

CHIMERA PLUS

process and methodology for the growth of regional CCI subsectors promoting the sustainable urban development.



Project co-financed by the European Regional Development Fund

Partner: SARGA

WP: 3 - Transferring

Deliverable: 3.4 - Frontrunner analysis

Status: Final

Date: February 2022

i **Definition of Frontrunners**

The AF states “RPs will identify 3 frontrunners regions/cities on urban sustainability and role of CCIs for sustainability at European level”. For this reason the successful frontrunner can be a city or a region where successful experiences of urban sustainability have been developed thanks to the involvement of the creative and cultural sectors, in particular with the support of CCIs.

The frontrunner is a good practice that has reached high targets and results in its field of competence and therefore the analysis of its case studies allow to discover the key factor of success to be gained and to know how to fill in the gaps of local realities with their experience.

In the specific context of Chimera plus project the identification and the analysis of a frontrunner by the Receiver Partners will provide them with examples and inputs on how to realize the development of urban sustainability in their areas, thanks the support of the cultural and creative sector.

Frontrunners can be represented not only by their institutional levels (Municipalities, Regions) but also by other organisations (eg. Development Agencies, Research entities, etc.) involved with a leading role in the successful experiences of transition to urban sustainability. The frontrunners success stories could be CCI-led urban revitalisation initiatives or projects that work to be catalysts for the urban revitalisation process in creating dynamic places, driving local economic development and innovation, and improving social cohesion. They can be an extra part of an existing project (culture and regeneration), or be fully integrated (cultural regeneration), or can be the main drivers of the project (culture-led regeneration).

Cultural and creative industries revitalisation projects tackle urgent problems related to the physical environment, the economy, and society.

The main success factors of frontrunners success stories can be:

- **Key components:** the new or improved functions, assets, services and physical environments that are created through cultural and creative industries revitalisation projects.
- **Enabling environment & capacity:** the policy and regulatory mechanisms and tools used to make the development happen.
- **Approach & process:** the vision, leadership, governance and management that is used to drive and oversee development.

i To be completed by each CHIMERA PLUS partner:

Title	Zorrotzaurre, isla creativa (Zorrotzaurre, creative island)
Location	Spain, Vizcaya, Bilbao
Founded	2008 (not ended yet)
Contacts	Name and contacts of the main representatives (President, Director, etc.) and a general email (ex.: ualq@ualq.pt) Karim Asry, Creative Director of Espacio Open, one of the many emerging initiatives “in the meantime”.
Webpage	https://www.zorrotzaurre.com/isla-creativa/ / https://espacioopen.com/
Short Summary	Synthetic description of the frontrunner including overall characteristics or summary (role, implementation scale, etc.). Please, justify based on the relevance of CHIMERA PLUS thematic. [Max. 3 lines written]

Isla Creativa is a sustainable urban regeneration project, recovering a former port area on Bilbao's Deusto waterfront and transforming it into a new district of Bilbao, well connected with the rest of the city, with affordable houses, environmentally-friendly business areas, social and cultural installations as well as spacious green areas for citizens.

<p>1. Key components</p>	<p>Cultural, creative and heritage elements</p>	<p><i>Describe cultural, creative and heritage elements relevant for the frontrunner case (eg cultural/creative anchor tenants, involvement and impact provided by other cultural/creative organisations, cultural/creative events and activities, local historic buildings in use, learning or business support services to help local people access cultural/creative jobs). [700-900 characters]</i></p> <p>This "creative island" is an open space for artistic innovation and creativity and where culture has been regarded as one of the flagships and the anchors for the sustainability of the project. The emblematic buildings have been preserved, so local historic old fabrics have been giving a second opportunity: 17 industrial buildings have been (or will be) restored.</p> <p>A novel aspect that the Zorrotzaurre project has contributed to the collective construction of Bilbao has been the concept of the "in the meantime", that is to say, the use of abandoned buildings for new creative uses. Thus, since 2008, and in parallel to the urban regeneration project, a growing number of cultural and leisure activities have been installed on the future island that are converting Zorrotzaurre into a true "creative island", an ideal space for artistic innovation and creativity. And what is really interesting is that this was maybe not planned as so, but just happened.</p> <p>The ZAWP (Zorrotzaurre Art Work in Progress) project was born with the aim of generating creative activities while the urban development project was being developed. Since ZAWP, other creative activities have appeared that have filled Zorrotzaurre with life: Pabellón N°6, a theatre producing small scale performances; Karolazirko and Zirkozaurre, a novel circus initiative which apart from their own shows offer specialised training workshops.; Gure Txoko Skate park for skateboarders; Piugaz Bilbao, a large climbing wall where we can learn or improve our indoor climbing skills; Eidabe, an entity devoted to cultural management in the euskera language with programs for child audiences round off the creative offering; Espacio Open where an important number of cultural, technological and social projects all coexist being a creative and social projects accelerator. It hosts a circular economy market named "Open Your Ganbara", as well as the creative technologies festival Maker Faire Bilbao and the technology school Fab Lab Bilbao, a production centre for creation and digital fabrication, among others.</p>
	<p>Infrastructure and service</p>	<p><i>Describe basics of the environments that are created through CCIs urban revitalisation and transition projects towards urban sustainability, highlighting the combination of urban infrastructure with restored heritage, new cultural provision, and creative industries development (eg. public and green spaces, digital infrastructure, sustainable transport, sustainable real estate development, affordable housing, sustainable services for the community). [700-900 characters]</i></p>

		<p>This project started in 1998 when the Haceria Culture Association set up facilities by recovering an industrial bay as a venue for theatre, music and dance activities.</p> <p>Since 2008, in parallel to the urban regeneration project, a growing number of cultural, art and leisure activities are becoming installed on the island converting Zorrotzaurre into a truly creative island. An ideal home space for artistic innovation and creativity where preserving the heritage and the infrastructure already in place has been an anchor.</p> <p>The Artiach old cookie factory hosts now the Espacio Open. The base of the singular old Papelera paper mill building, for example, was refurbished and it is the home now of the Kunsthal higher education design college, converting the former factory into a specialized cultural and training centre. The Technological Institute of of Video Game Digipen and As Fabrik of Mondragon University are also part of the technology-based infrastructures and services.</p> <p>The number of emerging projects is large, working with contemporary culture, technology and social issues.</p>
	<p>Sustainability</p>	<p><i>Describe how the frontrunner project contributes to the achievement of urban sustainability, helping to improve regional and territorial urban regeneration practices, making processes more efficient and minimizing environmental impact. [700-900 characters]</i></p> <p>The project contemplates 5.500 new homes (half of which will be subsidised housing). 500 old homes (most of them dating back to the early 20th century) are also being refurbished. 19 old industrial buildings are being refurbished and will be added to 150.000m2 of new office spaces. While most of the old industrial buildings will be devoted to higher education and vocational training, the new offices will be devoted to technology and knowledge intensive sectors. The Master Plan takes into account three key elements to turn Zorrotzaurre into a ‘socially creative island’: technology, talent and cultural and social diversity.</p> <p>Environmental sustainability is also sought by using more environmentally friendly materials and controlling CO2 emissions and waste. The H2020 ATELIER project, for example, will demonstrate innovative solutions in the Zorrotzaurre district by integrating smart technologies in buildings and urban mobility, with the aim of generating more energy than is consumed, thus contributing to environmental sustainability and the well-being of citizens.</p> <p>Zorrotzaurre and the Espacio Open are also a pilot of H2020 T-Factor project that seeks to unlock the transformative potential of temporary use in urban regeneration.</p>
	<p>Transferability</p>	<p><i>Describe if and how the frontrunner case can be adapted to your local context. [700-900 characters]</i></p> <p>We think this example could be transferred to our city because we already have something similar: The Azucarera is a recovered factory that has been turned into what is known as Zaragoza Activa. Zaragoza Activa is a public ecosystem of entrepreneurship and social innovation whose overall mission is to improve the social and economic conditions of Zaragoza. In Zaragoza Activa we can find the <i>Vivero de</i></p>

		<p><i>Emprendedores</i>, with 17 offices for entrepreneurs, the <i>Semillero de Ideas</i>, a public school of entrepreneurship, <i>La Colaboradora</i>, a space for collective intelligence, the <i>Red ZAC</i>, hundreds of activities and a community of more than 8,000 people, <i>Think ZAC</i>, a nomadic knowledge laboratory, <i>BJCubit</i>, the first library 2.0 library for young people in Spain, the <i>Red Snake</i>, free Internet access points, <i>Info Activa</i>, a consultancy for entrepreneurs by appointment, <i>La Remolacha - HackLab</i>, open learning workshops in collaboration with Etopía and Made in Zaragoza, a network of creative economy and innovative local commerce.</p> <p>However, given the magnitude of the frontrunner, we would focus on the Espacio Open initiative. The one that can have more parallelism with our Zaragoza Activa, adding the CCIs participation.</p>
<p>2. Enabling environment & capacity</p>	<p>Vision & decision-making</p>	<p><i>Describe shortly the role and vision of frontrunners local policy making, explaining if by chance it was necessary to activate specific planning or decision-making measures (for example: creation of new legislation, release of financial support, establishment of appropriate governance structures, modification of pre-existing rules) (700-900 char.).</i></p> <p>Specific planning was needed: The General Plan for Urban Development of Bilbao, approved in 1995, changed the industrial use of Zorrotzaurre for residential use. At the same time, it left to the drafting of a Special Plan the definition of the urban design of the area (2012).</p> <p>The Zorrotzaurre 'peninsula' occupies a total surface area of 84 hectares, of which more than half belong to public entities (Basque Government, Bilbao City Council and the Bilbao Port Authority), the rest being divided between various private owners. That situation of different owners is also difficult to manage. And the release of financial support has been needed.</p> <p>In 2001, public and private property owners of Zorrotzaurre constituted the Management Commission for the Urban Development of Zorrotzaurre, with the aim of promoting and executing the urban regeneration plan for the area. The Management Commission commissioned the architect Zaha Hadid to draw up the conceptual master plan for the Zorrotzaurre area (2003), presented in 2004 and updated in 2007. The Zorrotzaurre Special Plan is based on the Master Plan designed by Zaha Hadid, to which the different contributions of residents, associations and political parties have been incorporated throughout the process.</p>
	<p>Challenges</p>	<p><i>Provide a description of the frontrunners context focusing on urban environment, economic and social needs, challenges and barriers the intervention needed to address (eg. New sustainable uses for large vacant and/or dilapidated buildings, no green spaces for culture or creativity, lack of affordable and sustainable cultural services). Describe the role and the vision of local policy makers. (700-900 char.).</i></p> <p>This urban transformation project has faced legislative challenges: despite the predisposition to carry out many of the ideas developed, it has often not been possible to put them into action for this reason.</p> <p>The preservation of the industrial heritage, the application of solutions based on the planned nature, the island's flooding, the attractiveness as a future neighbourhood and its cultural facilities or the final</p>

		<p>aesthetics of the planned residential buildings are also among the challenges faced. The past industrial profile of the area also brings problems such as contaminated soils that needed also to be solved.</p> <p>As for the future, Zorrotzaurre has a fundamental role to play in the future. The island is, in fact, an end in itself and will act as a centre of knowledge, but it is also the site where university projects, businesses, cultural facilities, sustainable initiatives will be developed...</p> <p>The challenge is to be able to really reach the level of ambition with which it has been conceived.</p> <p>The development of the innovation island poses new challenges and requires new forms of governance, social and institutional innovation, which promote, among other aspects, public-private cooperation and the appropriate interweaving of urban planning and socio-economic initiatives.</p>
	<p>Opportunities</p>	<p><i>Provide a description of the opportunities the frontrunners case helped to realise (eg. Develop culture and heritage assets for urban sustainability, re-orient the local economy towards creativity, innovation and sustainability, develop distinctive local character). (700-900 char.).</i></p> <p>Zorrotzaurre has the opportunity to consolidate the definitive leap in the process of social and economic transformation, which in the society of knowledge, creativity and globalisation is based on the imponderable of innovation.</p> <p>Following the creative economy approach, the places with the greatest capacity to attract and retain talent tend to be cities that are characterised by dynamic, open and attractive urban environments, suited to the personal needs, recreational preferences and aesthetic and environmental sensitivities of young professionals. The urban planning criteria underlying the master plan presented (new ways of building the city, improvement of infrastructures, use of renewable energies, sustainability and social and urban integration) undoubtedly allow for the exploration of the construction of new residential-work-leisure spaces that contribute to promoting an innovative environment. Some of the elements for weaving this economic-innovative network are already present on the future island. The university faculties and schools that surround it, as well as the activities that can already be glimpsed in the area and its surroundings - audiovisual (EITB), culture, engineering, architecture...- are clear elements to work on.</p>
	<p>Community involvement</p>	<p><i>Describe the impact of the frontrunner case in the community: how the community was involved in all the stages of the initiative (eg. Engagement and listening to groups and individuals, participatory process in design of strategic plans, activities' planning). Please, provide also a brief description about the impact of the frontrunner case in the community: Education of citizens, schools, Adaptive reuse for creative use, External promotion and branding, Affordable housing, etc. (700-900 char.).</i></p> <p>The Community has and it is still involved in the process of planning. The neighbour association created a Forum for a Sustainable Zorrotzaurre and invited politicians, experts, neighbours, entrepreneurs to the</p>

		<p>first Forum where they could explain their ideas for the project. The initial plan of 2004 didn't reach some of their ambitions towards a more sustainable form of development and so they continued organizing citizen participation workshops. The channels of communication with institutions and experts were established, and in the new version of the Master Plan, some of the ideas proposed at the Forum were taken into account, with a housing rehabilitation plan, more green spaces and a car-free zone, among others.</p> <p>Projects such as Señaliz-ART, a proposal for urban intervention that arose from a Workshop on Art, Social Participation and Urban Regeneration, brought together architects and artists who shared an enthusiasm for improving the neighbourhood. The proposal was simple, but its impact -visual and social- was evident: to place colourful signboards throughout the neighbourhood where the participants proposed services and uses of the spaces.</p> <p>The project aims to generate new employment opportunities in the area and attract young people to the city, to reverse the actual population trend with a lot of elderly people. The final idea is to become a space for artistic innovation and creativity (a place to create), a space to study (with universities and technological centres), a place to live (with the refurbishment of the old houses and the creation of new ones) and a place to work (with the refurbishment of old industrial buildings).</p>
	<p>Networking</p>	<p><i>Describe the relation so far established by the frontrunner case, if has developing "trust building" generalized to municipal, regional, national and international scale.</i></p> <p>Local and regional collaboration has been needed, as previously mentioned. This is an ambitious multidisciplinary project in which different municipal areas have collaborated.</p> <p>The initiative is well known at international level. Bilbao is an urban phenomenon that is being studied all over the world. Zorrotzaurre is, for the moment, the latest great project and the most innovative, and it is awakening the interest of many other cities that want to replicate the "Guggenheim effect".</p> <p>As previously mentioned, they participate in several EU projects, helping also to spread the word of what is going on this "creative island".</p>
<p>3. Approach and process</p>		<p><i>Describe in a synthetic way the activities with respect to the objectives to be pursued, highlighting the management approach adopted and the strategic process in shaping and implementing the frontrunners cases/success stories. Briefly focuses on the governance model and on the leadership of the audience of actors involved in the project. (700-900 char.).</i></p> <p>In a first phase, work is being carried out on the governance, management and promotion model to attract and generate an ecosystem of companies and knowledge and technological agents. This is done in collaboration with the rest of the institutions and key agents.</p>

	<p>An analysis of the possible existing governance models has been carried out. In addition, an analysis has been carried out on the different alternatives for the commercialisation of the municipally-owned plots for tertiary use.</p> <p>Bilbao has been a model in the way it has worked to seek consensus, the most successful example of which has been its now acclaimed transformation, which has been a process of consensus between administrations and between the public and private sectors. To achieve this, it has required the collaboration of many people from very different spheres, who have been tacitly coordinated in pursuit of the common goal of changing Bilbao.</p> <p>At the end of the 1980s, a very ambitious Strategic Plan was launched, proposing actions in many areas. Moreover, this Plan had the virtue of bringing public and private entities to the same table to think about the future of Bilbao. As a result of this Plan, Bilbao Metr�poli-30 was created in 1991, a public-private partnership whose objective was to promote collaboration between public institutions, companies and third sector organisations in the definition, implementation and updating of the strategic vision. In October 2001, four private owners of Zorrotzaurre, with the participation of the Port Authority, constituted the Zorrotzaurre Management Commission with the objective of promoting and executing the urban regeneration plan for the area. The Management Commission was consolidated in June 2004 with the incorporation of the City Council and the Provincial Council. Moreover, its Board was reshuffled following the model of Bilbao R�a 2000, with the mayor as chairman and the rest of the members represented at the highest level. Subsequently, the Basque Government was incorporated as the majority shareholder of Zorrotzaurre when it bought the land it owned in the area from the Port.</p>
<p>4. Results</p>	<p><i>Describe in a detailed and synthetic way the results of the case and the impact produced. Please consider it under a technical point of view. If possible, insert quantitative indicators of the results achieved. (700-900 char.).</i></p> <p>Although is soon to talk about the general results of a long term project like this one, the projects emerging on the meanwhile have proved to be feasible. In the last decade, the creative island has become one of the creative lungs of Bilbao, generating new emerging proposals open to all audiences in the old factories of the neighbourhood and helping the growth of Creative Cultural Industries. Industrial and social decline has given way to a space where innovation and entrepreneurship are the order of the day.</p>
<p>5. Financial resources & sustainability</p>	<p><i>Please provide detailed information about the costs and the financial sustainability of the frontrunner case with emphasise on total financial investments, sources of financial investment (Public-private investment, tax breaks), potential incomes (sources and yearly amount). Refer to the financial sustainability of the initiative, explaining what are the positive impacts for the CC sector (production, cohesion, job opportunities, etc.) and the elements or perspectives that can guarantee progressive results in the short/medium/long term.</i></p> <p>The planning cost is around 250 million �. The main items are urbanisation, compensation to companies, the opening of the canal (to really create an island) and the construction of new bridges.</p> <p>Even though there is a private-public partnership, it is interesting to know that most of the creative initiatives started as public and many of the projects are privately funded.</p>