

Strategic Plan **Donostia - San Sebastián**





Strategic Plan
Donostia - San Sebastián
Summary

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To strengthen the feeling of city

San Sebastián will have its future guaranteed, if we are able to plan adequately and if we head projects leading to social cohesion and economic strength. And... since people are the most important thing in the city, we have bet for the active partaking of the different social, economic and citizen sectors in the decision making process and in the generated debate on the Strategic Plan.

It is clear that dynamism must be fostered in Donostia City and institutional compromise of linking wills must be favoured, in order to re- invent San Sebastián among all of us throughout this decade. The City Council works extremely passionately, so as to promote projects that turn San Sebastián into a more innovative, civic and cultivated society. A city which cares for its people and bets for the improvement of the citizens' welfare, for the development of serious policies as far as Estate Priced Housing is concerned, for fostering sustainable mobility, for rebuilding quarters and opening to the urban area of Donostialdea by building spaces and interrelation dynamics from a metropolitan and solidarity base.

Innovative and modern strategic actions such as San Martín Market, Sagüés Quarter remodeling, a Leisure Port, Tabacalera's Culture Project, the Center for new rent- based enterprises in Igara Quarter, the amplifying of Miramón Technology Park are, among others, an example of the new spirit which should pervade the city.

Concretizing Tabacalera's main project will be a unique multi- discipline culture space with an international projection concerning image culture, new technologies, culture expressions and the concerns of our contemporary world.

Tabacalera's culture specialization linked to other actions in the city, such as San Telmo remodeling and Victoria Eugenia Theater rebuilding will also make possible the founding of a new life and culture center, as regards the re-founding of Cristina Enea Park and urban revival of the territory among Zuhaziti, Atotxa and Loiola River Banks.

Some actions linked to the Strategic Plan are Ametzagaina and Amaiur Parks, the Central Rail and Coach Station in Loiola River Banks, the accessibility to the Underground Train for Intxaurreondo and Altza neighbors, the second phase of the Aquarium renewal, the sewage purifier, the channelling of Urumea River, the purchase of Loiola Military Barracks for Estate Priced Housing, the great operation of Estate Priced Housing in Auditx Akular, the Peace and Human Rights Center in Aiete Palace and the new rest homes for the elderly.

San Sebastian gets ready for its revival and, therefore, it needs to win over peace. We have the ideas, feelings, projects and partaking mechanisms in order to debate them, achieve a consensus and put them into practice. Since re-founding a city is a common task. Now it's Donosti's turn.



A handwritten signature in black ink, enclosed within a hand-drawn oval. The signature is cursive and appears to read 'Odón Elorza'.

Odón Elorza
Donostia- San Sebastián Lord Mayor



why a strategic plan?

Because we need to identify the scene of The 2010 City to be able to act in the present time. We shall work making feasible that the necessary actions are carried out in order to achieve the city we wish. Anticipation allows us to face problems before they take place and set the solutions on the right road. For instance, the study of the demographic evolution of Donostia identifies a sharp diminution of young population in the short term that will probably end in a growth of immigrant population. Getting ready for this social change allows us to anticipate it and to act in the most interesting way for everyone's interest.

San Sebastian Strategic Plan is a favourable and adequate setting for the joint reflection of citizens, entities, institutions and the agents present in the city. A reflection based on analysis and joint debate intending to find shared wills and meeting points.

The Strategic Plan is a social contract, a shared choice on the city model. To sum up, the aim is to reach an agreement to move forward in the same sense so as:



Panoramic view from Igeldo



Aquarium



The Paseo Nuevo

- To define and specify an idea of city facing the future and the points of reference in the medium and the long term. It is a question of thinking about the future taking into account the difficulties of an ever changing environment. Therefore, it is a permanent dynamic process to adapt oneself to an ever changing society.
- To seek a reference or general aim: What kind of city do we wish?, specialized in what sort of activities? (services?, high added value?, leisure- entertainment?, innovation- information technology society?, environmental dimension?, sustainable development?, quality?,...).
- To propel our relations and connections system as a generating factor of social and knowledge capital.

Our society has enjoyed an excellent level of social connection that has generated a partaking social web (associations) and new projects (enterprises, cultural activities, Research Centres, and so on).

- To impel social integration and cohesion and a civic based coexistence system.
- To open the city outwards: to its influence area and to the whole world.
- To shape a city which attracts people and innovative initiatives.
- To generate hope and dynamism in the society of Donostia.



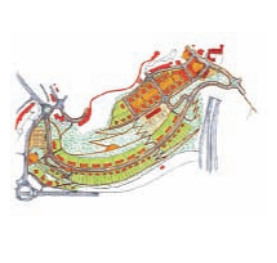
Morlans Project



Nerecan Project



San Bartolomé Project



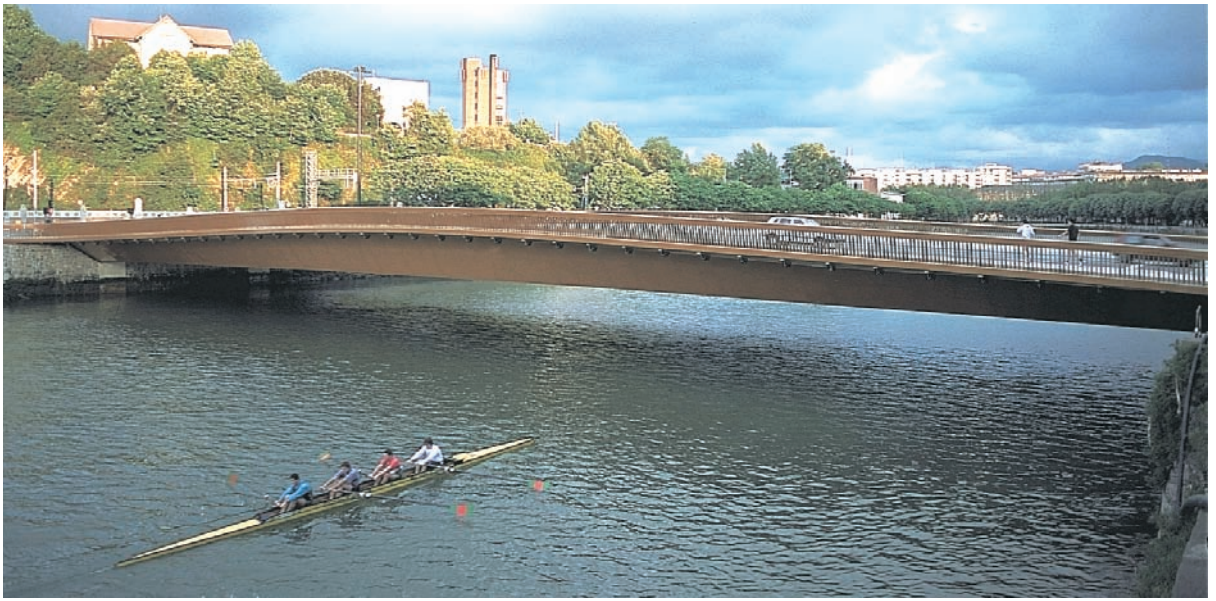
Pagola Project



La Herrera Project



Loyola Project



Mundaiz Bridge

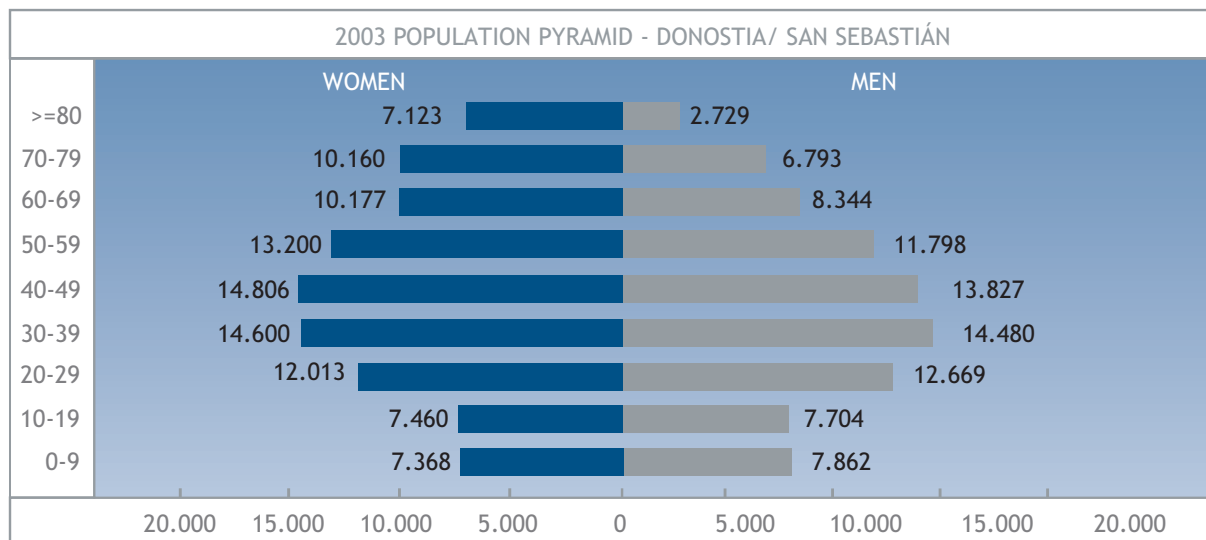


Boulevard

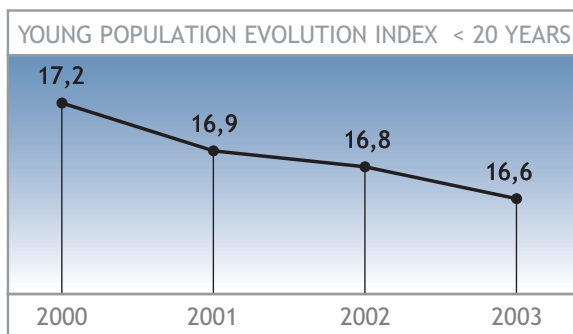


the city we enjoy nowadays

Demography



Source: Donostia - San Sebastián Inhabitant Census (1/01/04)



Source: Municipality Census + INE



Source: Municipality Census + INE

The demographic pyramid of Donostia - San Sebastian is similar to that of other Basque cities within the same region. It shows a well-entrenched tendency towards an ageing population, which will continue within the next few years, as well as a reduction in the young population, which is either remaining at more or less the same level or showing a very slight increase; these two tendencies go hand in hand with a quite sharp reduction in the age-groups that are entering the labour market and/or are looking for housing.



Old Town

Level of Studies

EDUCATION LEVEL OF THE POPULATION- AGE GROUPS: 35 - 39 & 55 - 59. SAN SEBASTIÁN- DONOSTIA (2003)									
	ILLITERATE	WITHOUT DIPLOMA	PRIMARY STUDIES	TECHNOL. STUDIES	SECONDARY STUDIES	MED UNIVERS. STUDIES	UNIVERS. STUDIES	NON-CLASS. STUDIES	TOTAL
Total (35-39 years)	28	44	3359	3339	2640	1717	3499	2	14628
Total (55-59 years)	39	307	5422	1517	2507	1102	1479	0	12373
Total population	765	5466	74998	20205	30747	12369	19690	18453	182693

Source: ©Diputación Foral de Gipuzkoa

Approximately a 20% of the European population between 35 & 39 years old have a university degree, while this percentage is only a 12.5 % in the age range between 55 & 59 years old. Nowadays, a third of the European population work in sectors that demand a high level of knowledge and these sectors have contributed on their own to create half of the new generated jobs between 1999 and 2000 (Source: CCE (2003) "The Role of Universities in Knowledge Europe").

A 23.9% of the population of Donostia aged between 35 & 39 have a university degree (the 35.6% if we take into account the people who have a university diploma), being nearly four points on top of the European average. Considering the range between 55 & 59 years, the people with a university degree in Donostia are a 12% of the population, that is to say, in only 20 years the percentage of people with a university degree has doubled. This fact, together with the increase in the number of citizens with technical and secondary school studies to the detriment of the ones with only primary ones, brings about a change in several significant aspects (habits, type of job, cultural customs, etc.).



University of the Basque Country

* T.N. - Donostia is the Basque name of the city we are dealing with, while San Sebastián is the Spanish one. Sometimes both names are used at the same time. Another example is Vitoria-Gasteiz.



Distribution of Economic Activities and Employment

The importance of the tertiary sector (services) in the Gross Added Value is similar in Bilbao (75.5%) and Europe. It is clearly different to the one in Vitoria- Gasteiz (54.4%), being this percentage similar to the one in Gipuzkoa (57.5%) with a stronger secondary or industrial sector.

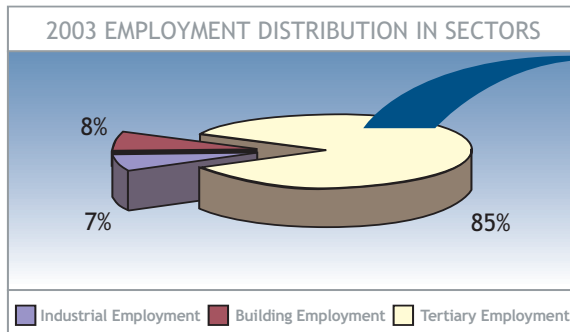
STRUCTURE OF THE GROSS ADDED VALUE (%)				
	PRIMARY	INDUSTRY	BUILDING	SERV.
Bilbao	----	17,3	7,2	75,5
*Donostia - SS	0,2	19,3	3,2	77,3
Vitoria Gasteiz	0,4	40,3	4,9	54,4

Source: Eustat data (2000)

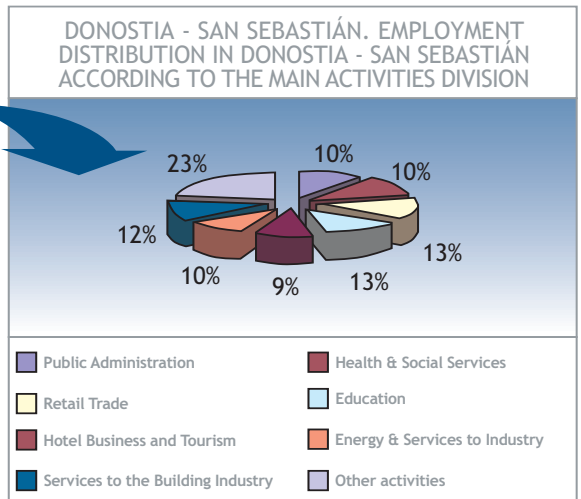
The employment distribution points out to a similar proportion to its impact in the Gross Added Value, though it is higher the employment generation within the tertiary sector. However, the distribution in this sector is relatively important due to the weight of the public sector (Public Administration, Health and Social Services, Education). Nearly a 10% of the employment belongs to the ICT sphere (Information & Communication Technologies) and to I+D sphere.



Pasajes



Source: Eustat



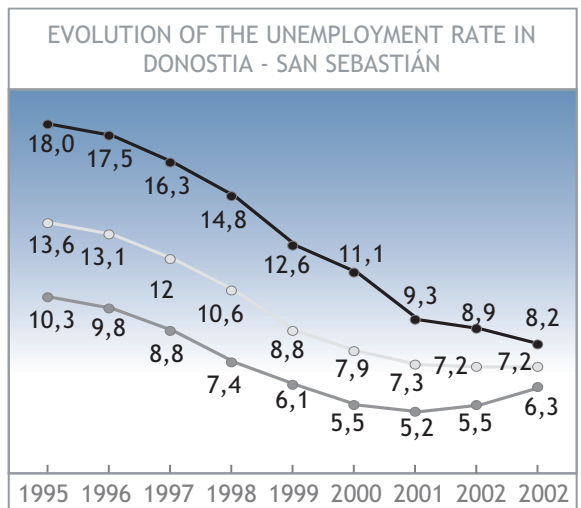
Source: Eustat

Evolution of the Unemployment Rate

The evolution of the unemployment rate shows a slight stabilization in a 7.2 % during the last few years. It is notorious the fact that there is a progressive rapprochement of male and female unemployment rates, although there is still a two point difference between them (being female unemployment higher).

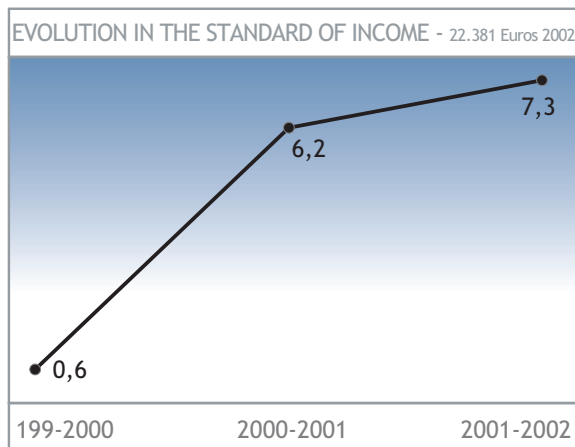


Office



Source: INEM

Evolution in the Standard of Income (Taxable Income from the Earned Income per Capita)



Source: Diputación Foral de Gipuzkoa. UDALGIDA.

Although San Sebastián has the lowest GNP standard per capita from the three Basque provincial capitals, it has a higher standard of family income per inhabitant comparing it to Vitoria - Gasteiz or Madrid and similar to Bilbao or Barcelona (Source: Anuario Económico de la Caixa - 2003).

Population & Density

POPULATION & DENSITY		
	INHABITANTS TOTAL	POP. DENSITY INH. PER KM2
*Donostialdea	311.398	1017,6
Donostia - San Sebastián	178.377	2900,4
Bilbao	349.972	8473,9
Vitoria - Gasteiz	216.852	783,4
Bordeaux (1999)	215.374	4363

Source: Eustat. Population Census. Eurostat. 2001.

*T.N.- Donostia & its surrounding influence towns & villages.

The surrounding cities have a similar number of inhabitants to the number of Donostia and its urban community, excepting Bilbao metropolitan area. However, there is an extremely relevant disparity in the population density, even taking into account the different physical structure of the territories.



Boulevard

Number of Associations every 10.000 Inhabitants

NO. OF NON- PROFIT ASSOCIATIONS EVERY 10.000 INHABITANTS. METROPOLITAN AREAS.	
Bilbao	71,1
Donostia - San Sebastián	110,46
Vitoria - Gasteiz	101,46

Source: Cities Project

Measuring social capital is not always an easy task. One of the most used parameters is the number of associations per inhabitant. In this sense Donostia is placed in a comparatively good position, although a change in social habits and in the relationship pattern may pose some unknown future issues in relation to the development of this important association movement. Education in values, solidarity and collaborative frames are of extreme importance in a society which means to be linked together.

Patents & Copyrights

ISSUED PATENTS FOR EVERY 10.000 INHABITANTS. METROPOLITAN AREAS.	
Bilbao	0,75
Donostia - San Sebastián	2,38
Vitoria - Gasteiz	1,79

Source: Cities Project

It is especially difficult to measure the research and innovation competence in a territory, in order to compare the same one in other places. The Cities Project used the number of issued patents for every 10.000 inhabitants as a comparative instrument among the metropolitan areas of the Basque provincial capitals. Even though Donostia has the highest rate, the need to increase innovation competence is a fact and an opportunity for a city that bets for I+D+i.

Number of Technology Centers and Research Unities within the Basque Science and Technology Network.

Euskadi	56
Centers in Donostialdea	19
Centers in Gipuzkoa	30

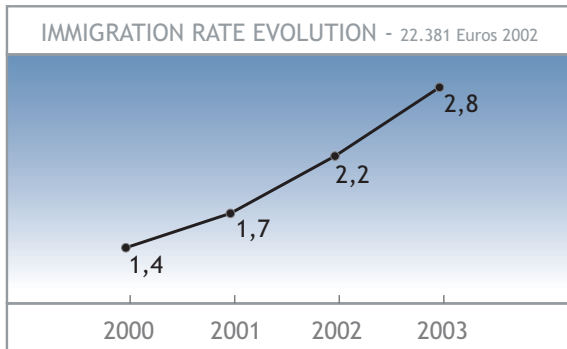
Source: www.saretek.net

The number of Technology Centers and Research Unities within the Basque Science and Technology Network, together with other related indicators, is a significant parameter of the territory bet for I+D+i, which needs a clear-cut incentive coming from the different institutions and the society of Donostia .



Zuatzu Business Park

Evolution in the Immigration Rate (Foreign Residents in relation to the Whole Population)



Source: INE + Municipality Census

The immigration rate has doubled in three years. However, the process has only started. The need for labour in the least qualified sectors is rapidly increasing, while there is a drastic decrease in young population. This fact will probably bring about a significant increase in immigrant population in Donostialdea; a process that must be coped with in advance to prevent problems associated to the lack of integration of foreign population and to facilitate the immigrant population contribution to the renewal process of San Sebastián.



Immigration in San Sebastián

Sustainability

Ecology Print	3,6	ha	Donostia-San Sebastián
	4,66	ha	Basque Country
	3,5	ha	Barcelona
	7,6	ha	Toronto

Source: Study on "Ecology Print", elaborated by the Environmental Economy Unit of the University of the Basque Country (UPV).

The "Ecology Print" in Donostia - San Sebastián is estimated in 3.6 hectares per inhabitant (year 2000). It is similar to the registered one in cities such as Barcelona or Helsinki, slightly lower than the one in Toronto and higher than the world average (2.3). Furthermore, it clearly surpasses the 1.75 hectares at the disposal of any inhabitant in the rest of the planet.



Cristina Enea Park, aerial view



Cristina Enea Park



Miramar Palace



the future: the city we wish

San Sebastián intends to become a city where welfare and quality of life are ever present. A place where excellence is continuously worked on (in the urban landscape, in public and private services,...) focusing on sustainability as an assumed concept incorporated to every aspect of the city. A Science City which promotes knowledge and culture by means of creativity and innovation, allowing the generation of economic prospects for our youth.

A city that copes with its major social challenges (peace, citizenship, housing, aging, immigration, etc.) in an optimistic way, developing a solidarity based society which promotes intercultural links.

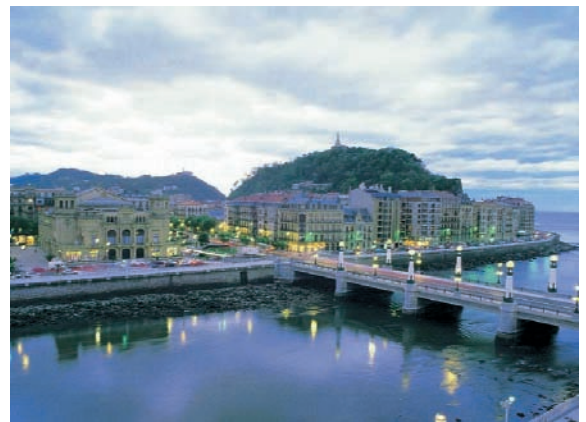
A metropolitan city that overcomes administration shackles and gets linked on- line to other next and faraway cities.

San Sebastián has designed a Strategic Plan in order to make possible the city we want to become, articulated in Four great Axis: Quality City, Innovation & Creativity City, Peoples City and Related City.



aims

Using these four axis as a starting point, it was elaborated an Aims and Strategies document which was used as a scheme when passing definite projects for the city. These aims have allowed us to settle the main fields to work on in order to build our future city.



Zurriola Bridge

1.- Quality city

In order Donostia to keep on being considered as a quality city, different aims have been set in fields such as culture, tourism, business and sports. The urban space and the transformation of Public Administration are two other major purposes to be taken into account. It is meant:

- To transform Donostia- San Sebastián into a quality, creativity and innovation city, as far as commercial, cultural, sports and tourism services are concerned.
- To reach an interrelated urban space, preserving good quality, where the city is remodeled for the citizens by integrating the historical urban valuables with new sustainable structuring elements.

- To achieve a modern partaking and efficient Local Administration which renders quality services to its citizens.



San Sebastian Technology Park

2.- Creativity and innovation city

Cultural production, scientific and technological innovation, health technologies and so on are sectors that have been establishing themselves in San Sebastián and are going to allow Donostia to lead creativity and innovation. The set aims in this sense are:

- To transform Donostia into a creativity and innovation pole of attraction for cultural production by promoting not only the publishing and audio-visual sectors but also the arts creative one and taking special care of the applied use of new technologies.
- To shape San Sebastián as a scientific and technological city promoting the development of innovative sectors.
- To turn Donostia into an international referent city in the scope of technologies, applications and health services.

3.- Peoples city- interlinked

To transform Donostia- San Sebastián into a liable and socially open city, distinguished by its institutional and civic compromise with peaceful co-existence and integration of every single citizen.

- To impel civic and education policies tending to reinforce the importance of peace culture and respect to human rights.
- To foster intergeneration integration with social policies which offer opportunities to the youth and which are jointly liable with the elderly by incorporating them to active life.
- To establish and propel local associative culture and the revival of the quarters by articulating quick and solid citizen participation mechanisms, which allow the incorporation of civil society, and by fostering administrative decentralization.
- To develop migration policies that welcome and integrate these groups and their social dynamism.
- To facilitate the development of a real bilingual society binding together different institutional and social efforts.
- To develop men and women equal opportunities policies giving priority to the ones which make possible conciliating personal, family and professional lives.





Anoeta Stadium



San Sebastian's day "Tamborrada"



Outdoor terraces



La Zurriola Beach / Plage

- To promote institutional policies that help to become more skilled and to value highly the human and social capital of the city, taking special care of the integration of the less supported groups.
- To establish housing policies, among others estate priced housing, which foster an easy access to accommodation by every single citizen, especially

young people and the less supported groups.

- To assure an assistance services network which is available to all the elderly.
- To complement social policies with the different institutions and social agents that work in the same Urban Community.

4.- Related city

A related city is a sustainable and well communicated city, naturally, on- line. The aims meant in this sense are the following:

- To articulate the urban community of Donostialdea, understood as a metropolitan space with a coordinated and balanced sustainable development.
- To foster an external projection of the urban community by reinforcing its position in Gipuzkoa and in the Basque system of cities, together with its partaking in reference networks in the national and international spheres.
- To reach that the society of Donostia uses and supplies the Information and Communication Technologies (ICT) services coming from the most advanced cities.



Cycle lane along La Concha



from simple strategy to action

The approval of Donostia- San Sebastián Strategic Plan has taken place thanks to the projects and, moreover, the compromise of every single part involved to make real the outlined plan for the city throughout the following years.

Culture Factory

Donostia- Culture Factory: It is meant to develop monitored actions in order to establish a strategy concerning culture (infrastructures, management, supply and demand) by developing the projects thought for the International Contemporary Culture Center (Tabacalera enterprise), Victoria Eugenia Theater (Scenic Arts Center) and San Telmo Museum. The starting opportunity of these projects dwells on its counterbalance with a contemporary vision of Basque Culture and Basque Language, in the view of an open-minded City to the coexistence of different languages and cultures. Opposing the Container- Culture model to the Content- Culture one by transforming Donostia into a Culture Factory: in The Creativity Capital.



San Telmo Museum

Quality Shopping Center

Donostia- Shopping Center. To transform a city associated to quality business into a Big Shopping Center searching the balance between the shopping centers placed in the quarters and the attraction of a Big Open Shopping Center, which is meant to attract wider trade flows with management patterns that can efficiently Compete in The Malls Era.



Tabacalera (Cigarette Factory)

Tourism Appeals

San Sebastián- Tourism. To structure a traditional sector in the City adapting it to the XXI century leisure demands and to reinvent emblematic places in Donostia as Urgull Mountain, the Aquarium or Igeldo Fun Fair... and incorporating new projects such as a Leisure Port. All this, using a solid structure which allows us to coordinate offer and to launch a unified image of San Sebastián by means of a clear-cut marketing strategy.

In Contact with Nature

Donostia- Natura. A bet for sustainability and ecology protecting and revitalizing natural spaces which must be fostered and interconnected: Urumea River Park, Ulia Mountain, Cristina Enea, Ametzegaña, Urgull Mountain, Miramón,...and so on, interweaving them with other places in the metropolitan surroundings such as Lau, Haizeta and Arikutza.

Effectiveness , Efficiency, Proximity...

Plan for Local Administration Modernization. Fostering innovation in Donostia requires example actions in the



Reyes Católicos Street



Chillida-Leku Museum



Aquarium



San Sebastian harbour

sphere of public administration. In search of an effective and efficient organization, Local Administration plans several important actions such as an Integral Service for Citizens' Aid and decentralization by utilizing, among others, Information and Communication Technologies and developing a new organization system in order to adapt itself to a XXI century public administration.



Cristina Enea Park

Image City

Donostimedia. A bet for the development of the audio-visual sector in the widest sense. A dynamic program based on training, incubation and support to the introduction of multimedia sector firms and projects. The International Center for Contemporary Culture (Tabacalera Company), Miramón Technology Park, the Innovative Companies Center and Zinealdea (Oarsoaldea)- a Cinema Center- are spaces that must make real the launching of a genuine Image City in the site of one of the most important Cinema Festivals in Europe.



Premio Donostia (lifetime achievement award)



International Film Festival

Health as an Opportunity

Biopole. Technologies associated to Health are a major future opportunity, as they may transform traditional industrial sectors in Guipuzkoa and launch the people who are developing innovative experiences in this field, the so called social technologies (Matía Gerontology Institute, Inasmet, Gureak,...). The foundation of an I+D+i Center that facilitates the launching of a newly born sector, not only in Donostia but also in a good part of Europe, constitutes a bet for the growth in an new specialization field like this. In addition and linked to this bet for research development in this particular field, we can find the biotechnology sector and especially Biomedicine, based in the Technology Park which hosts the greatest medical center in Euskadi.

Science

Development Program for Science and New Technologies.

Several measures are taken in order to focalize in Donostia Research and Innovation promotion activities (Technology Park, Development of the Knowledge and Connections System, Entrepreneur Plan,...).

Life in the NEIGHBOURHOODS

Program for Quarter Revival.

Structuring an action plan in order to act in an echeloned and planned way in the regeneration and revival of the quarters by designing short, medium and long term actions (new service, shopping and mobility centers).

Everyone Having a Home

Serious Housing Plan.

It is meant to solve one of the most important problems in the city as it is accommodation prices, by immediately undertaking important urban transactions that include high number of Estate Priced Housing, especially flats to be hired, and succeeding in achieving the maximum inter-institution collaboration.



Cataluña Square. Gros

Tramway, High Speed Trains,...

Donostialdea- an Accessible City. The aim is to integrate actions that solve short and long way connections: beginning with the founding of a Transport Consortium and actions linked to the improvement of the railway network- connecting it to the bus one ("Topo" or underground train, tramway, etc.)- and integrated into a sustainable mobility system, and, following with relevant accessibility projects connecting faraway places by means of airplane connection or a high speed network which links nearby cities (Biarritz, Loiu- Bilbao, Gasteiz,...).

Open City

Donostia- an Open City. Actions are raised in order to develop an Immigration Plan that fulfills three main functions: To foster integration in a social cohesion frame; to defend and disperse diversity and coexistence values; and to work on the latter to prevent conflict situations. Immigration is considered appropriate and necessary for the promotion of intercultural links.



Tramway project

A City that Takes Care of Its Elderly People

An Aid Program for the Elderly and Intergeneration Relationship. Actions concentrated on establishing an inter-institutional strategy in order to solve one of the most important social problems in the near future. Actions are raised in order to: adequate their home, improve accessibility, adequate home and common services and, finally, promote non- segregated inter-generation places.

Pakea-paz-peace paix-der Frieden-pace-salaam

San Sebastián- a Place for Peace Culture. The creation of a Human Rights Institute and a program of local activities addressed to promote Education in Values (tolerance, respect, solidarity, civism, diversity,...). These are the referents in a project where Donostia can and must be an example.



"Paloma de la paz" (Dove of Peace) Sculpture

Pasaia: Urban Transformation

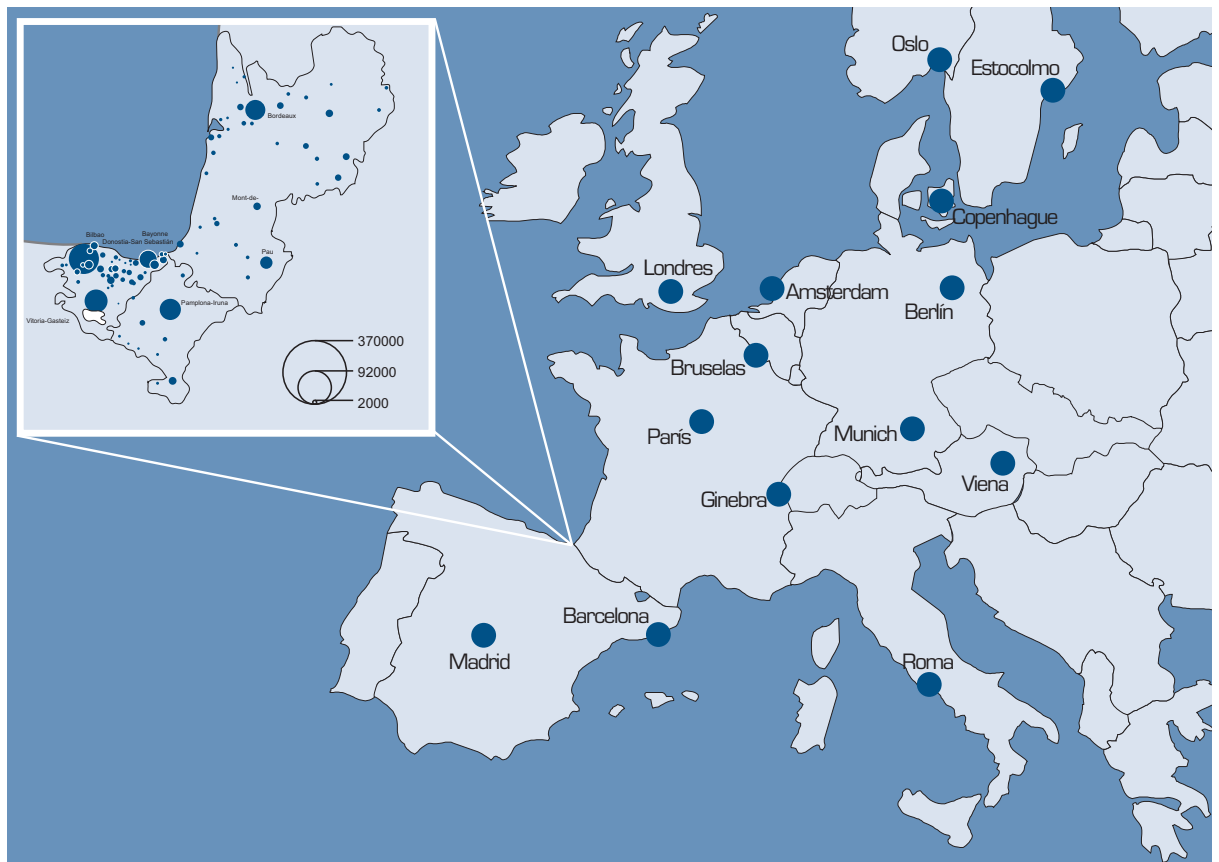
Regeneration of Pasaia Bay. It is, beyond all doubt, an extremely important urban transformation project not only for Donostialdea but also for Gipuzkoa and it needs of a relevant institutional and social consensus where Donostia must have an opinion. The starting point for reflection on the future of the bay must count on the partaking of the municipalities of Donostialdea and of the rest of the institutions within a significant collaboration setting.

San Sebastián in Europe

City Internationalization Strategy by means of its Integration in European Networks. Undoubtedly, Donostia is the Basque city which seems more European. It is placed

in a privileged strategic position, although the whole Basque city system is placed out of the most dynamic spheres of influence in European development, being placed in between the Atlantic and Mediterranean worlds and between the Iberian Peninsula and the European Continent. The open-minded profile of the city must be reinforced by promoting an efficient domestic network that transforms Donostialdea into an effective city including more than three hundred thousand people (in order to succeed in doing so, there are planned Urban Community structuring actions such as the foundation of a Permanent Forum composed of Local Authorities) and the integration within wider networks, from the Eurocity Bayone- San Sebastián to other systems that link similar cities in Europe and in the rest of the world. The aim: to succeed in making the city ascend on the rank, so as to place Donostia on top of the medium-sized European city ranking in welfare.

Situation of Donostialdea with reference to the European Cities Network. State of the most influential medium- sized cities around San Sebastián.



@

Plan for the Development of Information Society. The foundation of a Council for the Information Society and a settled process of actions directed to adequate Donostia to the Information Era, avoiding that a good part of society feels discriminated. This requires coordinated alphabetizing actions and access to infrastructures that must be placed in a wider frame than the sector one. Programs such as Euskadi and Information Society, e-gipuzkoa or e-donostia.net must be the appropriate base in order to place San Sebastián ahead in the use of ICT in an actual social cohesion scheme.

An International Taste

International Training and Innovation Gastronomy Center. Donostialdea hosts the highest percentage of inhabitants per Michelin star and, however, it has not been able to transform this international position into the foundation of a knowledge sector with enormous possibilities taking into account different perspectives (innovation, meeting point, research, nutrition, management, technology, etc.). It's time to put efforts together in order to make real that Donostia becomes the International Gastronomy University.





“El Antiguo” quarter



Peine del Viento

participants

Executive Commission

ADEGI (GIPUZKOAN MANAGERIAL ASSOCIATION)

Mr. Garikoitz Agote

ASPAGI-ADEGI

Mr. José Román Romero (Until 2003)

DONOSTIA- SAN SEBASTIÁN CITY COUNCIL

Ms. Susana Corcuera

Mr. Odón Elorza

Mr. Gurutz Larrañaga (Until 2003)

Mr. Josu Ruiz (Until 2003)

Ms. María San Gil

Mr. Román Sudupe

Mr. Karlos Trenor (Until 2003)

Ms. Duñike Aguirrezabalaga

CÁMARA DE COMERCIO (GIPUZKOAN CHAMBER OF COMMERCE)

Mr. Félix Iraola

U.P.V. (UNIVERSITY OF THE BASQUE COUNTRY)

(Gipuzkoa Campus)

Mr. Lander Sarasola

CÁRITAS N.G.O.

Mr. Juan Carlos Olano

DIPUTACIÓN FORAL DE GIPUZKOA (GIPUZKOAN COUNTY COUNCIL)

Mr. Iñigo Oliveros

GOBIERNO VASCO- BASQUE HOME RULED GOVERNMENT

Mr. Félix Ayarza (Until 2003)

Mr. José Ignacio Beristain

Mr. Joseba Koldo Bilbao (2003)

KUTXA (KUTXA SAVINGS BANK)

Mr. Xabier Alkorta

MONDRAGÓN COOPERATIVE CORPORATION

Mr. Juan M^a Uzkudun

MIRAMÓN TECHNOLOGY PARK

Mr. Manuel Cendoya (Until 2003)

Mr. Joakin Telleria

Promotion Commission

ADEGI

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