

Political Management based on Economic Stringency and Strategic Budgets



Bilbao



Bilbao

Home to around half the population and economic activity of the Basque Country...

Basque country

Population: 2.172.175

Per capita GDP: € 32.133

Metropolitan Bilbao

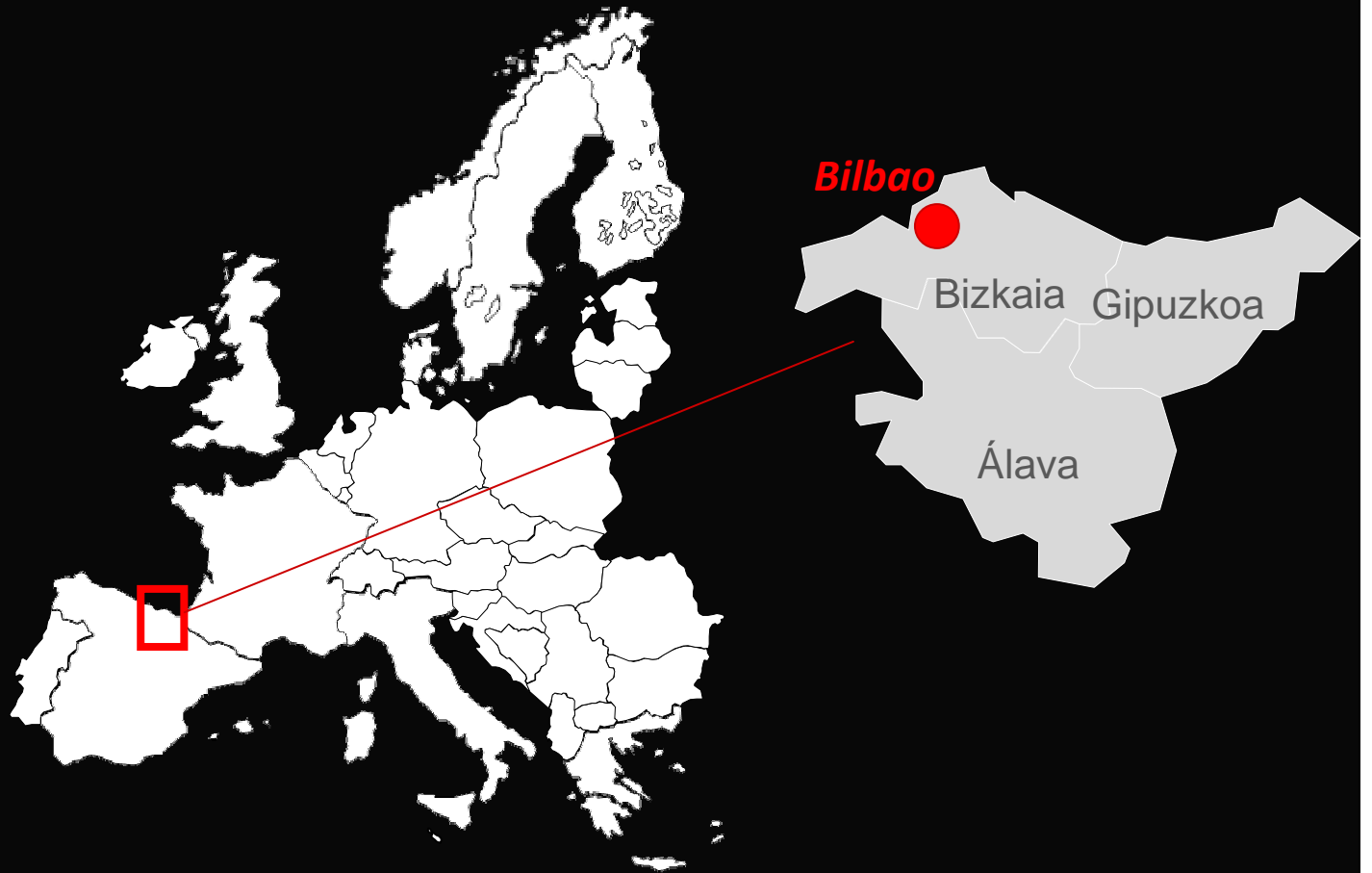
Population: 953.152

Per capita GDP: € 32.924

Municipality of Bilbao

Population: 354.860

Per capita GDP: € 26.225



Third City with best reputation in Spain...

2008	2009	2010	Ciudad	Puntuación
1º	1º	1º	Madrid	1.000
2º	2º	2º	Barcelona	987
5º	5º	3º	Bilbao	805
4º	4º	4º	Zaragoza	688
8º	10º	5º	Donostia - San Sebastián	666
3º	3º	6º	Valencia	656
14º	18º	7º	Vitoria	623
7º	8º	8º	Málaga	616
11º	9º	9º	Murcia	608
20º	16º	10º	Santander	607



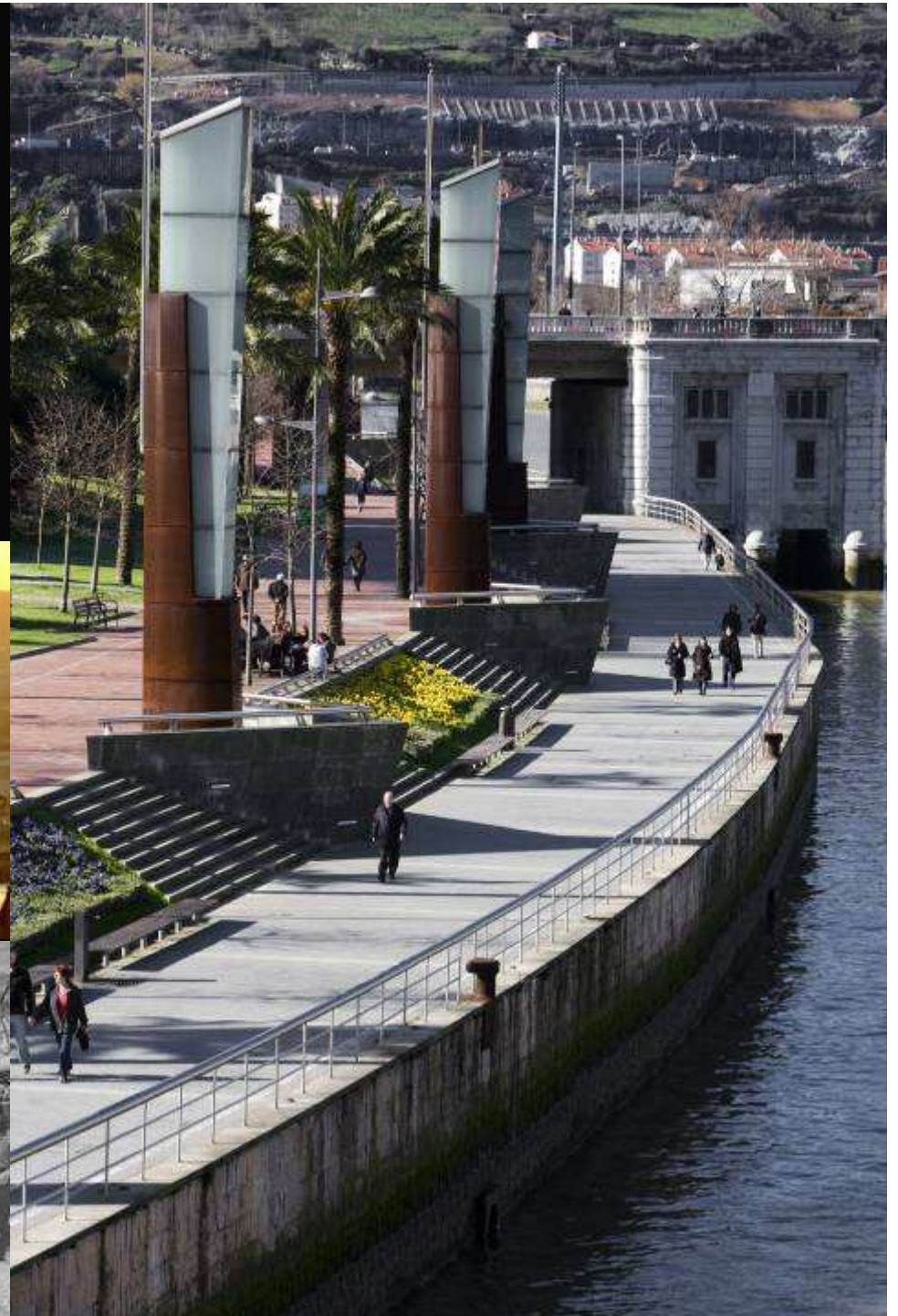
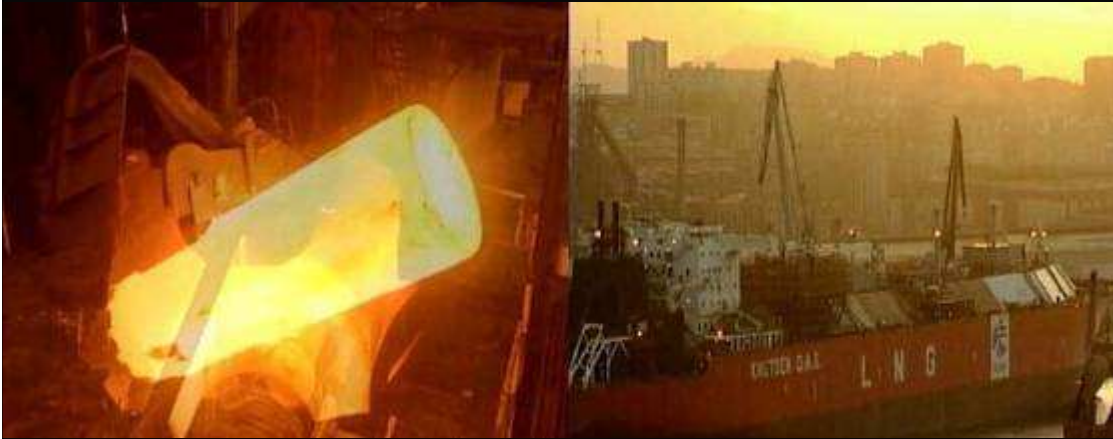
The study identifies the best cities to live, work, visit, study and do business.



*A City with its own
culture and traditions...*



A City that has reinvented itself...



*A City that has suffered
an extraordinary
transformation...*



Renovation of the City: Major investments in infrastructures...



Frank O. Gehry



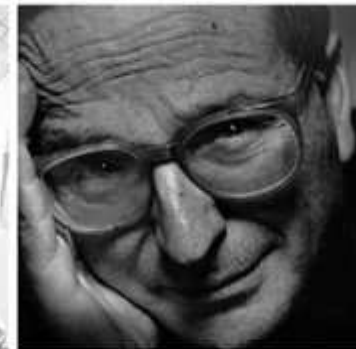
Norman Foster



Zaha Hadid



Alvaro Siza

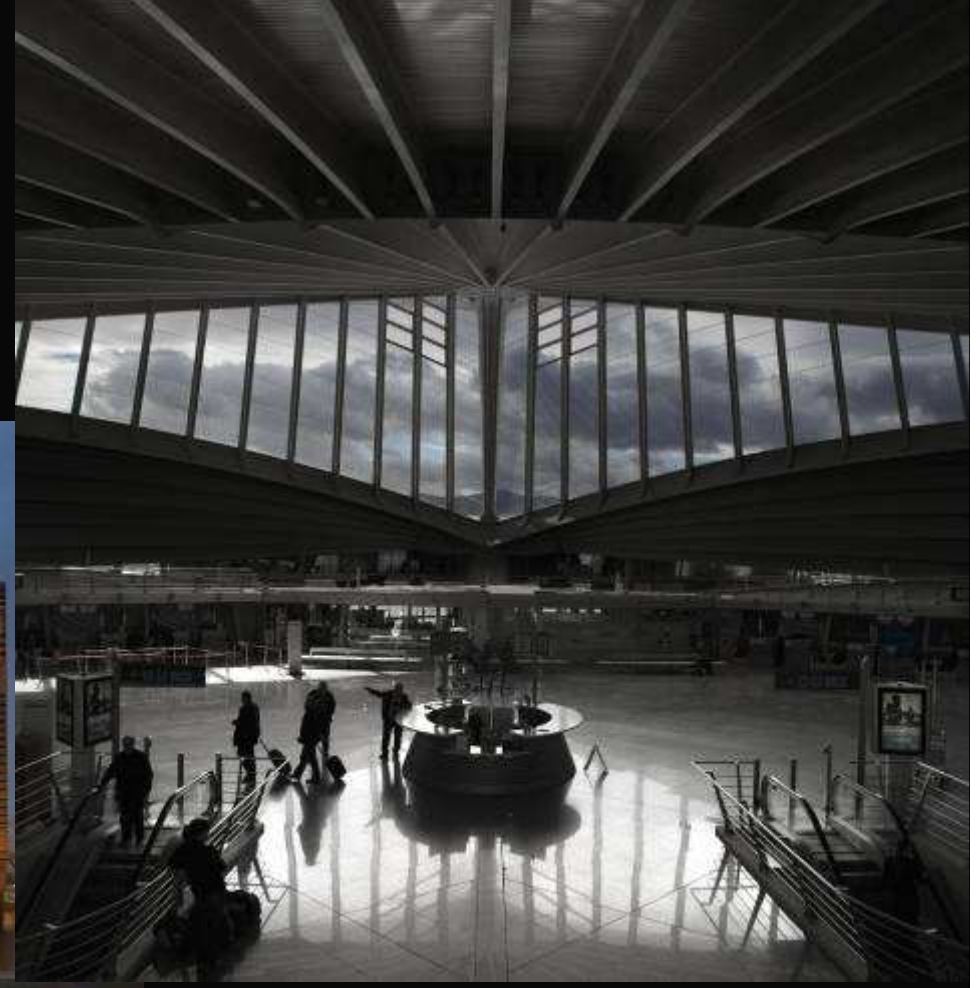


Rafael Moneo



Arata Isozaki

A City that has come from industry to a knowledge-based economy...



*Urban regeneration:
Economic and social development of the City...*

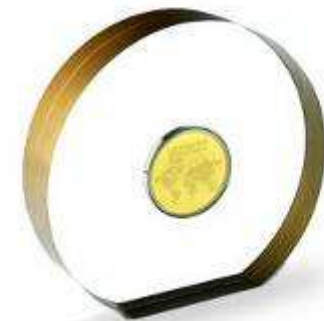


An internationally recognized model...



- 2002** - Cities Awards for Excellence
- 2003** - European Healthy City Award
- 2004** - Città d'Acqua
- 2004** - European Urban and Regional Planning Awards
- 2005** - Award for Management Culture
- 2005** - IsoCaRP Awards for Excellence
- 2006** - European Urban and Regional Planning Awards
- 2007** - European Enterprise Awards (Bilbao la Vieja)
- 2009** - Selected to attend the Shanghai World Expo 2010
- 2010** - Lee Kuan Yew World City Prize
- 2011** - Liveable Communities Awards 2011

LEE KUAN YEW
WORLD CITY ○
PRIZE



THE PROJECT

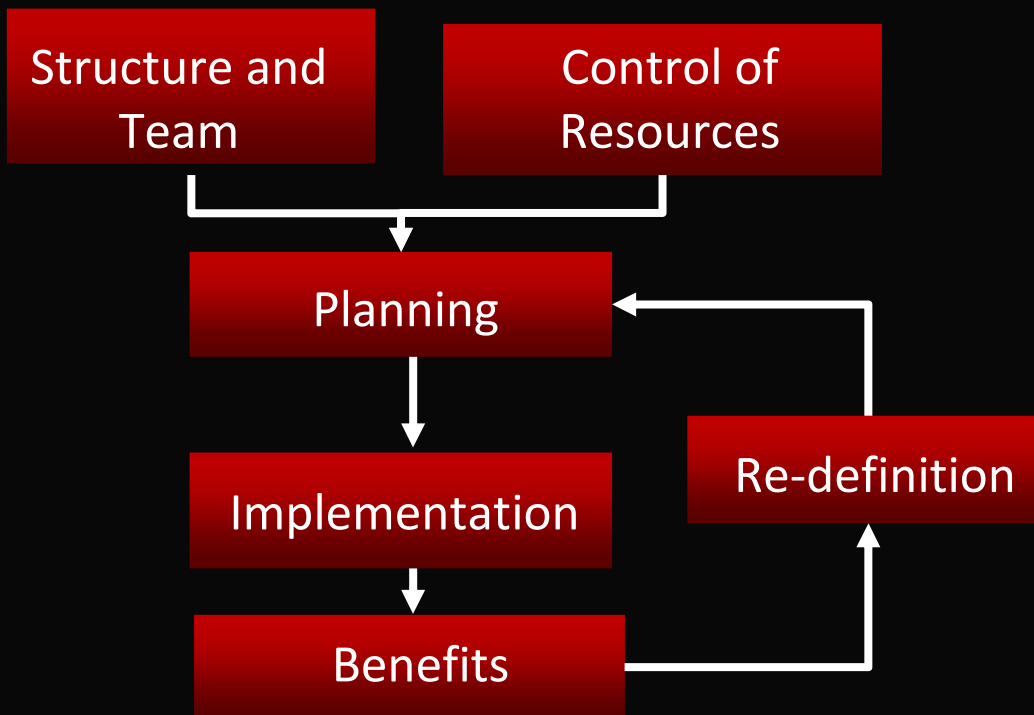
2007 - 2011

1 Billion Euro investment

Zero Debt (as for April 2011)



Different phases in its political management



*Benefits from a dual perspective:
social and corporate....*



In 2009: Less indebted City in Spain...

In 2010: 20% reduce of the debt...

In 2011: the only large municipality at a national level that is DEBT-FREE...

City Councils' debt

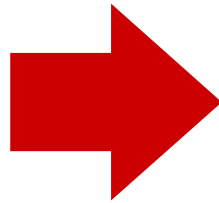
Million Euros		
Capital Cities with MORE debt		
	2009	2010
Madrid	6.770,00	6.453,00
Valencia	834,20	890,00
Barcelona	791,60	1.202,00
Zaragoza	751,90	748,00
Málaga	719,70	743,00

December 2009. Million Euros		
	2009	2010
Bilbao	3,94	3,12
Huesca	17,13	15,58
Soria	17,48	21,07
Toledo	19,23	32,24
Segovia	22,42	24,16

Project objectives

Design and steer a project for the future of Bilbao...

GENERAL OBJECTIVE



Manage the available resources **effectively** and **transparently** in conjunction with the citizens in response to their needs.

1 Strategic Planning

Governance Plan
2007-2011

Strategic Budgets

2 Monitoring / Control

Control Table and
Indicator System

Efficiency and Austerity
Plan

3 Transparency

4 Citizen Participation

5 Zero Borrowing

Resources and Budget

Internal and external resources...

- ❑ Political and technical staff.
- ❑ Technical Resources
- ❑ Expert Advisors
- ❑ Communication Actions



Total budget...

Governance Plan 2007-2011

191.983 €

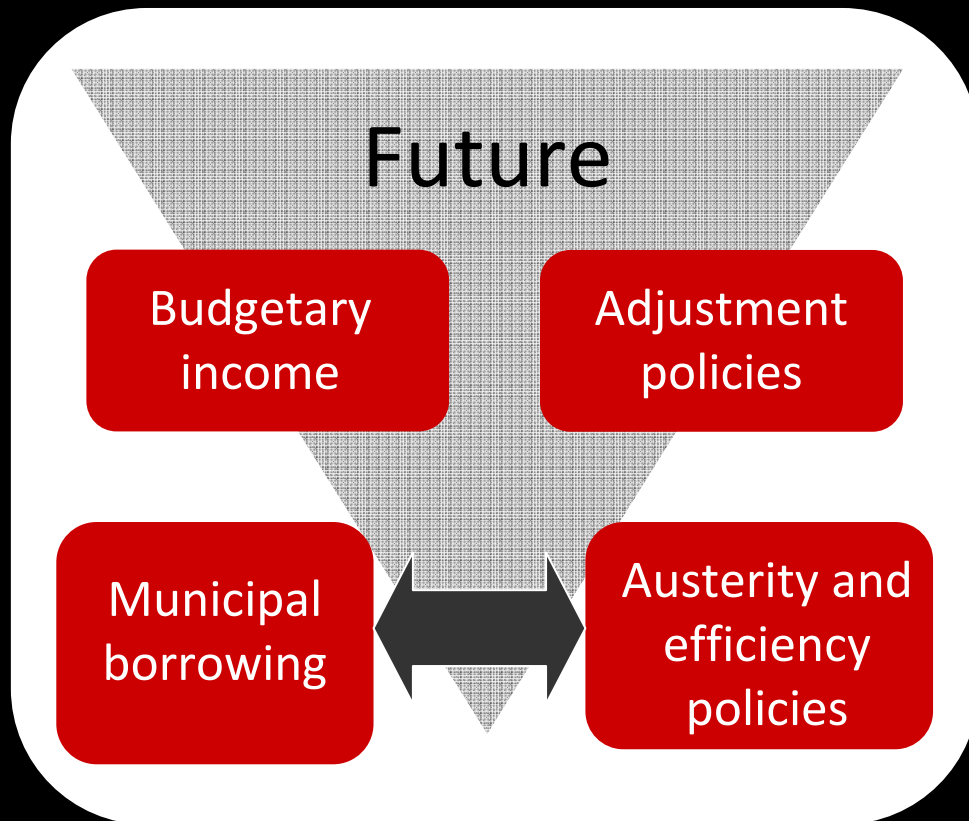
Monitoring of the
Governance Plan
(2007 and 2008)

33.879 €

TOTAL
225.862 €

Sustainability of the project

A long-term strategy...



Development of new projects...



Intermodal Station



Green Belt



Zorrozaurre



San Mamés Berria



University in the San Mamés District



Abandoibarra

International promotion...



Stand Bilbao Bizkaia
International Fair 2011

bilbao bbk live

7/8/9 JULIO 2011 BILBAO NOBE TARDENAK

VIERNES 7:
COLDPLAY • BLONDIE
BEADY EYE • CRYSTAL CASTLES
RUSSIAN RED • KEN ZAZPI...

VIERNES 8:
AMY WINEHOUSE
KASABIAN • KAISER CHIEFS • !!!
TV ON THE RADIO...

SABADO 9:
THE BLACK CROWES
THE CHEMICAL BROTHERS
JACK JOHNSON
30 SECONDS TO MARS • M-CLAN...



Fitur

Feria Internacional de Turismo
International Tourism Trade Fair

MEEDEX 2011
MEETING DESTINATION EXPERTS

ITM
INTERNATIONAL
LUXURY TRAVEL
MARKET
5-8 DECEMBER 2011 | CAMBODIA

ijimex 2012
AS PART OF
ITM

B.T.C.
LA FIERA DEGLI EVENTI
21-22 GIUGNO

SeaTrade
CRUISE
SHIPPING
CONVENTION

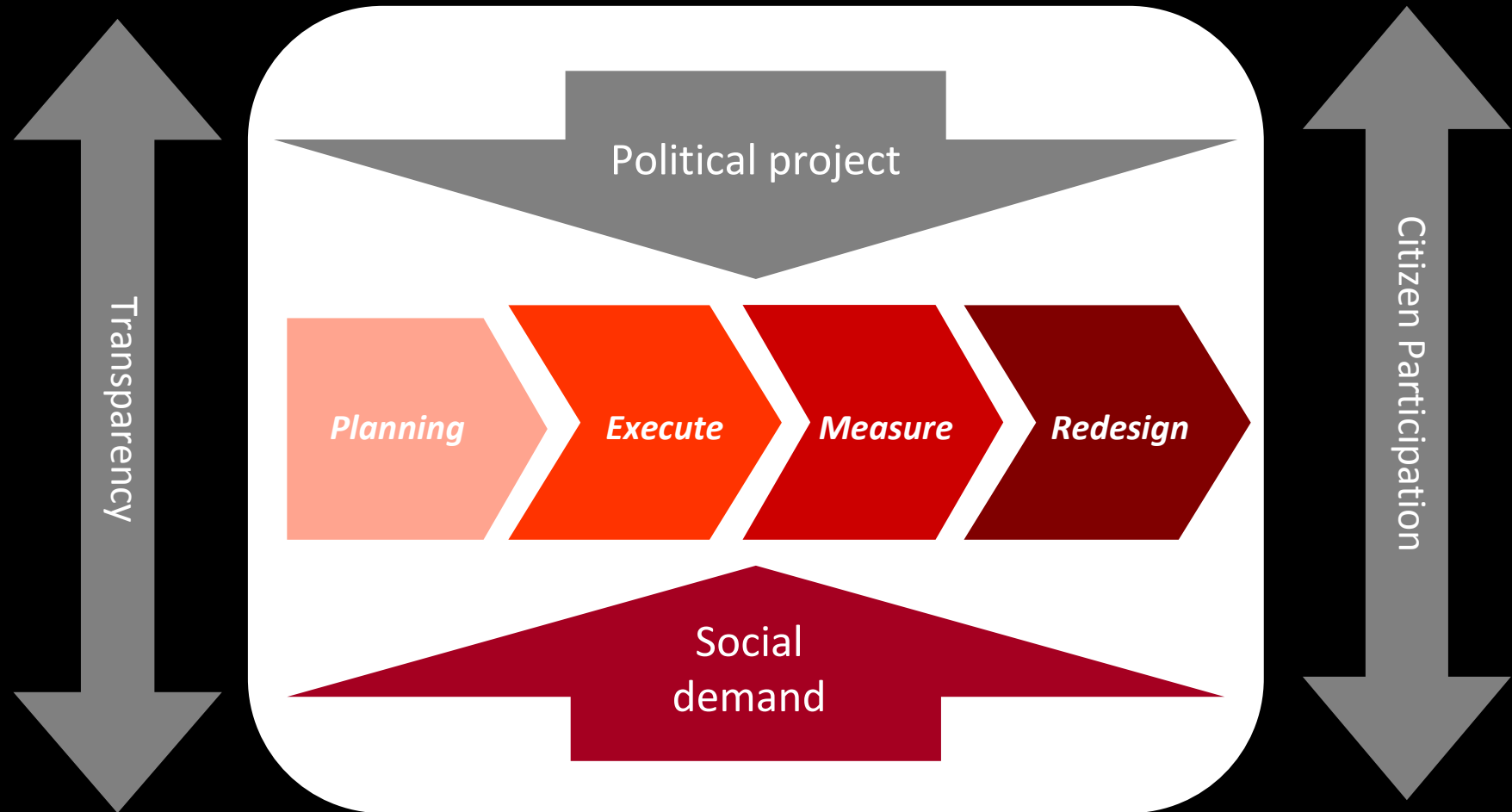
eibtm
The Global Meetings & Events Expo
29 November - 1 December 2011
Pav. Con. 14, Barcelona, Spain

Slow Food
Bilbao Bizkaia
2010 - 2011
km 0

Slow Food
Bilbao Bizkaia

Implementation of the project

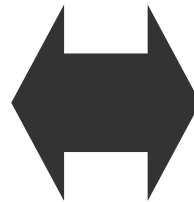
Implementation of projects based on strategic objectives...



Two tools for the strategic planning...

Governance Plan 2007-2011

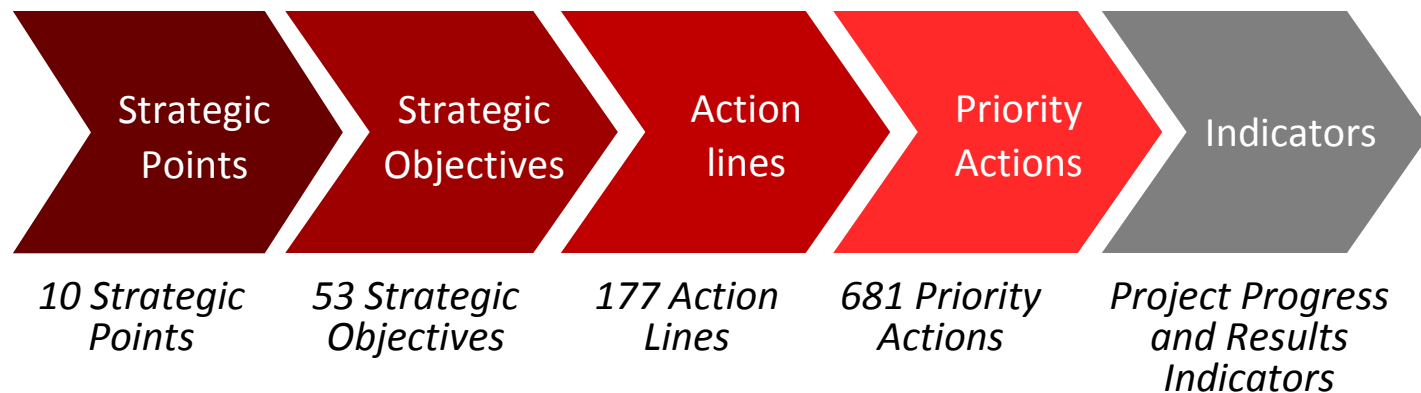
Transfer of Political Objectives to Specific Action Plans, with their respective Monitoring Indicators.



Strategic Budgets

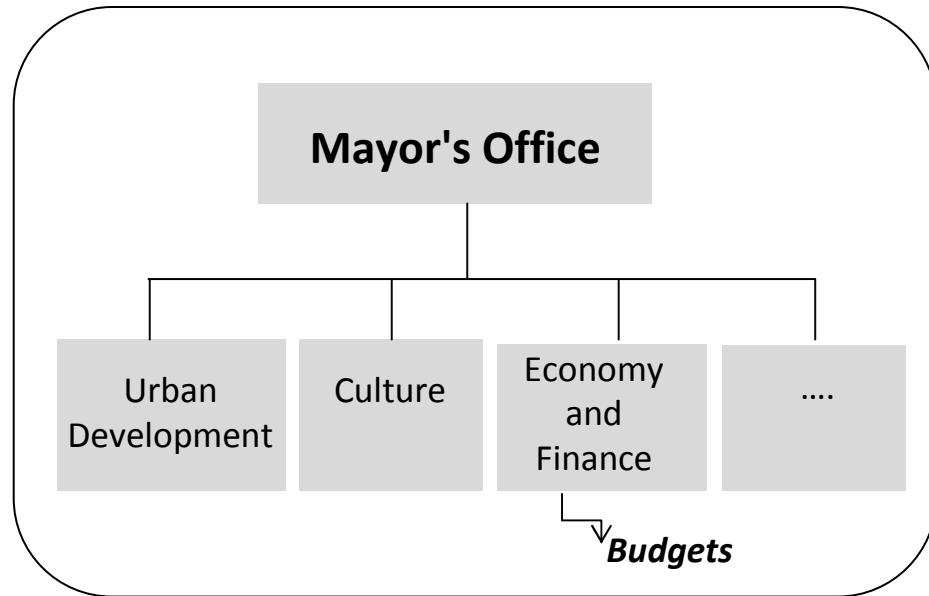
Transfer of Strategic Objectives for the Term of Office into Budgetary Commitments

Implementation of the Governance plan...

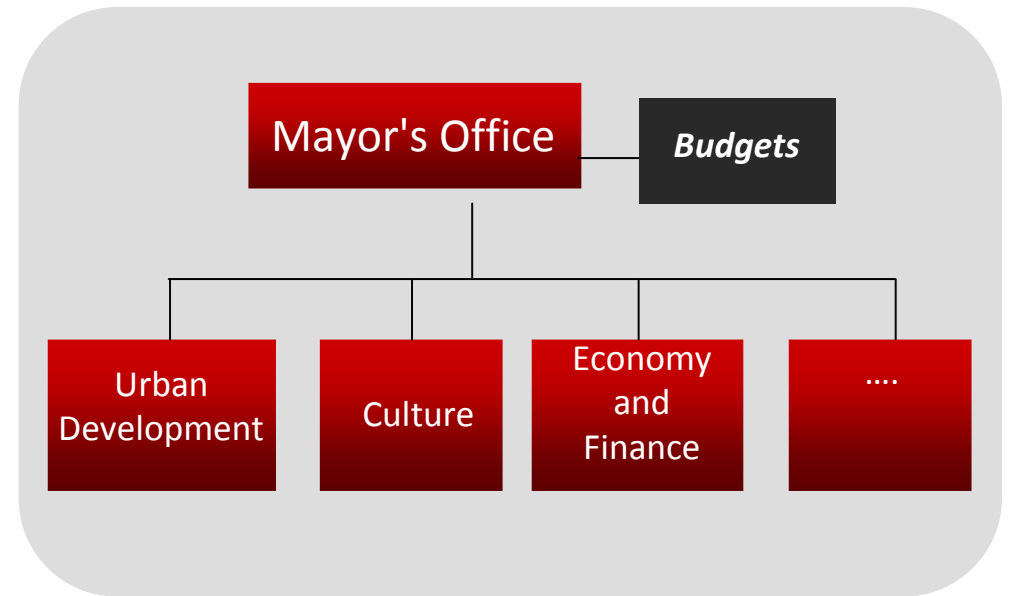


Establishment of Strategic budgets...

Traditional Structure



Structure with Strategic Budgets

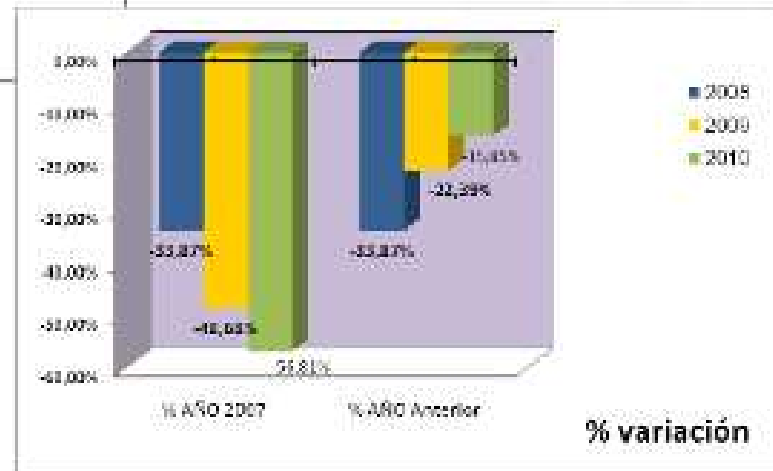


Implementation of a monitor and control system...

Governance Plan Indicators: STRATEGIC POINT 1: BASIC QUALITY SERVICES



Objective 1 – Street cleaning and Waste Management



Implementation of an Efficiency and Austerity Plan...



High level of transparency...

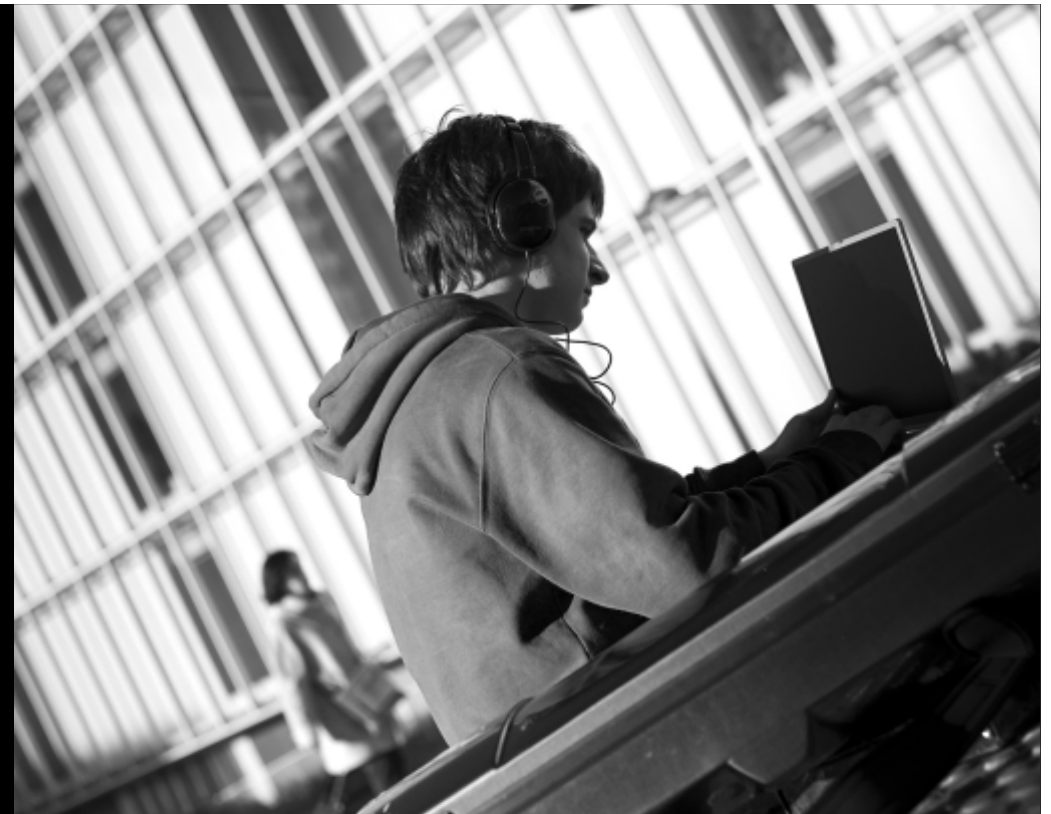
- ❑ City of Bilbao's Civic Council
- ❑ Neighbourhood Urban Observatory
- ❑ Promoting the ICTs
- ❑ Participation in the event organized by the International Transparency Foundation in 2008, 2009 and 2010



MUNICIPAL TRANSPARENCY	GLOBAL ASSESSMENT	
	PUNCTUATION	
CITY	2010	2009
Madrid	91,3	91,3
Barcelona	88,8	90,0
Valencia	38,8	43,8
Sevilla	82,5	93,8
Zaragoza	66,3	83,8
Málaga	95,0	68,8
Murcia	66,3	85,0
Palma de Mallorca	91,3	53,8
Las Palmas de G.C.	81,3	65,0
Bilbao	100,0	97,5
Alicante	57,5	73,8
Córdoba	73,8	81,3
Valladolid	65,0	70,0
AVERAGE	70,2	64,0

Citizen's participation...

- ❑ Area of Participation and District Councils.
- ❑ Sectoral Councils.
- ❑ Special plans for specific neighborhoods.
- ❑ Sectoral participation through specific instruments.



Innovation

High level of innovation in political management...

Innovation

**QUALITY AND
ON-GOING
IMPROVEMENT**

**CITIZEN
PARTICIPATION**

TRANSPARENCY

“ZERO” DEBT

**GOOD
GOVERNANCE
PRINCIPLES**

Results

Project results...

1

Bilbao City Council's positive economic-financial situation

2

Completion of emblematic projects for the city

3

Increase in municipal transparency

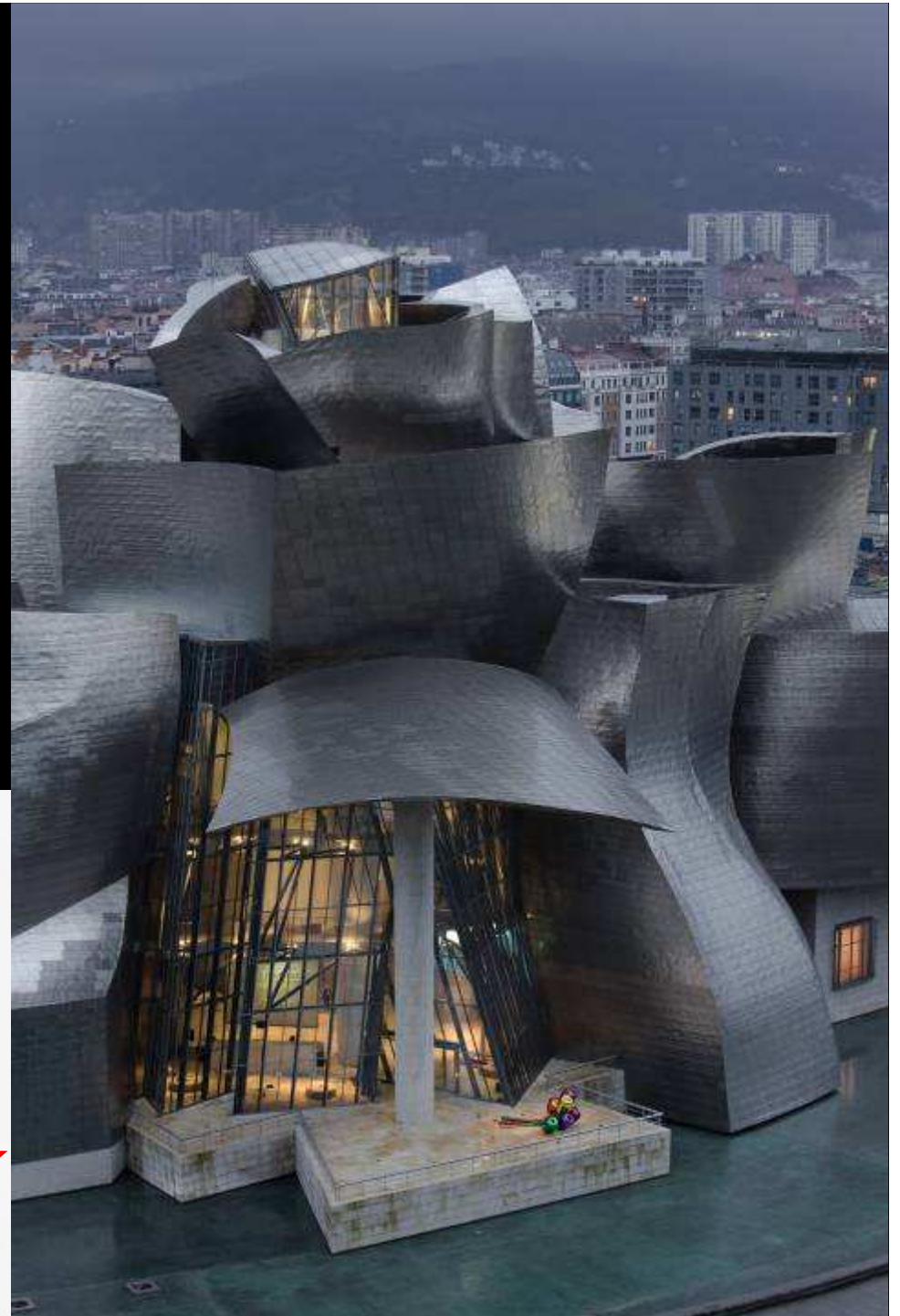
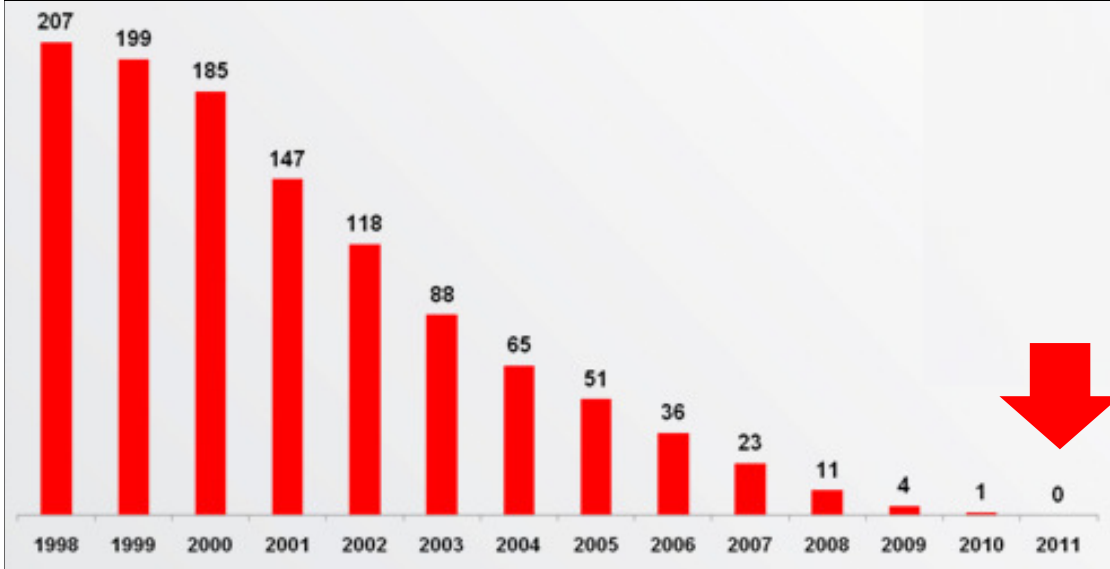
ZERO DEBT

**POSITIVE CITIZEN
PERCEPTION OF MUNICIPAL
MANAGEMENT AND THE
FUTURE OF BILBAO**

*Positive economic – financial
scenario in 2011...*

ZERO DEBT

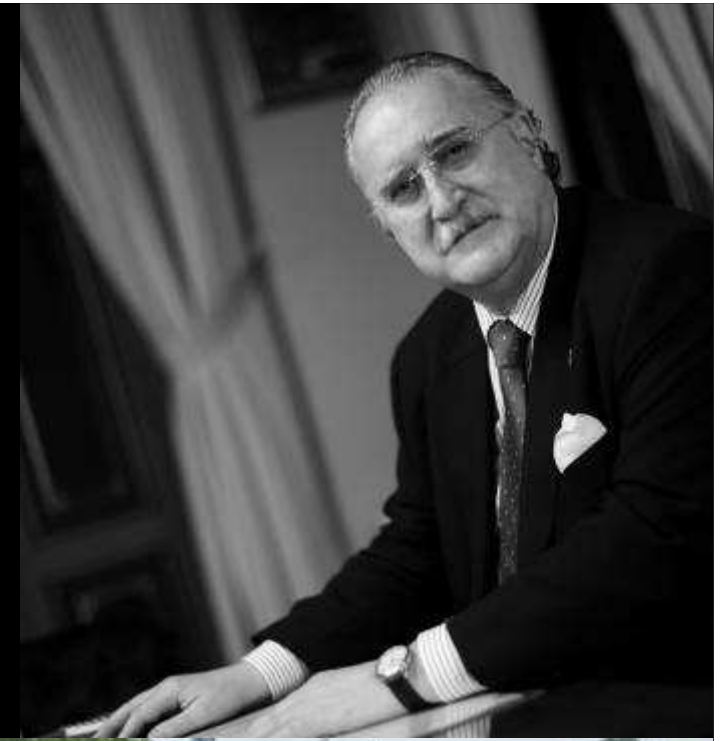
(As of April 2011)



Transparent and effective management...



*A success achieved thanks to the
commitment acquired by all the
Political staff and citizens...*



Next steps

An ongoing project...

Budget for 2012

5,35 % reduction

Continue with a Zero Debt



Three main axis for 2012...

- ❑ Guarantee services and attention to citizens
- ❑ Implement an investment project to modernize Bilbao until 2015: investment in neighborhoods and modernization of the Old Town
- ❑ Maintain an attractive and live City form a business point of view



Bilbao: The Fascinating Transformation...



Thank you for your attention and you
are all Welcome to visit us in Bilbao!

