.

Bilbao Metr poli-30 has confirmed that the situation and international context of Bilbao have changed. That change marks a turning point in the process of drawing up a strategy. Thus, the association is convinced that Bilbao and its metropolitan area must work together in a new push towards modernisation so that the strategic turnaround in trends already achieved can be consolidated and made the most of, and so that an image of Bilbao as a world-class, international city can be projected in the context of the new, knowledge-based society. Assets must be brought into play and new, core projects set in motion that will reinforce the attractiveness of the city, strengthen its people and actively foster the creation of wealth under a sustainable system.

The idea, in short, is to turn the points which the earlier process of analysis identified as valuable for the future into actual projects which can be set in motion and understood by the public. The new projects planned for Bilbao over the next ten years must fit in with the progress made over the last ten years, thus closing a circle of revitalisation which will take Bilbao and the Basque Country as a whole to higher levels of international competitiveness and quality of life by 2010.

Background Analysis

Cities as world-wide reference points

With globalisation, cities are undergoing a surprising process of revitalisation as centres for decision-making and for the establishment, articulation and implementation of competitive edges. States are proving too small to control and establish the directives of a global economy, and too big to represent the diverse interests of their citizens. Generating and implementing ideas is a job for individual players and groups not linked to any single geographical location, but even a place is needed where they can set up premises. As the headquarters of people, companies and institutions rich in assets, cities are becoming the basic units for guaranteeing the best standards of living and quality of life for their people, especially if they are capable of inducing them to stay in the long term. In the new society, the main raw material available to cities is people, with their imagination for change.

Within a few years the vast majority of the world's population will live in cities. Cities have the social and cultural legitimacy needed to represent people's diverse social, economic and cultural interests. They are also flexible enough to adapt to change, meet needs and co-operate in establishing networks of employment with other cities and regions with similar problems and goals.

This rapid process of globalisation is accompanied by an increase in the involvement and importance of regions, and within regions of metropolises, as key elements for the establishment, structuring and implementation by businesses of advantages in competitiveness. The place of this greater role of metropolitan areas in the current context of globalisation must be determined so that the implications and possibilities which the phenomenon holds for emerging metropolises can be learned.

A metropolitan area comprises a central metropolis plus the smaller towns and cities in its immediate vicinity. These areas share a common identity and function as a single space in terms of commerce and communication, and are interdependent in social, economic and environmental matters. They are therefore somewhat similar to ancient nation-states, though of course today's metropolitan areas enjoy instantaneous electronic communication and transfer of capital, and are the main recipients of population flows. Metropolitan areas are thus a central part of a new paradigm which brings together global, regional and local aspects: they reflect the way in which this new world is beginning to organise itself, and are in the front line of the new, global economy.

The importance of metropolitan areas owes a great deal to the rapid spread of the Internet and the digital revolution of the nineteen nineties. Both these factors have accelerated economic expansion and resulted in an increase in global commerce. The challenge of the 21st century lies in making the best use of these forces, and in channelling the will and capabilities of civil society in the planning of regional strategies. If they are to compete in the emergent global economy, metropolitan areas have no choice but to mobilise their full potential to defend their central cities, achieve rapid growth, ensure the sustainability of their surrounding environment, attain greater social equality and train their human resources to make their mark in an increasingly competitive global market.

The concentration of population which characterises metropolitan areas (as it does the new world situation in general) makes them into centres for innovation, knowledge and services with the potential to generate wealth. Regions are competing more and more strongly to establish privileged positions from which they can raise the standards of living of their citizens, and an essential part of that competition is to identify the characteristics of the new, knowledge-based society in which we live. In this new context the added value of products and services depends on the knowledge incorporated into them. Know-how thus becomes more important and valuable than the availability of capital for manufacturing and than the work put into production and marketing. Innovation and R&D are also increasingly important as the only instruments capable of bettering existing knowledge which has already been exploited and replacing it by knowledge that will provide a new competitive edge.

The core importance of knowledge and innovation is related to another feature of today's society: the influence of information technologies. These constantly changing and developing technologies have become an instrument for simultaneously sharing, transmitting and using knowledge resources all over the world, and for connecting individuals and communities which are far apart, basically via the Internet. The use in all walks of life of new IT and telecommunications systems, with their continual innovations and changes, is leading to transformations and developments whose effects will be far-reaching indeed.

However it should be stressed that this new economic and social situation holds great potential for a society which wishes to place itself at the forefront of development and take a place on the international stage. The main distinction between today's production and technology businesses and the industries of earlier times is that the latter were based on natural resources and inherent rights (societies either had or did not have the resources needed to produce wealth as a result of their location). For industries today, the basis of the ability to generate wealth is knowledge held by people: those who have knowledge obtain a competitive edge over those who do not. It is societies which invest in knowledge and have the brainpower to create knowledge based industries which take the lead. The production and use of knowledge has thus become the key factor for any society

or community which seeks to ensure the highest quality of life for its people and a position of strength in the world.

This means that people are vitally important in the new economic and social context, as they hold the creative power to generate knowledge and the capabilities required to optimise existing resources. Cities bring many people close together, and this is a major advantage which must be used to form a common vision of the future, to solve problems and make effective use of resources and opportunities for the benefit of the community. In this context, the way in which the ever-greater concentration of the population in cities makes social capital available is a fundamental factor for economic and social development.

Cities thus become webs of social relationships, associations and institutions constantly interacting with one another under rules which govern their behaviour. The main objective is to achieve a sufficient level of social integration and a sense of community, to get people involved in working towards common goals in a way that makes good use of available synergies and interaction.

Participation by the members of the community, co-operation between associations and communities and support from the public and private sectors are all fundamental factors in making good use of social capital in co-ordinated joint efforts and in the defence of shared values.

Once again the importance of investing in human capital (without which objectives cannot be met) is apparent, as are the consolidation and dissemination within the community of values and attitudes consistent with the project undertaken.

In this context metropolises play a major part in the fabric of the economy. Among their many strategic roles are:

- motivation and public/ private sector co-operation, a factor which has proved fundamental for the development of large-scale projects involving a wide variety of players from education, politics, civil society, etc.;
- provision of the driving force for urban and environmental regeneration, which is a central objective in the new world economic situation, in which environmental affairs and sustainability in urban settings are increasingly important;
- channelling the development of values and intangible factors such as knowledge, innovation and entrepreneurial abilities;

- generation of wealth.

Investment in human capital is becoming more and more important and effective: it is the driving force for the development of individuals as the only way of exploiting knowledge and know-how and generating wealth for all. This investment must be oriented not only towards ensuring optimum training of personnel in the use of their capabilities in the new knowledge and information-based society, but also towards promoting and ensuring the dissemination and assimilation of the new values which are essential in this new context, such as creativity, innovation and change.

At the same time, new elements and values are appearing on the world stage which are becoming increasingly important for the development of cities:

- People have become vitally important as the real driving force behind all new projects wherever there is potential for economic development. It is therefore essential that they be trained properly, but they must also be involved in the defining and achieving of goals and shown the benefits of working towards those goals.
- The sense of a community distinguished from others largely in terms of the assumption of goals, objectives and values which make a society unique and give it a sense of its own distinctiveness. This can be turned into a stimulus for the achievement of goals.
- Multiculturalism, largely through the role of metropolitan areas as receivers of population flows and their increasing importance and visibility on the international stage.
- The ability of cities to understand themselves, i.e. to understand the interaction between the city itself, the society which lives in it and the individuals and groups which make up that society.
- Sustainability and concern for future generations.

Sustainability merits special mention: it has taken on great importance in recent years as a result of the huge increase in urban population levels and the economic development of cities and towns. The flow of people towards urban areas and the subsequent changes in patterns of consumption are not socially or environmentally sustainable. This severely hampers the achieving of desired levels of well being and prosperity. The extent to which public authorities are concerned about this problem is shown in schemes such as the Green paper on the Urban Environment (1990), Agenda 21 (1992) and the Aalborg Charter (1994). In terms of sustainability in urban areas this has led to the drawing up of the following objectives:

- To improve the quality of the environment.
- To increase sustainability in urban settings.
- To strengthen the urban economy and business fabric.
- To create jobs through the development of healthy, environmentally friendly activities.
- To improve the health and well being of citizens.
- To improve public transport, prioritising access over mobility.
- To create “inhabitable” domestic and urban environments, especially in the anonymous outlying districts of cities.
- To create viable links on environmental, social and political matters between adjacent municipalities and neighbouring areas.
- To integrate all urban policies in order to achieve these goals.

It is against this global background that the objectives and projects contained in Strategy Plan 2010 must be set. This plan will guide the ongoing process of revitalisation in line with the actual potential and possibilities of the city.

Bilbao today

The new world context has led to the emergence of new values and features of increasing importance in city development. This is evident in the changes that have taken place in metropolitan Bilbao over the last ten years, with an active process of revitalisation.

Continuous renewal of the city's human capital, undertaken in the 1990s, is making it possible to change Bilbao's economic base. The city is turning away from its former heavy industry and embracing a more modern and competitive business fabric, comprising a consolidated advanced services industry and a network of technological and innovation centres.

There have been notable advances in communication infrastructures and these have transformed accessibility and mobility within the metropolis.

Line 2 of the Bilbao Metro, the new airport terminal, the new facilities at Bilbao Port, the tramline that will link San Mamés and Atxuri - these are just some of the projects that are changing the city's communications infrastructure, and which will give it added appeal.

These innovations in transport have made the city an important destination for professionals, tourists and new entrepreneurs.

Bilbao now stands among the most modern and advanced European cities, with high-quality infrastructure. Evidence of this was the awarding by the Committee of European Municipalities and Regions (CEMR) of the First European Prize for Mobility to the city of Bilbao, on 28 September 2000 in Brussels. The awarding committee recognised the improvements made in the area of transport and the city's efforts to create a more habitable and better communicated city.

Greater public awareness and an active policy have allowed the foundations to be laid for a process of environmental regeneration and there have already been significant advances in this area.

A large number of plans have been implemented, designed to recuperate the environmental and natural conditions that existed before contamination by industry - which reached a height in the 1970s. It had become increasingly obvious that the areas worst affected needed to be regenerated.

Various institutions set up a series of plans, including the Sanitation Plan, the complete recovery of the river, the need to treat waste and contaminated soils, and special emphasis on reducing noise pollution.

Like many other European cities, Bilbao is implementing a series of programmes to improve the quality of life of the inhabitants and make the city more habitable. These include the "Ekomoto Programme", which focuses on improving the environmental quality of the municipal area and the promotion of energy diversification in the transport industry; likewise the "Jupiter" project - of which Bilbao is a member alongside many other European cities - aims to create efficient transport for the city. These initiatives are designed to promote the use of public transport, restrict accessibility to private transport and provide more space for pedestrians and cyclists.

Bilbao has gained a name throughout the world for its work on urban renewal. It has become home to the prestigious Guggenheim Museum, which has given it a high profile in this global age.

Bilbao also contains a number of specially-zoned enclaves - some up and running and others under construction - which attract hi-tech and innovative business activities. These include the Zamudio Technology Park and the Abandoibarra area of the city.

One of the striking features of this process has been the collaboration between the public and private sectors. This is a novel approach to leadership and a way of encouraging the local populace to take a part in the future of their city. The strategy also seeks to preserve one of Bilbao's long-standing features as a city: its solidarity and its inclusive community project.

Bilbao needs to reinforce the features that have laid the foundations of success in the Knowledge Society.

Expectations are high. The people of Bilbao are not content to rest on their laurels: they demand further revitalisation, so that the metropolis can gain the position it deserves with everyone's co-operation.

Given this new situation, and in the new international context, Bilbao Metropoli-30 decided that the time had come to set out a new plan for the future; to identify new goals and set out new policies for achieving them. The result was the Bilbao 2010 Strategic Reflection process, the purpose of which was to establish reference points and a vision for metropolitan development over the coming decade. The process was led by the team from Bilbao Metropolitan-30, in collaboration with a large number of experts. Suggestions and ideas were gathered from qualified local and international

specialists at a series of meetings held to garner their qualified opinions on a number of specific questions.

The result was a well-documented study, summarised in the publication *"Bring your dreams to Bilbao"*, and presented in November 1999 at the Euskalduna Conference Centre.

However, the deliberation process did not end with the presentation of the report: rather, the report acted as a spring board for continued reflection, spearheading initiatives and encouraging a twin approach of "reflection and action", which is gradually taking hold in the community.

The report concluded that because of its history, its historical development, its people and its particular features, Bilbao needs to compete to build "a city where dreams come true". This vision *is based on five key elements for the future*: active and committed leadership, people and their values (the most important element), knowledge and innovation, networking and finally, an attractive metropolitan area.

It also outlines *eight fundamental features*: public-private collaboration, a quality international education system, a well-connected society committed to international collaboration, a safe and healthy city, cultural modernity of the metropolis, urban regeneration, a metropolis that creates wealth in a competitive, innovative and sustainable environment, and finally, making Bilbao an integrated and integrating community. These features need to be actively promoted in the city's new future.

"Bring your dreams to Bilbao" should be more than a mere slogan. With the collaboration of all, Bilbao must become a city in which ideas flow, are fostered and germinate - a city that welcomes dreams.

This goal merits a committed effort by everyone in the metropolitan community.

Objective of the Strategy

The vision identified in the 1999 document Reflections on Strategy has been focused into a specific objective for the Strategy Plan: to develop a context of advanced knowledge in which innovative business initiatives and schemes can be put into practice.

At the heart of Reflections on Strategy lies a vision of Bilbao as a city where dreams come true. But not all dreams can come true, so schemes must be considered in terms of the actual potential of the city. Bearing in mind Bilbao's history and current situation, the dreams most likely to come true here are those in innovative business initiatives.

What do we want to achieve in Bilbao? Objective of Strategy Plan 2010

Taking Reflections on Strategy as our point of reference, we have looked at metropolitan Bilbao as a system, and have set as the objective of the Strategy Plan the development of a context of advanced knowledge in which innovative business initiatives and schemes can be put into practice.

A stable relationship between the various elements which are basic to the metropolis must be established if this objective is to be reached.

Where is action needed if the objective of the Plan is to be achieved?

A suitable environment for the implementation of high-added-value business initiatives can only be created by setting up a set of strategic, adequately funded projects.

These projects must be properly integrated and structured to ensure that they are effective in working towards the objective of the Strategy Plan for metropolitan Bilbao over the coming ten years.

Critical Factors for Success

Three basic elements: people, strong economic activity and the attractiveness of the city

Metropolitan Bilbao is a complex system whose component parts are strongly interconnected.

That system has three basic elements: people, the strength of the city's economic activity and its attractiveness. Attractive cities offering high quality of life are not found in economically depressed areas, and most people would like to work where they like to live.

In this light, people comprise the most important element of the strategy for Bilbao: they are the essence of the community and the holders of knowledge and ideas. This Plan is drawn up by them and for them. Without the human fabric of the city, there would be no innovative projects, and metropolitan Bilbao could not be home to high-added-value business initiatives. Without people there would be no city at all.

The second element is the strength of the city's economic activity: a strong economy is needed if metropolitan Bilbao is to be a place where high-added-value business initiatives can be put into practice.

Without strong economic activity people will not want to live in the metropolis, and the wealth of human capital generated here through universities and other centres will be lost. Furthermore, without economic activity the city would be unattractive and it will be hard to attract new skilled people to the area or hold on to those already here.

The third basic element is to make metropolitan Bilbao an attractive place for its inhabitants, for visitors and for businesses which are already here or which might consider moving in. Here once again the links between the three elements of the strategy are evident.

Finally, all three elements are based on knowledge management, which holds the metropolitan system together. It is a distinguishing feature which motivates people, dynamises the social and economic development of the city and can turn Bilbao into a knowledge node within a global network.

Holding together the system of the city, its people and its economic activity

The system described above can only hold together if none of the three elements falls behind the others. Deterioration in any element leads to deterioration in the other two and in the system as a whole. Likewise, improvement in any element directly or indirectly induces improvements in the others.

Each part of the strategy drawn up is explained individually below, against the background of the prioritising of knowledge in the metropolis.

Knowledge

Reinforcing the Capability to Generate Knowledge.

Knowledge is a dynamic supporting factor for the three basic elements of Strategy Plan 2010: people, economic activity and the attractiveness of the city. Before listing the specific points which metropolitan Bilbao must consider in regard to generating knowledge, it may be worthwhile to give a general outline of why knowledge is so important for the metropolis:

- Maintaining the system of the city, its people and its economic activity. The objective of turning Bilbao and its surroundings into an attractive area for people and economic activity must be pursued from a holistic viewpoint.
- Knowledge as a distinguishing, motivating factor. The generating of knowledge must provide a driving force for both social and economic development by using social capital and any synergies available. It must also encourage the dissemination of values for peaceful coexistence oriented towards change and must foster the creation of innovative, knowledge-intensive businesses.
- Knowledge is held by people. People create and carry knowledge: the human capital of a society defines its potential for development.
- Specialist skill as a factor for instigating economic development. In the Information and Knowledge Society the mere acquisition of knowledge is no longer enough: skills, techniques and attitudes need to be developed, and first among them is a predisposition towards change, life-long learning and leadership. These skills are essential for success in entrepreneurial activity in the new economic context.
- Generating intellectual capital and preventing it from being lured away. In the knowledge economy it is essential to ensure that intellectual capital is generated so that it can provide a competitive edge for metropolitan Bilbao and thus attract businesses that know how to value this asset. Conditions must also be established to ensure that this knowledge is not lost, and that the benefits remain in the metropolis.
- Seeking solutions to a tough problem. Not only must knowledge be developed in all its variables, but also the general public must be involved.

- Bilbao as a knowledge node in a global network. Nodes are the locations of strategically important functions comprising local activities and organisations gathered around a key function of the network. The objective here is to turn metropolitan Bilbao into a node which is a reference point for the world-wide network of knowledge generation and management for the development of high-added-value business activities. This would make the metropolis part of a network of cities which share the same speciality.

Points to be considered for the generating of knowledge.

The essential actions, which the metropolis must take to generate the knowledge it will require if it is to develop an environment in which high-added-value business initiatives can be put into practice, are listed below.

- Identify outstanding people and teams.

The capacity to generate knowledge is increased when qualified teams are set up which can work in areas of common interest. It is therefore highly important to identify people who can help build good research teams. High quality ongoing training for all members of the society in question is also important as an assurance that knowledge is not lost and that the best use is made of the potential of each person.

To ensure equally high standards in working groups and in results, particular attention must be paid to attracting the best talents and encouraging them to go into knowledge development and research. These talents should be recruited from both inside and outside the community by offering good possibilities for research and professional development, and providing an attractive place to live with high quality of life.

To ensure participation, work in research and knowledge creation should be well paid and recognised by society as being equivalent to other specialist fields which require high skills and qualifications. This will help prevent talent from being lured away to other activities which are less valuable to the metropolitan area or to other locations where better pay and greater recognition are available.

- Encourage the reinforcement of skills.

Attention must be paid to developing the skills of talented people interested in working in research. Various mechanisms can be used for this, such as:

- Have them complete their training at the best centres: it may be advisable to set up a programme of grants for specialisation in areas of particular interest.
- Facilitate contacts with leading research teams in each field. Bilbao (and therefore its human capital and organisations) must join projects and teams working in areas which are of interest to it.

- Provide funding for people to take part in international research programmes along with leading research teams, thus enabling them to put their skills into practice and gain access to the most advanced knowledge and research methods.
- Reinforce development in areas such as leadership, human resource management, project planning and administration, etc. to ensure the continuity of the process of transformation on which the metropolis has embarked.

- Encourage highly qualified international researchers to work with the city

Co-operation with highly qualified international researchers is fundamental to avoid excessive introspection, to favour networking and thus to encourage the greatest possible level of competition among those involved in projects and ensure that they will be open to new approaches, practices and experiences of interest.

To this end, it is essential that highly qualified researchers be contacted and attracted, and the way to do this is by setting up interesting research projects with good prospects, building up consolidated, well-trained teams, accessing international co-operation networks, providing funding and taking care of matters concerned with the area itself and quality of life here.

- Promote the joining of international networks

In the current situation, efficient development of knowledge requires involvement in advanced knowledge networks in each specific field.

There are two ways of joining such networks:

- Participation in joint research projects in which local teams work with teams already set up elsewhere.
- Grants to enable especially capable graduates to join renowned teams which are already up and running.

To ensure that international networks will be willing to co-operate in research work and projects in metropolitan Bilbao, the members of those networks must be given the chance to get to know the area. With this in mind, it could be of interest to have them spend some time here as members of local working teams, delegates at congresses or participants in summer courses at local universities. All this will help them form a picture of what Bilbao is really like and what opportunities exist here.

- Identify local players with an interest in the results of research and bring them into contact with researchers.

To ensure co-ordination, interested parties and their leaders must be identified so that a forum can be created in which they can take part together with researchers. Communication and co-operation

between them is essential in order to co-ordinate efforts and initiatives, and to enable each of them to share their different knowledge and experiences on the matters in hand.

To ensure that this forum is truly functional, i.e. is of real use in advancing research along the lines desired, and to strengthen the links between researchers and those involved in applying the results of their research, proper leadership and management must be ensured, and the conclusions reached must be made known to the general public.

Creation of the foundations for “Life-long Learning”

The foundations for life-long learning must be laid, so that specialists are formed who can adapt to changes throughout their lifetimes. This means:

- learning to learn, and learning to manage knowledge;
- continuous learning of how to face and anticipate day-to-day challenges (since learning is something which must be developed habitually throughout our lives, we need to learn how to learn productively and to manage the assets generated as a result of learning, i.e. knowledge);
- creating the capability to generate knowledge that will make a difference;
- not just capturing external knowledge through networking but also creating knowledge of our own as a positive distinguishing feature;

This can only be done by strengthening R&D activities, which are the main mechanism for generating applied knowledge. However the following should not be overlooked:

- selective basic research, taking the standard of research teams as a point of reference;
- strengthening the research capabilities of smart infrastructures;
- encouraging business knowledge generation centres to locate in metropolitan Bilbao.

Bringing in training programmes of special interest.

The importance of training and the acquisition of skills is undeniably important in the knowledge society. It is therefore advisable to seek out the best training programmes in the world in fields of particular interest, taking into account the emerging needs of today's society.

In this regard co-operation agreements should be set up so that relevant training programmes can be given in Bilbao, thus making the city into a hub of knowledge and a doorway through which knowledge can flow in and out.

Facilitating access to sources of high-quality knowledge.

Programmes of particular interest which cannot be provided in Bilbao for whatever reason should still be available to supplement local training and contribute to the ongoing education of all those involved.

The best programmes in a variety of thematic areas must therefore be identified so that access to them can be facilitated.

With this in mind a service should be set up with the participation of universities and business associations with which two-way flows of co-operation can be established.

TIC techniques should be used to provide on-line information and access to the world's best virtual classrooms.

The technology required for on-line training and virtual classrooms is developing, and applications of great interest are beginning to appear. The possibility is envisaged here of companies having their own corporate learning networks so that training and information are available on-line. Multimedia learning will necessitate the setting up of virtual campus platforms.

Formulae must be sought which will enable these techniques to be used to reinforce life-long learning. This calls for in-depth, continually updated knowledge of the state of the art and the options available, and of how to make the best use of them.

The corporate university: a good way of supplementing training systems

Corporate universities can supplement the training available at conventional universities, with which they can sometimes co-operate, by hiring out their skills for the development of specific topics. They thus give a boost to innovation and efficiency in methods of learning and professional development. This formula enables numerous local resources to be used to train specialists of the types required and to provide support for life-long learning.

An environment in which there is easy access to the most advanced knowledge.

The objective of this Strategy Plan of making Bilbao a place where there is easy access to the most advanced knowledge has been set in the context of a clear need for an ongoing education process. It is therefore necessary to develop local knowledge generating capabilities in areas of particular interest, especially those concerned with high technology, leadership skills, creative problem solving and the ability to take up challenges.

But it is just as important to seek out knowledge which is generated elsewhere in these areas of particular interest, and:

- to facilitate access to that knowledge;
- to make it possible to join knowledge networks; and
- to disseminate best practices in knowledge management.

A City for Innovation and Knowledge

The term "city for innovation and knowledge" should not be construed to mean that all knowledge in a metropolis should be concentrated in the chief city: indeed, knowledge should permeate all the activities of a metropolitan area.

However it is advisable for the city to have commitments from institutions and social players such as universities, technology centres, employers' associations, professional associations and colleges, knowledge service businesses, the public authorities and other promoters of knowledge. - intensive business activities. Having all these bodies in the one place facilitates communication and the exchange of ideas between them and helps bring down barriers.

An urban setting for cutting-edge research.

This means providing the city with the means required to carry out research work, in terms of facilities, equipment and communication infrastructure, and ensuring a pleasant setting with high environmental standards which is conducive to research work.

The venue where support for life-long learning is handled.

The idea is not that the “city for innovation and knowledge” should be the actual location of the training process but rather that it should be the venue for the management and handling of services in support of those who handle this fundamental part of the information revolution, with its ongoing proliferation of knowledge and new information, which has turned learning into a life-long process. This requires more flexible education systems which can adapt to new situations and meet changing needs for training. The “city for innovation and knowledge” has a major role to play in these processes.

The base for the promotion of strategic action for the generation, dissemination and use of knowledge.

If intensive promotion work is to be done to develop the knowledge society, strategic action is needed in regard to the generation, dissemination and use of knowledge.

The “city for innovation and knowledge” is the ideal venue for designing and drawing up action of this type.

It can also serve as a launch pad for such action.

A setting for the development of innovative, knowledge-intensive business activities.

The creation of innovative, knowledge-intensive businesses formed by skilled specialist entrepreneurs seems set to be the basis for economic development in the coming years, with companies that increase the added value of their products by incorporating knowledge into them.

It therefore seems advisable to have a space where companies seeking suitable premises can set up and undergo the early stages of development.

At a suitable location within the metropolitan area

Location is important: even good projects can languish if set up in the wrong place. The site of the “city for innovation and knowledge” project should therefore be within the city. This would benefit both the city of Bilbao and the site itself.

The “city for innovation and knowledge” project must be based in an area with good communications, easy access and quality infrastructures. The project would also benefit from the image of prosperity and change which the metropolis has been casting over the last few years. Bilbao’s image as an attractive city with its sights set on the future and the ambition to become a front-line metropolis would be reinforced.

Sufficient space must be available to prevent the project from collapsing under its own weight as it grows, so a large site must be sought which is currently available or is being used for things which could be done elsewhere. The Zorrozaurre area has been suggested as a possibility, though the surrounding area would need conditioning work if it is to be sufficiently attractive.

People

People comprise the most important of the basic elements of the strategy drawn up for Bilbao. It is people who hold knowledge. The metropolitan Bilbao Strategy Plan 2010 is drawn up by people for people, and this has been borne in mind throughout its preparation. The methods used allow for participation by social and institutional players at all levels of the metropolis. To achieve the strategic objective of making the metropolis into a place where business initiatives with high added value can be put into practice, a stronger role must be given to the leaders of the process of development of metropolitan Bilbao, and mechanisms must be set in place for training, attracting and holding on to skilled people.

The Role of the Leaders

For projects to be put into practice, the involvement of the leaders whose job it is to implement them must be assured.

In almost all cases this involves not one but a series of leaders with different functions at different levels.

The job of identifying, motivating and attracting leaders is a major part of the mission of Bilbao Metropoli-30 and special emphasis is placed on it in this plan.

The task begins with the writing of Strategy Plan 2010, which is intended to bring people in and initially motivate them in regard to the project designed for the city.

Leaders are individuals, businesses, bodies and/ or institutions who by their nature or through their charisma can guide and conduct people, groups and organisations and help them effectively develop their potential and mobilise their skills and assets to meet the challenge of building a productive, fair, participative society. Leaders are players who are capable of attracting others, and

who can contribute the new ideas and approaches that are essential in drawing up a strategy for the transformation of the metropolis. They are characterised by their creative, innovative actions for change, by their high levels of credibility, competence and integrity and by their thorough understanding of the situation of the community in which they live.

They are therefore capable of proposing and implementing pioneering ideas and actions which can change direction in which their community moves in the future along the lines required by current circumstances. Their fresh ideas and approaches result from their own inherent abilities or from analysis of the world around them and the opportunities it presents from a new, broad, open viewpoint.

They usually have the characteristics typical of entrepreneurial business people: they calculate the consequences of failure, motivate people and assume risks responsibly.

This Strategy Plan seeks to find such people because they will be one of the chief sources of ideas for transforming the metropolis and shaping its future.

Leaders can encourage whole populations to work for the development of their communities, and can foster association and co-operation. As such they can sow the seeds of new social capital, which can then provide feedback in the form of new leaders. Locations which are rich in social capital, where civil society is active and where confidence and two-way communication exists produce leaders who can then involve the whole community in joint projects, thus creating more social capital.

The leading role already assumed by the various levels of public authorities must not be ignored: working closely together through the Strategic Plan for the Revitalisation of Metropolitan Bilbao, they have set up several urban regeneration projects (almost all of which are now up and running), including the Euskalduna and Miraflores road bridges, the Calatrava or Zubizuri foot-bridge, parks in Txurdinaga, Etxebarria and Ametzola, pedestrianisation schemes, the building of the Bilbao Metro railway system, the new terminal at the airport, the expansion of the Port of Bilbao, the Euskalduna Convention Centre and Concert Hall and, last but by no means least, the Guggenheim Museum. These are not just construction projects: they are true revitalisation schemes in the sense that they represent a desire to equip the city with new, more sophisticated amenities for its inhabitants and for visitors.

The globalisation of the economy has been accompanied by rapid technological change. Cities have become increasingly important, and constant competition is forcing them to stress the importance of people and their values as the chief element for future development.

Success or failure in metropolitan life and in revitalisation strategies now depends on people, because it is people who draw up and implement projects, and more importantly it is people who provide the germ of ideas and the skills and know-how required to put them into practice.

Establishing Appropriate Ways of Training, Attracting and Holding on to Skilled People

Skilled people contribute information and knowledge to production activities, and are therefore seen by organisations as intangible assets.

It is in such “assets” that businesses can find the capability to generate synergies. Attracting skilled people in an organised market is a complex task, but the ability to generate synergies and externalities is important.

If the city is to have a sizeable pool of highly qualified skilled workers who can provide the basis of an advanced knowledge society, it must provide the necessary conditions by:

- providing high quality education, not just at universities but on a life-long learning basis;
- making itself an increasingly attractive place to live; and
- offering employment opportunities capable of attracting the skilled workers sought.

High Quality System

The university education system (bachelor’s degrees, postgraduate courses, masters’ degrees and doctorates) must be seen as one of the best in the country, and must include subjects or disciplines in which the area is number one in Spain and on a par with the best schools in Europe.

This is the only way to hold on to the best local students and attract students from elsewhere.

A high-quality education system requires top class teaching staff who can sow the seed of knowledge and innovation in the city as described above.

Specific Orientation

Metropolitan Bilbao needs an internationally oriented, high-quality education system capable of producing skilled people with ideas and leadership qualities who are capable of setting up new projects and activities to generate wealth.

The disciplines where the greatest effort is made should be those in which the area seeks to be top of the field, and those which are most closely related to the development of highly innovative business initiatives. This could include engineering, bio-medical studies, IT, communications and business management among others.

The strategy to achieve this should be based on two essential points:

- fostering the excellence of existing universities by continuing current university policies and reinforcing the role of universities as a factor for regional development; and

- encouraging the setting up of new privately or publicly owned colleges through agreements with centres of excellence elsewhere, with the involvement of leading local companies, technology centres and research centres.

Firm Support

If the education system is to produce the desired results in terms of forming and holding on to highly skilled people, it must be co-ordinated with other associated policies:

- An attractive area with a high quality of life must be created, with quality housing, care for the environment, cultural events and competitive public services. These points are considered in more detail below.
- Emphasis must be placed on social values which reward a liking for knowledge and culture.
- Job opportunities must be made available for skilled people. This is one of the final objectives of the strategy, but opportunities must also be offered in the short and medium term.

Economic Activity in the City

High-added-value business activities are the driving force behind the metropolis

High-added-value businesses will be created and attracted if the strategy is successful. Business is not promoted by the public sector but ultimately by private business people. Although much of the responsibility for the projects to develop metropolitan Bilbao, and much of the effort involved, has been undertaken by public institutions, the project can ultimately be a success only if it is seen as feasible and attractive by private sector companies. Only private entrepreneurs with their sights set on the future can form a front-line business fabric on the basis of innovation and knowledge, which are identified as key areas in the Reflections on Strategy report. Various actions can be taken to mobilise private business and investment:

First of all it is essential to create conditions where highly qualified specialists are available to businesses (basically through projects such as the “city for innovation and knowledge”).

Secondly, the needs of businesses must be catered for directly and activities must be set up to meet those needs satisfactorily. Links between businesses and the “city for innovation and knowledge” scheme are of particular importance in this regard, as is the establishment in the area of companies which provide services to other companies (R&D, IT, financial services, etc.). More and more companies of this type are setting up in Bizkaia, where they now constitute one of the most important subsectors of the service sector. Bilbao also has another advantage: along with Madrid and Barcelona, it is one of Spain’s leading financial centres. It has a solid financial fabric already in place which is available to businesses.

Initiatives aimed at Fostering these Activities

First of all it is essential that a suitable environment be created for the development of high-added-value activities, in which the following are possible:

- Easy connection and immediate access to the Internet, which is an essential tool for businesses and leaders seeking to innovate, in that it provides the fullest possible access to clear information. This enables businesses to adapt continually to new market circumstances and enjoy working conditions similar to those of their competitors. In the information age, keeping information secret is no longer a weapon which businesses and countries can use to maintain positions of privilege. The necessary infrastructure and services must be assured to enable companies to access the Internet.
- Particular policies in support of innovative schemes. Proactive policies are needed which can seek out innovative schemes and help implement them. This sometimes calls for flexible approaches unlike those generally used at present.
- The creation and maintenance of smart infrastructures in support of innovation (IT systems, network access infrastructures, information systems, equipment for laboratories and research areas, etc.).

Secondly, specific areas must be set up in easily accessible locations well connected to centres of advanced knowledge where these activities can be based. It is worth mentioning here that developments in information technologies and communications are opening up new possibilities in city design, as they allow areas of economic activity to be decentralised.

Thirdly, support must be provided in the following areas, especially during the initial setting up of businesses:

- specialist technical back-up;
- easy access to advanced services.

Fourthly, networking among employers and skilled specialists must be facilitated. In a situation where creating and managing new knowledge has become a priority concern in business management, co-operation and strategic alliances between organisations are increasingly important in the achieving of sustainable strategic advantages. In this area, the following is required:

- social meeting points must be provided.
- forums where purchasers, sellers and supply chains can meet must be encouraged.

Access to seed capital and risk capital must also be facilitated, so that promising initiatives do not go unimplemented because of a lack of funding. In this context the public authorities have a particularly important role to play as providers of capital and services, and facilitators of access to and information on the sources of funding available to existing and prospective businesses.

Fifthly, international relations must be reinforced to encourage agreements and co-operation with players elsewhere. The market capital available to a region or a country (i.e. the quality and intensity of its external contacts and its capacity for meeting demands for products and services and participating in the processes of innovation and knowledge creation in which all states are involved)

is a marker of its potential, and should therefore be the object of particular attention. Methods for reinforcing international relations include:

- Backing high-prestige international events which can attract specialists and companies and bring them into contact with their local counterparts. The work already done and to be done in the future by the Bilbao International Exhibition Centre and other organisations such as the Euskalduna Convention Centre is of fundamental importance in this.
- Facilitating participation in international forums for debate, both by staging of international events in Bilbao (as mentioned in the previous point) and by enabling people from Bilbao to take part in conferences and events elsewhere. The extent of this participation marks the degree to which local people are open to the outside world, and evidences the value of the intellectual capital being developed here.
- Supplying strategic information on the development of technology, business management and markets in a global context. This calls for the co-operation of various bodies, including consultancies specialising in technological development and knowledge management.

The sixth initiative is the promotion of an entrepreneurial spirit through training programmes oriented towards the market, towards production and towards generating wealth and raising collective living standards, and through working to increase the number of people with leadership skills. Work is needed to promote motivational leadership, in which leaders show initiative and strong business sense in order to make a success of business ventures or projects.

In seventh place comes a point closely related to the above: efforts must be made to ensure that society sees entrepreneurial spirit as something which should be rewarded. Values linked with that spirit and an orientation towards innovation should be fostered.

Last but not least, an image must be promoted of Bilbao as a place where innovative business ventures can succeed, a place with the infrastructure and environment needed to meet the requirements of such ventures, where support from public institutions is available in the context of an overall project backed by the community and aimed at adapting to the current, ever-changing society.

Attractiveness of the City

Bilbao Metropoli-30 sees the city as a space for living: a place which is both inhabited and inhabitable, whose prime objective is to provide a setting in which human beings can find a favourable environment in which to develop personally and socially in harmony and solidarity.

Action must therefore be taken to create such a favourable setting. Along with quality of life in a city, such a setting is one of the most highly valued points and is a decisive factor in choosing a place of residence, attracting tourism and drawing in business investment.

Efforts must be centred on things that will affect how the target audience see the city and give it a competitive edge over other cities. This should involve on the one hand distinctive qualities which are greatly valued by the target audience and on the other hand advantages in costs.

The term “attractive” used in regard to a city or environment has two sides:

- The physical side, covering urban and environmental regeneration and the tangible assets which result from it; and
 - The social side, which is concerned with values. The growing importance of leisure in today's society means that more emphasis also needs to be placed on cultural and recreational activities.
- To achieve such an attractive setting, the following tasks must be undertaken in regard to both these sides.

Physical Side

Work is needed to recover and create spaces where people can come together. The areas destined for this should be not just in the city centre but also in the outlying districts: this will favour the integration of people into the community and their participation in social activities, and thus foster more integrated, harmonious coexistence.

A carefully tended, high-quality urban landscape must be created. Action should therefore be taken to improve the appearance of buildings and areas of interest.

One of the most important actions the care and recovery of the banks of the river estuary and the coastal areas: the river must once again become a mark, and indeed the very backbone, of the new metropolis as a symbol of the new era.

Special attention must be paid also to recovering land which is not in optimum condition, and in ensuring good quality air and water in the metropolis. Noise levels must also be controlled. All this is part of the goal of renewed, consistent care for the environment.

Infrastructures must have room for all methods of transport, including cycling and walking. It is important to make maximum use of new technologies in transport in order to help preserve and regenerate the environment and adapt to new developments and urban areas.

A need is detected for overall, intelligent planning to minimise movements, revitalise the city centre and favour the harmonious development of the municipalities which make up the metropolis in order to achieve a city which is attractive to people both within and without.

Efficient, high-quality public services are a prime concern. This includes services such as education, health, care of the elderly, transportation, telecommunications, citizens' advice, commerce, housing, accommodation and emergency care.

Sufficient back-up facilities must also be provided to ensure that each of these services functions properly and that they are conveniently distributed through the area. This forms part of the action required to help create a suitable, high-quality context. These facilities include educational amenities, car parks, stations, health centres, religious centres, auditoriums and entertainment centres, civic centres, residences for marginalised groups and for the elderly, support for information technologies, etc. These services are intended to cover people's group needs, and as such serve and are created for different players in society. Likewise, it must be taken into account that the public authorities have helped set up these services in order to enhance the quality of life of local inhabitants, and that their value lies in the degree to which they perform the functions for which they have been created.

Social Side

People are concerned with public safety: this is one of the most visible problems in society, and can profoundly affect the way people behave. Low levels of public safety have a highly negative effect on the image of the city, and can seriously hold back its expansion in economic, social and cultural terms. The complexity of the problem requires that it be handled from an all-round, overall perspective, dealing chiefly with the causes of the lack of safety and co-ordinating action by public and private players to tackle acts of violence effectively. Actions for prevention and control are therefore of prime importance to ensure the levels of public safety required of an attractive city.

Along these lines, levels of concern and awareness must be heightened to deal with marginalisation at all levels of society and achieve social well being.

Efforts must also be directed at achieving a healthy city in which attitudes and habits beneficial to health are uppermost. Preventive medicine, healthy eating habits, enjoyment of leisure, etc., must be stressed.

The importance of values, which make it easier to live as a community, must also be stressed. High on the list of these values are mutual respect and tolerance of the ideas and lifestyles of others, solidarity, cordiality, friendliness to visitors and public conscience.

An interest in science, innovation and simple things well done must be awoken and reinforced. Another valuable trait is knowing how to assume obligations seriously and responsibly, and curiosity about and a liking for local culture and peculiarities should also be reinforced, though without neglecting to emphasise how enriching it is to learn about new trends originating elsewhere. These values need to be disseminated and assumed by society if the project to create a city which is both integrated and integrating, and which wishes to adapt to the unstoppable changes described in Reflections on Strategy.

Creating a Suitable Context and Ensuring it is Visible

To make Bilbao a world-renowned reference point capable of attracting the skilled people it needs and hosting innovative business initiatives a corporate image is required which can reflect the city's efforts, show its knowledge orientation, reveal the extent of its achievements in the basic points of its strategy and make clear the model it has set for itself as a city. The successes achieved to date by the metropolis in its regeneration and its best assurance for the future, and can help inspire confidence. That is why they must be publicised.

The extent to which players in society value a particular urban area is closely linked to the image which they hold of it. It is therefore necessary to publicise not only the image of the city held by its residents but also that held by investors, visitors, acquirers of culture, etc.

Developing a solid image is a slow process for a metropolitan area, and requires hard work and a great deal of creativity.

The action already taken to help make the city more attractive includes art festivals and other types of cultural activity, pedestrianisation, traffic control, better public transport at night and in the early hours of the morning, better street-lighting and improvements in community policies.

The image of Bilbao can be managed in the same way as the image of a product or service. Marketing tools, the way the market is dealt with and, above all, customer-oriented, competition-oriented actions can just as easily be applied in regard to a place, a region or even a country. There is rivalry between cities, so work is required to emphasise the strengths which distinguish Bilbao from other cities. To attain a good market position, Bilbao must think in strategic terms about

infrastructure provisions, industries, attractions and the type of people it seeks to attract if it is to achieve excellence as a metropolis.

Strategic Projects

We have dealt with the background to the Strategy Plan 2010, the current situation of the metropolitan area, the strategic goal and its three basic elements – - people, the activity of the city and an attractive metropolis, with knowledge management acting as the motor of the entire urban system.– We now present a series of strategic projects to be undertaken in the metropolis. These are intended to achieve the strategic aim of "developing a suitable environment in which high-added-value business initiatives can be put into action".

We must remember that we cannot hope to achieve a position of excellence in all fields. We need to concentrate our efforts - in terms of resources and issues of image and marketing - on a number of select projects that will drive development of this plan in the city.

Giving priority to certain specific aspects does not mean neglecting all others, but there must be a clear prioritisation of the actions that will achieve the objective we have set ourselves, and we must be aware that any selection process necessarily involves renouncing certain options.

Having presented the strategic aim of the Strategy Plan 2010 and its basic elements, we now set out a series of strategic projects that will result from implementation of the plan in the metropolis. These have been classified as follows:

- Large-scale "level one" projects, requiring strong investment. Of these, there are four that have been deemed to be the flagships for implementing our strategic aim.
- Complementary projects, which are more moderately priced and which - as their name suggests - are seen as complementing the flagship projects. These do not have as direct a dynamic role in the development of the metropolis. Their main importance lies in their effects and in the back up they provide to the Level One projects.
- Finally, the promotion of horizontal values, which will create a substratum and lend support to the entire urban system.

Level One Projects

Level One projects - which are large in scope and will require important investment - include:

- Urban space and creation of a "city for innovation and knowledge".
- Universal Exhibition.
- Old Quarter Project.

- The river estuary as an extension of the city.
- Establishment of an area for promoting highly innovative activities -Innovarea-.
- Bilbao as a meeting place for debating innovative initiatives.
- "*Life-long learning*" and access to advanced knowledge.

Of these, the first four - the creation of a city for innovation and knowledge, the universal exhibition, the Old Quarter Project and the river estuary as an extension of the city, are considered to be the flagship projects that will spearhead the plan's strategic aim.

Flagship Projects

Urban space and creation of a city for innovation and knowledge

This project prioritises the basic elements of people and the economic activity of the metropolis. It is an ambitious project and one with a great capacity to steer the metropolis towards the future, It requires large investment of resources and work, but if successful it could be vastly beneficial for the city, in terms of economic activity and of Bilbao's aspiration to become a reference point for activities related to innovation and knowledge production.

A necessary prerequisite of the success of this type of initiative is establishing an urban project that takes in all the different innovation activities: we need to define training needs and design and develop programmes that will satisfy these needs; secondly, we need to define the needs in terms of infrastructures and resources which will back the innovation-related activities, and cover them - intelligent infrastructures, *venture capital*, ICT infrastructures, etc; and thirdly, we need to determine the specific actions that have to be carried out to make the project viable and sustainable -basic research, attracting people and businesses.

One suitable site for this "city of innovation and knowledge" could be the Zorrozaurre area. This would mean regeneration of an industrial area in decline, whose physical appearance seriously damages the city's image, and it would also encourage the regeneration and recovery of the river estuary itself, helping to turn it into the backbone of the city (this project is dealt with in greater detail below).

The initiative would also provide a space that would help the development of new knowledge-intensive company initiatives, by bringing them closer to the areas of knowledge and innovation creation, and providing them with the means for applying them. As a complementary activity, we need to identify and attract ideas and qualified professionals with a capacity for leadership.

Universal Exhibition

A Universal Exhibition would display Bilbao's new position to the world and reinforce networking with other countries and social and economic partners. The project therefore directly prioritises the basic elements of people and the city's activity, and it is considered as a "motor" project because of its relevance for the metropolis.

A universal exhibition would fulfil two goals: as an event of international interest, it would help to publicise the city; at the same time, it would act as a catalyst for a vast range of public and private initiatives.

International projection has become a priority for any modern city: its capacity for progress depends on the density of relationships of exchange -technologies, products, information, services, capital, people- which provide input *for* innovation and opportunities for dissemination. At the same time, it would give an overall boost to the city, and could generate a large number of new initiatives and new infrastructures, which in the long term would provide an opportunity for new projects and activities.

This is therefore an initiative which would benefit everyone and could therefore serve to create a common will, generating a stronger sense of community and ensuring collaboration between the different social and economic partners involved.

Launch of the proposal will require very careful preparation to ensure approval from those whose support will be required for the idea to succeed. Only the presentation of a solid proposal, with clear benefits for society and for the agents involved, can ensure the involvement of institutions and organisations - public authorities, business organisations, educational institutions, etc.-, with the means to undertake this flagship project and make it a success.

Obviously, this project does not only involve the universal exhibition itself, but all the preliminary and subsequent actions that would be set in motion by the event. The city would require new infrastructures and installations, which in the future could house a range of cultural and social events, etc. Equally, the various actions involved in preparing the exhibition could lead to the development of a series of innovative activities in the use of techniques and procedures for the creation of the necessary infrastructures. These innovations would have important consequences, boosting the economy and improving economic efficiency, especially insofar as they could be effectively extended to the rest of the metropolitan system. In areas such as engineering and urban planning, this could help to create a brand image which would be identified with the city and its good work. The benefits could also extend to other areas, such as improving hotel services, etc.

The universal exhibition must therefore be viewed as a complete process that requires an interested public, preparation of the city and a continuity over time, in order to ensure that it is not just a one off event, leaving little behind in its wake, or that its scope is limited to the actual participants at the event.

Old Quarter Project.

One of the Level One Projects, which is also considered to be a flagship project is the urban regeneration of Bilbao's Old Quarter. Above all this would prioritise the basic element of the city's appeal. The social alienation and urban decay experienced by some parts of this area have led to a degree of abandonment and neglect. In order to prevent this continuing and ensure that Bilbao's Old Quarter can recover its former importance - thus fulfilling the maxim of making Bilbao an integrated and integrating city - it is essential to undertake actions that lead to the recovery of this area. It is important that the area play some function in the context of the city and that the conditions for effective integration of its inhabitants are ensured. We need to end the isolation suffered by much of the area and restore it so that all locals and visitors may enjoy it. The idea is to utilise this space as a site for an activity of interest, related to culture and the arts.

Our efforts must therefore be directed towards making the Old Quarter an urban meeting point with the arts and with the spirit of Bilbao. It must therefore be a priority to undertake a project of urban regeneration in this area of the city, whose important artistic, cultural and historical heritage forms part of the origins of the city and is therefore well worth conserving.

We need to guarantee that the Old Quarter plays a role in the city as a whole, reversing the phenomenon of progressive exclusion and separation, and thus recovering its value and particular identity and making it a focus for different activities.

To this end, we should promote and develop existing foci of attraction, while at the same time developing new initiatives. Future actions could be based on initiatives that have already been set underway, such as the joint project prepared by the University of the Basque Country, the Town Council and the BBK Savings Bank for regenerating Bilbao la Vieja, which encompasses three different actions: the building of an academic centre providing third-level Fine Arts classes, a student residence and a library.

All these planned actions would extend the cultural offer of the city and capitalise on currently undervalued resources. At the same time they would encourage activities in the area and make it a focus of reception, thus recovering its former dynamism.

The river estuary as an extension of the city

Cleaning and recovering the river estuary and its banks is a Level One project that requires important amounts of resources and which directly affects the basic element of the city's appeal. Because of the systemic design of the metropolitan area, it also affects other basic elements.

Decades of industrial activity on either side of the river have seriously deteriorated the environment. Recovering this area will require a great effort and considerable resources. The payback, however, will be that once the river has been cleaned and regenerated, it will become an asset of great value which can be used to increase the city's appeal and potential.

The replacement of obsolete industrial activities which has begun with Level One Projects, such as the Guggenheim Museum and the Euskalduna Conference Centre and Concert Hall must be completed with the creation of new residential areas and shopping centres in adjacent areas, together with green zones, long promenades and adjoining recreational areas, as well as projects related to the "city for innovation and knowledge" in areas such as Zorrozaurre. All this is intended to make the river estuary the backbone of metropolitan Bilbao as well as a meeting place and a basic feature of the city.

At the same time, private initiative must be helped to undertake profitable business projects that provide services along the river estuary.

If we can achieve these aims, the river estuary, as the new backbone of the city, could become the instrument that reinforces Bilbao's integration. It could also be an important decorative feature and act as a framework for different cultural, sporting and artistic activities. Some areas on the riverbanks, as well as containing parks and promenades, could be made into an open museum of industrial development. Some actions have already been taken in this area, with the installation of an exhibition hall in the Ilgner Building - located on the waterfront in Barakaldo - which has been refurbished to provide a location for innovation-oriented businesses.

Other Level One projects

Establishment of an area for promoting highly innovative activities -Innovarea-

This project is directly related to the idea of the "city for innovation and knowledge" and indeed, could be located in the same area as it. It involves the creation of a special zone intended for locating highly innovative and sufficiently viable business activities -Innovarea. This Level One

project gives backing to the strategic aim of the Strategy Plan 2010: the creation of a business fabric that is intensive in terms of knowledge and technology and offers high added value, and which could become the driving force of the economy. The main feature of this area would be that it would offer exceptional facilities during the initial stage to companies locating in the area, in terms of infrastructures, services, etc.

After a given length of time, the companies would lose their entitlement to use the area and its benefits, and the space would be handed on to other emerging businesses. The idea of this constant turnover and mobility of activities is to give a chance to all innovation projects of interest. This will require institutional support to provide the necessary resources - starting with land for setting up the area.

Bilbao as a meeting place for debating innovative initiatives

This Level One project directly influences the basic elements of the city's people and activity. It is very closely related to the project for holding a Universal Exhibition in the city. Bilbao could act as a meeting place for people and associations interested in specific issues, such as metropolitan development, knowledge Management, innovation management, scientific development in specific areas, marketing, etc., related to the city's aspiration to become a knowledge hub integrated in a global network. Both projects could turn around the idea of creating a bridge with the Americas.

Some spaces already used for such purposes could be utilised. These include the Euskalduna Conference Centre and the Guggenheim Museum and there are also institutions that have the international prestige and the capacity to attract important cultural and social events in the cultural and intellectual sphere.

The ultimate goal, however, should not necessarily be to make Bilbao a more developed city in the chosen fields, but rather to make it the ideal venue for discussing these issues, considering initiatives, establishing collaboration agreements, making transactions, etc. It would be a meeting place where innovation and research projects in these areas would come together and where collaboration agreements could be drawn up between work teams, institutions, companies, etc. It is important that this type of meeting should be held with a certain regularity, in order to make Bilbao a habitual venue.

One difficulty, however, is that Bilbao is not ideally geographically located for this purpose and conditions must therefore be sought that give it some edge and some special appeal that will attract this type of event.

As well as promoting the image of Bilbao abroad and ensuring a place in the global network of knowledge generation, this type of meeting could act as a spur for creating and setting up companies involved in event organisation, and also favour networking. Such companies might include providers of business services -in the area of knowledge management and innovation, development of technologies, etc. and companies dedicated to the design of new products and marketing, etc.

"Life-long learning" and access to advanced knowledge.

This project directly influences the basic elements of the city's people and activities. The project is openly related to another two of those outlined above: the creation of a "city for innovation and knowledge" and the establishment of an area for promoting innovative activities, since *'life-long learning'* and access to advanced knowledge are based on, and at the same time, feed this type of innovative initiative.

The metropolitan area currently stands on a social stage strongly influenced by the phenomenon of globalisation, with technology as the principal factor that promotes changes that affect the world order. With technology and the redesign of organisations, it is possible to optimise the use of new technologies and new people management techniques used to direct and steer change and leadership in the new world context.

In this emerging society, the pace of change is so fast that initial training systems cannot satisfy present or future needs. It is therefore necessary to continuously renew knowledge in order to adapt to the present situation.

In the knowledge society, capital and the land where it operates are no longer decisive factors. The decisive factor is now knowledge.

One Level One project therefore involves promoting *'life-long learning'*, and in this regard the provision of quality training courses is essential.

One of the conditions that might be particularly attractive for professionals is post-graduate education, which will allow them to keep up to date in their fields. Easy access to advanced knowledge sources is also viewed positively by those who consider knowledge to be an important asset for them and a reinforcement of their employability.

Consequently, ensuring the provision of broad high-quality postgraduate training, and promoting networking with advanced knowledge sources, will serve to attract good professionals and to guarantee their level of qualification.

Complementary Projects.

Listed below are some complementary projects which have a relatively moderate cost but contain the potential for an important impact. Many more could be undertaken but the projects have been focused and prioritised to achieve the strategic aim of developing an environment for highly innovative business initiatives. These, then, are projects that will be particularly effective if they receive wide acceptance and are complementary to Level One projects.

Amongst the most important of these complementary projects are:

- Advanced programme in business management at international level.
- Co-ordinated metropolitan planning system.
- Commitment to quality in public services.
- Urban landscape.
- Green belt.
- Public safety.
- Knowledge of English to aid communication.
- Corporate image of Bilbao.

Despite being broader in character than Level One Projects, these complementary projects also impact directly on one or more of the basic elements of the strategy.

Advanced programme in business management at international level

This complementary project prioritises the basic elements of people and the activity of the city and is directly related to the Level One project of support to *"life-long learning"*.

This complementary project consists of introducing an advanced international business management programme, in an attempt to promote training which prioritises a business spirit and leadership capacity, basic values for operating in this ever-changing new society. The project would also attract a large number of students and professionals from Spain and abroad, keen to build on their education. One possibility might be to seek installation by an American university or to franchise its programme so that it can be provided in Bilbao.

The programme must:

- Include high-powered lecturers and researchers, to ensure the quality of the programme and ensure that the knowledge transmitted is as advanced as possible, while at the time ensuring a link to prestigious research institutions and teams.
- Guarantee world-class education - for which purpose we should consider approaching an institution with extensive experience and recognised prestige.
- Provide classes in English, given that it is the world's most international language and the one used in economic and scientific fields, where it is now considered as an international lingua franca.
- Have an open world-wide competition system for admitting students
- Provide students and lecturers with the conditions for setting up their business projects.

Co-ordinated metropolitan planning system.

This complementary project will directly influence the creation of a metropolitan area that is appealing to visitors and locals alike. We need to prepare a planning system that takes into account the real situation of the city - i.e., its social, economic and territorial scenario, with renovated manufacturing industries and a strong capacity for constant adaptation, through ongoing education and technology.

The city forms part of the knowledge society, and this means that it is capable of coping with any changes that may occur in different industries as a result of the continuous transformation of the city.

At the same time, there is a need to encourage ongoing encounters between the various social partners, in order to allow the city's latent and immediate needs to be addressed.

Commitment to quality in public services

This complementary project has a direct impact on the basic element of the city's appeal. It requires an objective commitment by all the metropolitan authorities to ensuring quality in public services. It will need to take into account the specific needs and expectations of the local populace.

In order to improve efficiency in public services, we need to introduce quality criteria into the main municipal services of the metropolis.

Quality standards should be sufficiently specific and include precise deadlines. It is clear too, that the municipal authorities will need to manage their own quality through a learning process.

Urban landscape

This complementary project is related to the ornamentation, cleaning and upkeep of the city, and directly prioritises the basic element of the city's appeal. The appearance of metropolitan Bilbao can be significantly changed if buildings, streets and public premises are cared for and kept clean. This means that as well as creating new buildings and premises, it is important to refurbish and embellish those we already have.

At the same time, the city's ornamental features can be enhanced with measures such as the cleaning and painting of facades, upkeep of plants and street furniture, quality and decoration of pavements, etc. Many of these measures require only modest budgets or could be undertaken by private individuals, if programmes are established to stimulate and finance, at least partially, actions of this kind.

One of the possible measures that could be taken is to conduct awareness campaigns on the importance of conserving and caring for the metropolis.

Green Belt.

This project has a direct impact on the basic element of the city's appeal. It is important to take measures so that locals and visitors alike can enjoy quality surroundings, where they can mix with their peers and enjoy a range of activities in their spare time.

We therefore propose that as a complementary project, the green areas of the metropolitan area - such as parks and recreational areas - should be integrated, thus achieving:

- Proper provision of services and equipment to improve the city's appeal.
- Integration into the city's infrastructure and public transport networks.

Public safety

Safety is a feature of increasing importance in the appeal of cities, precisely, because in many places it has deteriorated.

Public safety is the result of a series of measures, some aimed at eliminating the causes of crime and others targeted at prevention. These must all be taken into account in designing policies intended to ensure public safety.

Knowledge of English to aid communication

This complementary project has a direct influence on the basic elements of people and the activity of the city. It seeks to develop the populace's communication skills in a world language. There can be no doubt that English is now the lingua franca of the advanced world.

English for communication between Bilbao and the rest of the world and thus:

- Keeping up to date with the latest advances in all fields.
- Participating at key international forums.
- Extending economic activity to international markets.
- An ability to attend to visitors.

Determined promotion of English will require a high degree of participation by many different organisations and institutions, including public authorities, business organisations, professional associations, the university and other institutions.

It is necessary to promote continuous English learning through different organisations and companies, viewing it as an essential part of *'life-long learning'*. Not only will this allow highly qualified professionals to continue updating their knowledge of specific subjects; they must also be made aware of the need to advance and update their knowledge of English itself.

One idea might be to conduct media campaigns to make people aware of English's importance as a lingua franca. It is also important to stress the importance of creating a polyglot atmosphere, with English as the predominant - though not the only - foreign language, as a sign of Bilbao's innovation and image as a metropolis in a global context. This would help to attract foreign professionals.

Corporate image of Bilbao

The development of the corporate image and its dissemination would heighten Bilbao's profile as an attractive city for inhabitants and visitors alike, and help to identify it with everything the image represents; the image should synthesise all the significances it symbolises.

We will need to choose very carefully the image we want to project, since the message transmitted will be very powerful, and once launched, it may be very difficult to change. The image can highlight specific characteristics of the current situation of Bilbao, but should not stray from reality.

Development and dissemination of the corporate image is necessary in promoting a city, but it is very important that this is done properly.

We want to project the image of a prestige city, with quality equipment and infrastructures and cutting-edge technology, as well as high quality academic provisions.

Promotion of Values

Finally, we must address the values that have to be promoted to achieve the strategic aim of developing a suitable environment for business activities of high added value.

These values generate the substratum and support the totality of the urban system. If the city neglects any of these values, it will negatively impact the rest of the system for urban development.

We need, therefore, to implement actions that are related to those intangible resources and values of the metropolis which directly affect other tangible areas already addressed.

One of the features of modern society is a progressive loss of values and a lack of interest in them. This process erodes the social ethic and reduces the vitality of a society. This can clearly be seen in many societies, and Bilbao is no exception. We do not have to look very far back in time to see the beginnings of this change.

We propose to promote the following values, which serve as a support for the other projects described:

- A professional culture of "doing normal things well".
- Respect for differences.
- Citizen awareness based on the acceptance of obligations.
- A welcoming attitude towards visitors.

A professional culture of "doing normal things well".

The proper working of the city is founded on doing normal things well. This is perfectly possible if the person responsible for doing them has the necessary knowledge for the purpose and if good workmanship is seen as a component of professional culture. It is therefore essential to teach attitudes oriented towards "doing things well": attitudes such as competitiveness, creativity, determination, initiative, not to mention tolerance and understanding; these are principles that must be instilled by the educational institutions, which play a fundamental role in ensuring the creation of good professionals, trained to do things well.

An action of this type is also horizontal and its effects are clearly visible when such a culture is accepted by sufficiently large sectors of the population.

We thus build the foundations of a society committed to a professional culture that is aware of the need to do things well.

Respecting differences

The aim is to promote a respect for differences, including values that benefit everyone. We must disseminate and accept values that improve the quality of coexistence and guarantee the integration of all members of society, making Bilbao a community that is receptive to all those who choose to live here. At the same time as these values are promoted, we should also consider others of a more altruistic nature, which would inevitably be more difficult. These include values aimed at full integration of groups that are still marginalised, but who wish to participate and contribute to society, such as people with physical and mental disabilities, etc. They also include values aimed at integrating individuals and communities from different places and ethnic origins, while at the same time overseeing and managing immigration - to whose presence and arrival we shall necessarily have to accustom ourselves - in such a way as to make Bilbao into the metropolis it aspires to be.

Public awareness based on acceptance of obligations

It would be a fine achievement if we could manage to make everyone more interested in fulfilling their obligations than demanding their rights. Rights are satisfied as a consequence of the fulfilment of obligations by all members of the society. The paradigm shift resulting from arousing a sensitivity to obligations, could be a driving force for change in many other attitudes: attitudes of solidarity - less selfish and more dedicated - of respect for the environment, of social participation,... attitudes, in short, which favour coexistence and the generation of a more solid social fabric.

Welcoming attitude towards visitors

Development of a welcoming attitude to visitors to our city will help to attract skilled leaders and professionals. The attitude of local people is a feature which is highly appreciated by those who leave their own social surroundings and seek something which will compensate them at a personal level for what they have left behind. This is a valuable attitude because of its capacity for attraction, for making Bilbao an open, friendly and receptive city. But it is valuable in itself, not only because of the benefits it can generate for the city, but also because of its capacity to generate a desirable and healthy environment for local people themselves, and help them to be similarly welcomed wherever they go.

Looking to the Future. The continuation of the process

The strategy for metropolitan Bilbao over the next ten years does not end with the presentation of this document. It is a process in continuous change that must adapt to our changing surroundings. We have therefore presented a series of projects and lines of action that mostly involve intangible elements of the metropolis. To put these into practise we need to have a team of leaders capable of bringing them to a successful conclusion and thus to develop a suitable environment for business activities of high added value to flourish in Bilbao.

Following the lines set out in the Bilbao 2010 Strategic Reflection, this strategy plan is based more on actions of "intangible" kind than on the exclusive creation of infrastructures. Nonetheless, in order to make these actions more visible, it is important that they should be accompanied by some tangible support to ensure that the local populace is aware of the activities being carried out.

At the same time, the Strategy Plan 2010 is based on a systemic perspective of metropolitan development, whose basic elements are people, the activity of the metropolis and the city's appeal. Focusing on these basic elements we propose a series of projects and actions affecting one element or another, but like any system, any modification changes the system as a whole.

Knowledge stands at the centre of these three basic elements. It is the element of reference for pushing the system forward. It is closest to people, because it is they who hold that knowledge. It is also important for the development of the city's economic activities and, in turn, for making the city more attractive to locals and visitors alike.

At the same time, the Level One projects presented are considered as a support for the development of the system in achieving the strategic aim of making metropolitan Bilbao into an environment in which business initiatives of high added value can flourish. However, these Level One projects in turn need the support of the complementary projects to succeed.

There follows a series of recommendations which must be taken into account in each of the basic elements of the strategy, and which are related to the proposed projects and lines of action.

People: origin and aim of the strategy

People are the only true resource of a metropolis like Bilbao. The economic success of any city is not sufficient without the development of the people living in it.

The success or failure of any metropolitan strategy depends on its people, because the plan is made by and for them.

In order to achieve the strategic aim of making the metropolis a suitable place for business initiatives of high added value to flourish, we need to promote the role played by leaders in the development of metropolitan Bilbao and have mechanisms to train, retain and attract professionals.

The Strategy Plan 2010 covers a range of different initiatives: some require important investment for the creation of infrastructures to complement existing ones or projects that will improve the metropolis, while others centre on economic activities or on the promotion of values and attitudes.

Specifically, Level One projects related to the basic element of the people include the City for Innovation and Knowledge -which in turn is one of the flagship projects, support for '*life-long learning*' and '*Innovarea*'. As well as these projects there are the complementary projects of the advanced business management programme, directly related to '*life-long learning*' and the promotion of English as an international lingua franca, and very closely related to the basic element of the economic activity of the metropolis.

In undertaking these initiatives it will be important to have sufficient leaders or teams of leaders to take charge of each of these activities, since it would not be easy for all the projects and lines of action included in the Plan to be led, with sufficient intensity, by a reduced number of people. Finding sufficient leaders with the right profile may therefore be one of the critical issues for the success of the Strategy Plan 2010.

Without losing sight of the systemic vision of the plan - it is therefore necessary to relate the basic element of the people with that of activities and the appeal of the metropolis. In order to attract and retain a large number of professionals it will be necessary:

- To provide the city with high-quality educational facilities, supporting '*life-long learning*'.
- To offer work opportunities of interest for such professionals.
- To develop towards a city that is appealing to live in.

Activity of the metropolis.

This basic element is closely related to that of people, since it is they who participate in the economic activity of the metropolis. In this regard, the Level One projects and the complementary projects proposed coincide to a large extent with those already mentioned for people, with the addition, amongst those of Level One, of the meeting place and Universal Exhibition - considered as a flagship project for the metropolitan system.

The Strategy Plan 2010 sets out a series of initiatives to encourage these activities of high added value, among which some of the most important are the encouragement and creation of a suitable environment for their development; creating special areas with good communication and connections with advanced knowledge centres; supporting these activities especially during the company creation stage; aiding networking between employers and professionals; promoting international relations; promoting a business spirit in training schemes; socially rewarding the business and entrepreneurial spirit, and finally, disseminating the image of Bilbao as a suitable venue for innovative business activities.

The city as an attractive surroundings.

Together with the other basic elements, metropolitan Bilbao needs to create an attractive and appealing city for locals and visitors alike. The other basic elements of the Strategy Plan Metropolitan Bilbao 2010 and the keys for the future and basic aspects of the Strategic Reflection only make sense with the configuration of a city in which people want to live.

The appeal and the quality of life of the city is one of the conditions that people value most and one of the decisive factors in deciding where to live and work.

The two projects for the Old Quarter and the river estuary as an axis of the revitalisation of the metropolis are also considered as Level One Projects - and at the same time flagship projects for metropolitan development. In addition, there are the complementary projects of the co-ordinated planning system, the commitment to quality in the public services, urban landscape, the green belt, public safety and, finally, the image of Bilbao.

As a support to all the Level One and complementary projects, we propose a series of horizontal values which affect the entire metropolitan system. These include a professional culture doing things well; the promotion of values; popular awareness based on acceptance of obligations and a hospitable attitude towards visitors.

The purpose of all these actions is to create an ideal context for achieving the strategic aim and in turn, to make it visible.

Monitoring and updating of the process.

The strategy plan is designed for a period of ten years and it would be naive to imagine that the circumstances of our surroundings will not change during this time. The Strategy Plan 2010 and the projects and lines of action proposed will therefore have to be adapted to these changing

circumstances. This will involve continuous observation of the global context and monitoring of the results of the Strategy Plan 2010.

Change represents a threat for those who do not know how to react to it, but it can be an advantage for those who are capable of perceiving it and detecting the opportunities it offers.

We need to bear this in mind, given that the new economy, the development of the information and knowledge society and the progress of globalisation will bring about great changes in the short and medium term future.

In monitoring progress, we will use a system of indicators that will allow us to assess both the progress of specific programmes, and the overall development of the city.

Together with the system of indicators, procedures will be established for preparing and interpreting them. We will base ourselves on our prior experience in preparing systems of indicators.

The system of indicators will serve for preparing the annual progress report, which will be used to determine what measures, if any, need to be taken.

In short, implementation of the projects and actions proposed in the Metropolitan Bilbao 2010 Strategy Plan will serve to "place metropolitan Bilbao at the forefront of the most economically dynamic and culturally advanced and creative cities, with a balanced territory and social solidarity, and a commitment to conservation of the environment, and will make Bilbao a point of reference as a competitive surroundings for business activities of high added value".

Annexes.

Bilbao 2010. The strategy.

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- Juan José Baños (Director of Deia)
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- Txomin Bargas (Head of Industrial Applications and the Environment of the Gaiker Foundation)
- Ricardo Barkala (Director General of Lan Ekintza, S.A.)
- Antonio Barrenechea (Managing Director of Tamoin)
- Javier Barrondo (Head of Training at Iberdrola)
- Amaia Basterretxea (Director of the Museum of Basque Archaeology, Ethnography and History)
- M^a Asunción Belamendia (Administrative Manager at Metro Bilbao, S.A.)
- Carmelo Bengoechea (ViceDean of the Institute of Civil, Canal & Harbour Engineers of the Basque Country)
- Mikel Bereziartua (Councillor for the Environment on Santurtzi Town Council)
- Fidel Bikandi (Head of Communications at Zabalgardi)
- Ricardo Bilbao (Head of Creation and Dissemination at the Basque Government-Eusko Jaurlaritza)
- Angel Bilbao (Head of Quality Management at Arce Sistemas)
- Maite Bilbao (Councillor for the Environment on Getxo Town Council)
- Armando Bilbao (Vice-rector of Company Relations of the University of the Basque Country)
- Iñaki Bilbao (Training Department of IBAE-ADEBI)
- Elisabete Bizkarralegorra (Head of the Department of Education, Youth and Sport of Bilbao City Council)
- Alexander Boto (Technical Assistant Manager, Head of Quality at Ihobe)
- Alberto Bravo (Production Manager at SICE)

- Jon Buesa (Head of Waters of the Basque Government-Eusko Jauriaritza)
- Iñigo Bullaín (Social Science and Media Science Faculty of the University of the Basque Country)
- Cristino Burgoa (Regional Delegate for the Basque Country of ONCE- Spanish Association of the Blind)
- Vicente Bustamante (Municipal Civil Engineer of Getxo Town Council)
- Esther Cabezudo (Councillor for Social Welfare, Health and Consumption on Portugalete Town Council)
- Francisco Javier Cáceres (Director General of Gaia)
- Miguel Angel Calvo (Department of Traffic and Transport of Barakaldo Town Council)
- José Antonio Campos (Deputy for Economic Promotion of the Provincial Council of Bizkaia)
- Jesús Cañada (Secretario of the Official Institute of Architects of the Basque Country and Navarre)
- Julio Cantón (Director of the Training Centre of Mondragón Corporación Cooperativa)
- María José Careaga (Head of Marketing Communications at Ericsson)
- Gonzalo Centeno (Managing Director of Barakaldo Theatre-Barakaldo Antzokia)
- Félix M^a Cienfuegos (Councillor for Town Planning of Plentzia Town Council)
- Aitor Cobanera (Director General of SPRI)
- Francisco Corpas (Director of the Department of Culture of Barakaldo Town Council)
- José Angel Corres (President of the Bilbao Port Authority)
- Javier Cortés (Deputy Director of El Correo)
- Jesús Coterón (Head of Communications at the Bilbao International Exhibition Centre)
- Juan Manuel Crovetto (Managing Director of PRIDESA)
- Javier Cruz (Mayor of Santurtzi Town Council)
- Manuel Cuenca (Vice-rector of Research and Communications of the University of Deusto)
- Alejandro Cuesta (Managing Consultant of Ibermatica)
- Juan Ignacio Cuesta (Director of Asociación Técnica de Carreteras)
- José Luis Damborenea (Executive Director General of Sociedad Promotora Bilbao Plaza Financiera)
- Eugenio Damboriena (President of FEVE - Narrow gauge Railways)
- Pedro de Asumendi (General Deputy Director and Head of Administration and Operations at Europistas)
- Francisco Javier de Azaola (BBVA)
- Emilio de Francisco (Head of Works and Projects at the Basque Government-Eusko Jauriaritza)
- José de la Rosa (Assistant Managing Director of the Chamber of Commerce of Bilbao)
- Miguel de Unzueta (Director of the Royal Society of Friends of the Basque Country)

- Igor del Busto (Head of Communications at Cebek-Bizkaia Employers' Confederation)
- Ernesto del Río (Director of the Bilbao International Film Festival)
- Javier Domínguez (President of the Regional Board of the Basque Country of O.N.C.E.- the Spanish Association for the Blind)
- Iñaki Echebarria (President of the Bilbao-Bizkaia Waterboard)
- M^a Angeles Egaña (Head of the Department of Culture and Tourism of Bilbao City Council)
- Pello Ellakuria (President of the Schools Council of the Basque Country)
- Luis Elizondo (Training Service IVAP)
- M^a Pilar Elorrieta (Technical Secretary of the Social Council of the University of the Basque Country)
- Francisco Javier Elzo (Professor of the Faculty of Social Science of the University of Deusto)
- Tomás Epalza (Head of Quality of the Environment of the Basque Government-Eusko Jaurlaritza)
- Anton Erkoreka (Vice-president for Bizkaia of Eusko Ikaskuntza, Society for Basque Studies)
- José Luis Erkoreka (Councillor for Social Welfare on Gorniz Town Council)
- Javier Errasti (Director of Consultores Eryba)
- Baltasar Errazti (Tamoin)
- Javier Escobal (Director of the Technology Department of the Gaiker Foundation)
- Joseba Escibano (Director General of the Promotion of Tourism of the Provincial Council of Bizkaia)
- Eduardo Escibano (Dean of the Bar Association of Bizkaia)
- Luis Fernando Escudero (Deputy Director General of Eusko Trenbideak/Ferrocarriles Vascos S.A. – Basque Railways)
- Carlos Estefanía (Deputy Director General of Planning and System Operations of the Department of Public Works and Transport)
- Mikel Etxebarria (Head of the Service for Cultural Action of the Provincial Council of Bizkaia)
- Begoña Etxebarria (Director of the Novia Salcedo Foundation)
- Elvira Etxebarria (Director General of Bilbao Iniciativas Turísticas – Tourist Information Office of Bilbao)
- Josu Fernández (Director General of Deia)
- José María Fernández (President of the Guidance Foundation Gorabide)
- Daniel Fernández (Technical Manager of the Bilbao Bizkaia Water Board)
- Jesús Fernández (Delegate for Communication and Public Relations of the Basque Country for RENFE- Spanish Railways)
- Ernesto Ferrándiz (Director of the Civil Engineering Department at Sener)
- Norberto Figuro (General Secretary of AVIC- Asociación Vasca de Ingeniería y Consultoría)

- Yolanda Fika (Councillor for Social Welfare and Social Services on Barakaldo Town Council)
- José Luis Franch (Director of Dragados, Obras y Proyectos, S.A.)
- Kontxi Gabantxo (Secretary of Drug Addiction of the Basque Government-Eusko Jaurlaritza)
- Ernesto Gallejones (Councillor for Town Planning, Housing and the Environment on Trapagaran Town Council)
- Yolanda Galindo (Training Division at El Corte Ingles, S.A.)
- Eugenio Gandiaga (Director of the Getxo Culture Centre)
- Concepción Gangoiti (Director of the Museum of Artistic Reproduction)
- Cosme Garai (Director General of Public Works and Services of the Provincial Council of Bizkaia)
- Juan Garaiurrebaso (Director General of the Bilbao International Exhibition Centre)
- Antonio Garamendi (Member of the Board at Babcock & Wilcox Española, S.A.)
- Javier Garavilla (Large Account Executive for the North at Airtel)
- Isabel Garcés (Director of the Department of Women, Employment and the Environment of Bilbao City Council)
- Javier Garcia-Egocheaga (President of Zabalgarbi)
- Alfonso García (Councillor for Culture, Education, Euskera and Sport on Barakaldo Town Council)
- José Luis García (Social Council of the University of the Basque Country)
- José Manuel García (Councillor for Social Welfare and Employment on Santurtzi Town Council)
- Agustín García (Coordinator for Industrial Relations, Department of Administrative Law II of the University of the Basque Country)
- Josune Gardoqui (Expert in Training and Employment at Egailan)
- Maite Garmendia (Area Delegate for Education in Bizkaia of the Basque Government-Eusko Jaurlaritza)
- Francisco Garmendia (Dean of the Faculty of Political Science and Social Science of the University of Deusto)
- Xabier Garmendia (Development of Protection of the Environment)
- María José Gil (Vice-rector of Continuous Training of the University of Deusto)
- Manuel Gogenola (Director of the Economic Information Service at the Chamber of Commerce of Bilbao)
- Néstor Goicoechea (Managing Director of ASER)
- Ana Goitia (Coordinator of Research on Leisure Studies at the University of Deusto)
- Fernando Gómez-Bezares (Vice-rector of the Teaching Staff at the University of Deusto)
- Alfredo Gómez (General Manager of EITE)

- Javier Gómez (Councillor for Regional Planning, Works, Services and the Environment on Muskiz Town Council)
- Fernando González (Deputy Director of Traffic of Bilbao City Council)
- Javier González de Durana (Director of Sala Rekalde- Exhibition Centre)
- José Miguel González (Head of Training at DZ Centro de Diseño)
- Benito González (Director of Publications at Estrategia Empresarial)
- Juan Antonio González Royuela (Deputy Director General of Bilbao Bizkaia Kutxa)
- Jesús González (Member of the Regional Board of Bizkaia of EUDEL (Association of Basque Municipalities))
- Mikel González (Technical Consultant at Aclima - Asociación Cluster de Industrias del Medio Ambiente-Clustered Environmental Industries)
- Carmen González (Member of the Executive Board of the Official Institute of Chartered Social Workers and Social Assistants)
- Félix González (Director General of Nokia)
- Javier González (Department of Technological Consultancy of the Robotiker Foundation)
- María Goti (Managing Director of El Correo Digital, S.A.)
- Roberto Gracia (Director General of the Labein Foundation)
- Eukene Guarrotxena (Councillor for the Environment, Health and Employment on Mungia Town Council)
- Edurne Gumuzio (Director General of Infrastructure, Training and Employment of the Provincial Council of Bizkaia)
- Vicente Gutiérrez (General Manager of the BBVA Foundation)
- José María Heras (Enyca Ingeniería y Comunicaciones S.A.)
- Miguel Angel Herrero (Councillor for Town Planning and the Environment on Etxebarri Town Council)
- Fernando Huarte (Director Cáritas for the Diocese of Bilbao)
- Guillermo Ibáñez (Director General of Bilbao Bizkaia Kutxa)
- José Ignacio Ibáñez (Director General of Town Planning of the Provincial Council of Bizkaia)
- Begoña Ibargüen (Adviser to the Mayor's Office at Bilbao City Council)
- José María Intxausti (Vice-President of the Basque Institute of Economists)
- Juan Ignacio Iñurrieta (Chief Finance Officer at Daimlerchrysler Rail Systems España, S.A.)
- Javier Iriarte (Director of Housing and Architecture of the Basque Government-Eusko Jaurlaritza)
- Agustín Iturriaga (Dean of the Official Institute of Industrial Engineers of Bizkaia)
- Juan Ignacio Izeta (Director of Regional Planning of the Basque Government-Eusko Jaurlaritza)

- Iratxe Landeta (Director General of Planning and Management of Social Measures of the Provincial Council of Bizkaia)
- Juan Carlos Landeta (Acting Secretary-General of the Chamber of Commerce of Bilbao)
- Xabier Lapitz (Deputy Director of Deia)
- M^a Begoña Llarena (Director of Bilbao Airport)
- José María Larrauri (Assistant Management of System Planning and Operations at the Provincial Council of Bizkaia)
- Carlos Lázaro (President of the Bizkaia Delegation of the Official Institute of Architects of the Basque Country and Navarre)
- Mauri Lazkano (President of the Technology Park of Zamudio)
- Antonio Leal (General Manager of El Corte Ingles, S.A.)
- Jon Joseba Leonardo (Vice-dean of the Faculty of Political Science and Social Science of the University of Deusto)
- Iñaki Letona (Director General of the Gaiker Foundation)
- Ian Lewis (General Consul of the British Consulate General)
- Pedro Lobato (Mayor of Etxebarri Town Council)
- Daniel López (Provincial President of the Red Cross of Bizkaia)
- Cesar López (Director of the School of Legal Practice of Bizkaia)
- Santiago López (Director of the Department of Business Training of the Chamber of Commerce of Bilbao)
- Leonardo Lorente (Vice-rector of the Promotion of Culture and the University of the University of the Basque Country)
- José Luis Los Arcos (Department of Information Technology of the Labein Foundation)
- José Luis Madrazo (Director of Youth and Community Measures of the Basque Government-Eusko Jauriaritza)
- Federico Magadán (Deputy Director of the Department of Social Welfare of Bilbao City Council)
- Jon Mancisidor (Director of External Relations of Bilbao Bizkaia Kutxa)
- Enrique Marco-Gardoqui (General Secretary of SPRI)
- Juan José Martínez (President in Bizkaia of Ajebask - Association of Young Businesspersons of the Basque Country)
- Gorka Martínez (Department of Culture of Bilbao Bizkaia Kutxa)
- Laura Martínez (Project Manager of the Department of Technological Consultancy of the Robotiker Foundation)
- Santiago Mayner (Director General of Elecnor, S.A.)
- Eusebio Melero (Councillor for Social Welfare and Human Services of Bilbao City Council)
- José Mendia (Assistant Director General of the Labein Foundation)

- Juan José Mezcorta (Mayor of Abanto & Zierbana Town Council)
- Jesús Antonio Monreal (Director of Employment and Training of the Basque Government- Eusko Jaurlaritza)
- Francisco Javier Montejo (General Manager of Etra Norte)
- Gotzone Mora (Department of Social Science II of the Faculty of Social Science and Media of the University of the Basque Country)
- Miguel Moral (Director of the Department of Company Services at IBV)
- Jesús Manuel Morán (Head of Research and Medical Training of the Hospital of Cruces)
- Mikel Moreno (Chief Editor of El Mundo del País Vasco)
- Diego Moyano (President of Inguralde)
- José Miguel Múgica (Director General of Eusko Trenbideak/Ferrocarriles Vascos S.A. – Basque Railways)
- Javier Muniozguren (Director of the University College of Industrial and Telecommunications Engineers)
- Marcos Muro (Deputy Director General of Lan Ekintza, S.A.)
- Koldo Narbaiza (Director General of Culture of the Provincial Council of Bizkaia)
- Jesús Navarrete (Director of Tecsa)
- Angel Nieva (Director General of Bilbao Ría 2000)
- Joaquín Ochoa (President of Confebask's Training Committee – Basque Employers' Confederation)
- Fernando Ochoa (General Manager of the Athletic Club of Bilbao)
- José Luis Olabbarri (President of ASCOVI-BIEBA)
- Juan José Olabarria (Delegate for Public Safety of Bilbao City Council)
- Luis Olaortúa (Member of the Board at Idom)
- Fernando Olmos (Deputy Director General of Ibermatica)
- Nikolas Oñate (Mayor of Plentzia Town Council)
- Mikel Oregi (Director of Management and Development at Sprilur)
- M^a Luisa Ortega (Director of Civil Protection and Traffic of Bilbao City Council)
- Cristina Ortega (Interdisciplinary Institute of Leisure Studies of the University of Deusto)
- Paul Ortega (Director of UNESCO)
- Mikel Ortiz de Arratia (Head of Public Relations at Petronor)
- José Ignacio Ortiz (Managing Director of Bizkaiko Bideak)
- Carlos Ortueta (Area Sales Manager of the Basque Country at Elecnor, S.A.)
- Jon Ortuzar (Director General of the Euskalduna Congress and Music Hall of Bilbao)
- Julián Padierna (General Manager of Suburban Trains in the Basque Country of RENFE-Spanish Railways)

- Juan Manuel Pedrero (Director of the Transport Market of the Robotiker Foundation)
- Carlos Pera (Mayor of Barakaldo Town Council)
- Jorge Peral (Councillor for Social Measures and Health on Muskiz Town Council)
- Ignacio Pérez (Managing Director of El Correo)
- Margarita Pérez de Zabalza (Chief Finance Officer and Administrative Manager, European Software Institute)
- Ana Elvira Pérez (Councillor for Social Welfare, Health and Consumption on Etxebarri Town Council)
- Enrique Portocarrero (Director of the Basque Employers' Circle)
- Javier Puertas (Councillor for Social Measures, Health and Employment on Leioa Town Council)
- Teresa Querejazu (President of the Etorikintza Foundation)
- Fernando Querejeta (Director General of Idom)
- Gloria Quesada (Managing Director of the Hospital of Cruces)
- Javier Retegi (Director of Technological Development and Quality of the Mondragón Corporación Cooperativa)
- Fernando Revuelta (Department for Town Planning and Municipal Relations of the Bilbao Port Authority)
- Juan Antonio Rivas (Vice-rector of the Bizkaia Campus of the University of the Basque Country)
- Arantza Rodríguez (Department of Applied Economy I of the Faculty of Economics and Business Studies of the University of the Basque Country)
- Mercedes Rodríguez (Director of Planning in Tourism for the Basque Government-Eusko Jauriaritza)
- Susana Rodríguez (Dean of the Faculty of Economics and Business Studies of the Commerce University of Deusto)
- Antonio Roldán (Project Development of the BBVA Foundation)
- Juan Carlos Romeo (Head of the Planning and Project Department of the Bizkaia Transport Board)
- Francis Roudière (General Consul of the French Consulate)
- Mikel Ruiz (Director of the Somorrostro Training Centre)
- José Pablo Ruiz (Researcher for the Department of Technological Consultancy of the Robotiker Foundation)
- Francisco Ruiz (Councillor for Town Planning, Works, Services and Sport on Portugalete Town Council)
- Inmaculada Ruiz (President of the Official Institute of Chartered Social Workers and Social Assistants)
- José Luis Sabas (Councillor for Culture and Tourism on Bilbao City Council)

- Rafael Fco. Sagarduy (General Manager of the Environment at Idom)
- Josu Sagastagoitia (Managing Director of Metro Bilbao, S.A.)
- Karmelo Salaberri (Councillor for Personnel and Public Safety on Getxo Town Council)
- Javier Salazar (Dean of the Official Institute of Architects of the Basque Country and Navarre)
- Begoña Salinas (Director of Bilbao 700 III millenium)
- Roberto San Salvador of the Valle (Institute of Leisure Studies of the University of Deusto)
- Julián Andrés Sánchez (Managing Director of the Technology Park of Zamudio)
- Francisco Sancho (Head of Training at Babcock & Wilcox Española, S.A.)
- Juan Francisco Santacoloma (Director of University and Company Affairs of the University of Deusto)
- Jesús Santacruz (Delegate of the North for Indra SSI, S.A.)
- José Ramón Santillán (Director of Social Measures at Bilbao Bizkaia Kutxa)
- Lander Sarasola (Vice-rector of Students of the University of the Basque Country)
- M^a Luisa Setién (Director of the University College of Social Workers of the University of Deusto)
- Gorka Sierra (Director of the Bilbao Choral Society)
- Juan Carlos Sinde (Director of the Abandoibarra Area with Bilbao Ría 2000)
- Iñaki Susaeta (Head of the Land and Waste Section at the Gaiker foundation)
- Rafael Suso (Managing Director of EKD)
- Mikel Torres (Head of Training at CEDEMI)
- Inés Trincado (Councillor for Social Welfare and Public Health on Getxo Town Council)
- Luis María Ullibarri (Managing Director of Hobetuz)
- Koldo Unceta (Director of the Hegoa Institute of the University of the Basque Country)
- M^a del Carmen Urbieta (Director General of the Environment of the Provincial Council of Bizkaia)
- Andrés Uriarte (Councillor for Town Planning on Getxo Town Council)
- Jon Uriarte (Director of Public Safety of the Basque Government-Eusko Jaurlaritza)
- Roberto Urkitza (Director of Estrategia Empresarial)
- Víctor Urrutia (Vice-rector of the Teaching Staff of the University of the Basque Country)
- Juan Luis Urrutia (Consultant at Bilbao Metropoli-30)
- Jon Koldobika Urrutia (Director of IVAP)
- Eduardo Urturi (Director of the Department of International Relations of SPRI)
- Ana Paula Valle (Communications and Image at La Caixa)
- José Alfonso Vallejo (Secretary of the Institute of Civil, Canal & Harbour Engineers of the Basque Country)
- Eduardo Vallejo (Managing Director of the Transport Board of Bizkaia)

- Iñaki Vázquez (ESIDE – Department of Telecommunications at the University of Deusto)
- Ramón Vega (Councillor for Town Planning and the Environment on Santurtzi Town Council)
- Juan Ignacio Vidarte (Director General of the Guggenheim Bilbao Museoa)
- José Luis Villacorta (Head of Opinion of El Mundo del País Vasco)
- E. Jesús Villanueva (Dean of the Institute of Civil, Canal & Harbour Engineers of the Basque Country)
- Iñaki Zarraoa (Mayor of Getxo Town Council)
- Roberto Zubiaga (Director of the Environment and Chemistry of the Labein Foundation)
- Miguel Zugaza (Director of Bilbao Fine Arts Museum)
- Santos Zunzunegui (Professor of the Faculty of Social Science and Information of the University of the Basque Country)