



European Union

Regional policy
and cohesion

Article 10 European Regional Development Fund

Urban Pilot Projects

Annual Report 1996



European Commission



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A great deal of additional information on the European Union is available on the Internet.
It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication.

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Executive

Summary

This report has been prepared for DGXVI - Directorate General for Regional Policy and Cohesion of the European Commission. It is based upon the monitoring and evaluation of Urban Pilot Projects during the period 1990 - 1996.

The First Phase

A total of 33 Urban Pilot Projects were approved in the First Phase between 1989 - 1993 for financial support from the European Union (EU). The financing mechanism used was Article 10 of the European Regional Development Fund (ERDF) which enables the funding of innovative pilot schemes. The total ERDF contribution was ECU 101 million.

The selection of projects was made following negotiations with the cities and member states. By end 1996, 22 Urban Pilot Projects had completed their funding periods and 11 were still in progress or at final reporting stage. By the end of 1997 most are expected to be completed.

The objectives of the Urban Pilot Projects were to contribute to economic and social cohesion in urban areas through support to innovatory urban regeneration and planning activities.

A wide range of problems was addressed by the Urban Pilot Projects. An equally broad spectrum of activities was undertaken. In most cases the projects involved combinations of activities, including both physical infrastructure and 'soft' measures. 'Service centres' providing various information, advice and support to the local population and economic actors were a common feature of the projects.

The Urban Pilot Projects have by and large met their stated objectives. They have also demonstrated the advantages of integrated and targeted approaches to urban problems. The EU funding of the projects has in many cases acted as a catalyst for co-operation between local agencies and has attracted other public and private funding into the areas. In consequence overall confidence has improved and the projects have been linked to more extensive and longer term regeneration activities.

The achievement of the Urban Pilot Projects was a significant factor in the creation of the URBAN Community Initiative. About 85 cities within the EU are now developing programmes within the framework of this initiative.

Lessons learnt

A number of lessons are illustrated by the experiences of the Urban Pilot Projects which are relevant to urban development in the Community.

The Integrated Approach

- Complex and interrelated urban problems require an integrated and spatially focused approach to achieve greatest impact. The principles of the integrated approach are embodied in the URBAN Initiative.

The Improved Competitiveness in EU Cities

- The public sector can help create the conditions within which new synergies and forms of economic activities can flourish.

E.g. The STROKE project builds on the town's tradition in ceramics manufacturing by creating a new, vibrant 'design quarter' to stimulate links between the cultural industries, museums and the traditional ceramics industry

Employment and Social Exclusion

- Integrating pre-training, training and employment initiatives with physical urban redevelopment can assist in combating long term unemployment and social exclusion.

Sustainable Urban Development

- Urban regeneration projects must be considered within wider strategies for sustainable development, taking account of not only their impact on the physical environment but also their impact on environmental resources and the social welfare of citizens.

Organisation and Partnership

- Integrated regeneration strategies need to have the support of all the key actors and participants in the area.

E.g. Several UPPs have emphasised the involvement of the business community: local business centres in ANTWERP and VENICE were created in partnership with the private sector to enable the financial sustainability of the project.

Projects and wider urban regeneration programmes

- Individual integrated, small area projects are most effective when viewed as part of wider regeneration strategies.

Informing Urban Regeneration Policy

- In piloting new integrated approaches to urban regeneration, projects have been successful in informing the development of urban policies at regional and local levels.

The experience of the Urban Pilot Projects also provides some insight into the more general changes affecting the EU urban areas.

New Forms of Employment

Several Urban Pilot Projects have experimented with mechanisms that encourage a shift 'from welfare to jobs' whilst meeting local needs for improved environment and security. Many projects have targeted training and employment initiatives at groups in danger of social exclusion.

Changes in Urban Structure

The Urban Pilot Projects are located in central, 'inner city' and peripheral neighbourhoods reflecting the diverse character of urban problems. Many have illustrated how the physical fabric can be successfully adapted to rapidly changing socio-economic demands.

E.g. The CORK project is part of a wider Action Plan for regenerating the historic centre of the city and attracting both business and residents in the area. The UPP has provided additional confidence in attracting private investment in the area.

The Role of Medium Sized Cities

Whilst in broad terms medium sized cities in the EU have experienced good economic performance, they share many of the problems characteristic of larger urban areas. Several Urban Pilot Projects have focused on exploiting the technological potential of medium sized cities to meet both economic and social objectives.

Approaches to Urban Governance

Several Urban Pilot Projects have provided the framework for indicating or testing new forms of organisation for the development and/or implementation of urban regeneration initiatives. The projects also illustrate a range of different arrangements for implementation.

Exchange of Experience

The Urban Pilot Projects have been encouraged to exchange experience and to learn from analogous projects elsewhere in the EU. Many of the projects have actively participated in this activity. This has in turn led to the adaptation of ideas already 'tested' in a different context and to a reduction in the tendency to 're-invent the wheel'.

E.g. At the onset of the project, ATHENS hosted an international workshop to explore ideas and inform managerial and organisational decisions as regards the creation of an Environmental Awareness Park.

Good Practice at Project Level

At the individual project level there are a number of factors that underpin success :

- A concept that illustrates a new and innovative approach
- Strong and bi-partisan commitment at local level
- Clarity of organisational arrangements that emphasise local partnerships
- The absence of significant constraints or uncertainties that could inhibit implementation
- Good managerial capacity.

In respect of management, clear and specific work programmes together with carefully planned and objective on-going evaluation have proved of great value.

The Second Phase

The call for proposals for the second phase of Urban Pilot Projects was published on 30 November 1995. A total of 503 proposals from 14 member states were received.

To undertake the selection process a panel of 27 independent experts was appointed, together with a technical assistance office. Factors which were taken account of in the appraisal of projects included :

- The innovative character of the proposal;
- The potential for demonstration and wider applicability;
- The partnership arrangements;
- The employment impact;
- The practicality of implementation within the proposed timeframe.

The final decision on the selection was made by the Commission Services and an announcement of the selected projects is anticipated at the end of June 1997.



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Introduction

This 1996 annual report has been prepared for DGXVI - Directorate General for Regional Policy and Cohesion of the European Commission by ECOTEC Research and Consulting Limited. The report is based upon the results of the monitoring and evaluation of the 33 Urban Pilot Projects funded under Article 10 of the European Regional Development Fund during the period 1990-96.

Following the reform of the Structural Funds in 1988, increasing concern that areas of acute poverty and urban decay existed within even the more prosperous cities outside priority objectives, led the European Commission to enter into negotiations directly with member states, cities and regions, to identify how Structural Fund resources could best be applied within urban areas. Article 10 of the European Regional Development Fund (ERDF), adopted to finance pilot actions and innovative measures, enabled the Commission to use a small proportion of ERDF resources to fund projects that piloted innovative ways of tackling problems of urban disadvantage and unemployment.

There were clearly common challenges faced by European cities, for example environmental problems and dereliction stemming from industrial restructuring, socio-economic deprivation, and difficulties in reconciling the conservation of historic centres with new economic demands. The Urban Pilot Projects were seen as a way of addressing these issues in a small number of localities, and as a means of learning more about approaches to urban problems at the levels of policy and practice.

The experience and lessons of this first round of Urban Pilot Projects informed the adoption in 1994 of a new Community instrument for tackling issues of urban regeneration and cohesion, the URBAN Community Initiative. URBAN now includes programmes targeted on localities in 85 different towns and cities of the European Union. Greater emphasis has also been placed on urban regeneration in the Community Support Frameworks, Operational Programmes and Single Programming Documents agreed with member states for the implementation of the Structural Funds during the period 1994-1999.

This report reviews the progress of the 33 Urban Pilot Projects and highlights, on the basis of their experience, lessons for Community urban development and aspects of urban change in Europe at large. The report also looks forward to the new programme to be implemented. This is a pivotal time, as there have been important changes in the Commission's approach. In late 1995 there was a call for proposals for a new round of Urban Pilot Projects. The response was very positive with 503 applications from cities and towns in 14 member states. It is anticipated that funding will be granted to about 25 new projects, operating from 1997 to 1999. This new round of Urban Pilot Projects will hopefully generate valuable experience, and provide lessons that can feed into future policy initiatives. In addition, the EU's thinking on urban issues from a more general perspective is given in the European Commission's Communication on urban issues, that is to be presented in May 1997.

The report has benefited from feedback from those responsible for the implementation of the Urban Pilot Projects and those responsible within the European Commission for the Programme during the period: Marios Camhis, Marcello Roma, Christos Adam, Glynis Whiting and Elia Dominou.

The Locations of Phase 1 Urban Pilot Projects



The Background

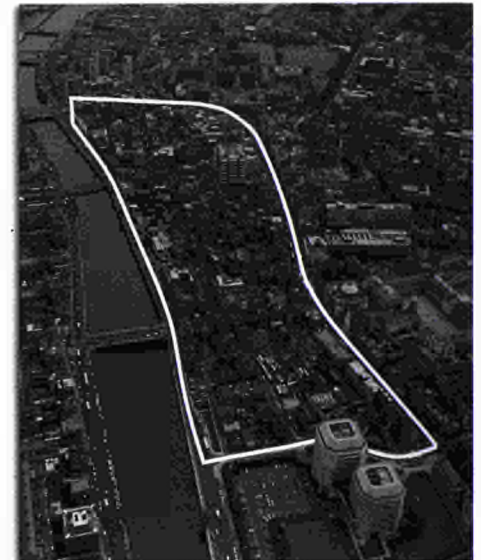
Structural Funds and the Urban Pilot Projects

The Urban Pilot Projects were launched in 1990, and 1996 saw the seventh successful year of their operation, consolidating the lessons of the past, as well as looking to the future. The Urban Pilot Projects (UPPs) are co-financed by Article 10 of the European Regional Development Fund (ERDF), one of the European Union's four Structural Funds.¹

The Structural Funds are the Community's financial instruments² for achieving economic and social cohesion and reducing regional disparities. Along with the member states, these Funds part-finance development measures through direct subventions. The ERDF in particular, administered by DGXVI, concentrates on productive investments, infrastructure and local development including that of small businesses. The vast bulk of structural measures (90% of the Structural Funds) are implemented through programmes initiated at national level and subsequently adopted by the Commission in the form of Community Support Frameworks or Single Programming Documents.

Also funded by the Structural Funds (9% of the total budget) are a range of Community Initiatives. Grouped under 13 themes, these Initiatives allow the European Commission to focus on particular Community problems and opportunities, funding projects that have helped to set the policy agenda for mainstream programmes. Among the Community Initiatives funded by the ERDF is URBAN, launched in 1994, to tackle the problems of run-down urban neighbourhoods using an innovative and integrated approach.

Alongside the mainstream Structural Fund activities and the Community Initiative programmes, about 1% of Structural Funds is spent on a series of innovative measures across the European territory. Article 10 of the ERDF, in particular, makes provision for the "support for studies or pilot schemes concerning regional development at Community level". The application of Article 10 during the period 1989-93, enabled the Commission to co-finance innovative demonstration projects to tackle urban problems: the Urban Pilot Projects.



Dublin: Aerial view of Temple Bar area.

¹ The other three Structural Funds are the European Social Fund (ESF), the Guidance Section of the European Agricultural Guidance and Guarantee Fund (EAGGF) and, since 1993, the Financial Instrument for Fisheries Guidance (FIFG).

² In addition to the European Investment Bank and, since 1993, the Cohesion Fund.

During the period 1990 to 1996, a total of 33 Urban Pilot Projects were initiated and implemented in 11 member states of the European Union. The total budget for the projects was ECU 202 million, with half of this financed by the European Commission. The first two projects, London and Marseilles, began in 1990. Subsequently the programme grew rapidly with 24 projects beginning in 1991 and 1992, and a further tranche of 7 projects beginning in 1993.

Following the success of the first round of UPPs, the European Commission launched a call for proposals for new Urban Pilot Projects, prompting 503 applications from 14 member states, by the closing date in April 1996. Each application was assessed in detail by a team of independent experts. On the basis of this advice, about twenty five new projects are expected to start in 1997, with a total ERDF contribution of around ECU 63 million. This report focuses on the achievements and experiences of the first round of UPPs.

The Objectives of the Urban Pilot Projects

Urban areas throughout the EU share common problems and characteristics. Whilst cities remain strong poles of economic growth and development, they are at the same time faced with problems of environmental decay and pollution, industrial decay, and social exclusion. The Urban Pilot Projects were designed to explore and illustrate different approaches to tackling these problems and to help develop and share experiences at Community level. The programme aimed to support innovation in urban regeneration and planning within the framework of a strategy for the development of urban areas, in order to contribute towards social and economic cohesion.

A wide range of problems was indeed addressed by the 33 Urban Pilot Projects, across 11 member states. Several of the Community's largest cities have benefited from UPPs, for example, London and Berlin, as well as comparatively small towns.

A number of projects were designed to tackle the issue of social and economic deprivation, either in the inner city context or within peripheral neighbourhoods. A series of projects were aimed at tackling neglected historic centres through integrated strategies aimed at improving the environmental conditions, stimulating the growth of new economic activity and restoring the historic fabric. Another problem addressed by a number of the UPPs was the development of links between research and development activities in a city and local SMEs, universities and other interested parties. These projects aimed at harnessing the potential of a city in terms of its development of new technologies, to the benefit of the local economy, communities, or the urban fabric.

The Characteristics of the Urban Pilot Projects

In terms of community interventions, the Urban Pilot Projects are specific in their focus and approach:

- The UPPs aim to have an integrated approach, although certain areas of intervention, such as health and housing, are outside their remit.
- Many of the UPPs were encouraged to take part in transnational exchange of experience activities, and the emphasis on demonstrating lessons and dissemination is an important aspect of the projects.
- Although the scale of resources involved in the UPPs is small compared with the overall level of Structural Fund support in urban areas, and compared with the level of expenditure on urban regeneration by the public (national, regional and local) and private sectors, the projects aimed to act as catalysts for other sources of funding.
- Through integrated and spatially targeted actions, the UPPs aimed to generate cooperation and partnerships at local level, and act as catalysts for joint funding of urban regeneration schemes.
- The UPPs can be located outside designated Structural Fund priority areas.

The UPPs addressed a wide range of urban problems, more often than not through a comprehensive and integrated local strategy aimed at maximising physical impact and generate knock-on effects in terms of public and private investment. Problems addressed include: social and economic deprivation; poor land use planning; neglected historic centres; environmental degradation and lack of "eco" awareness; traffic management; poor links between research and development activities and SMEs; derelict industrial wasteland.

Reflecting the wide range of urban problems addressed and the integrated approach, many types of activities were undertaken by the projects. One of the most common ones was the creation of what can be termed "service" centres, offering information services to local population, vocational guidance and/or training, support or advice to SMEs. The restoration of old or historic buildings for new uses to meet the needs of the local population or improve the provision of public services was another common activity. In most cases, the main physical interventions were complemented by "soft"



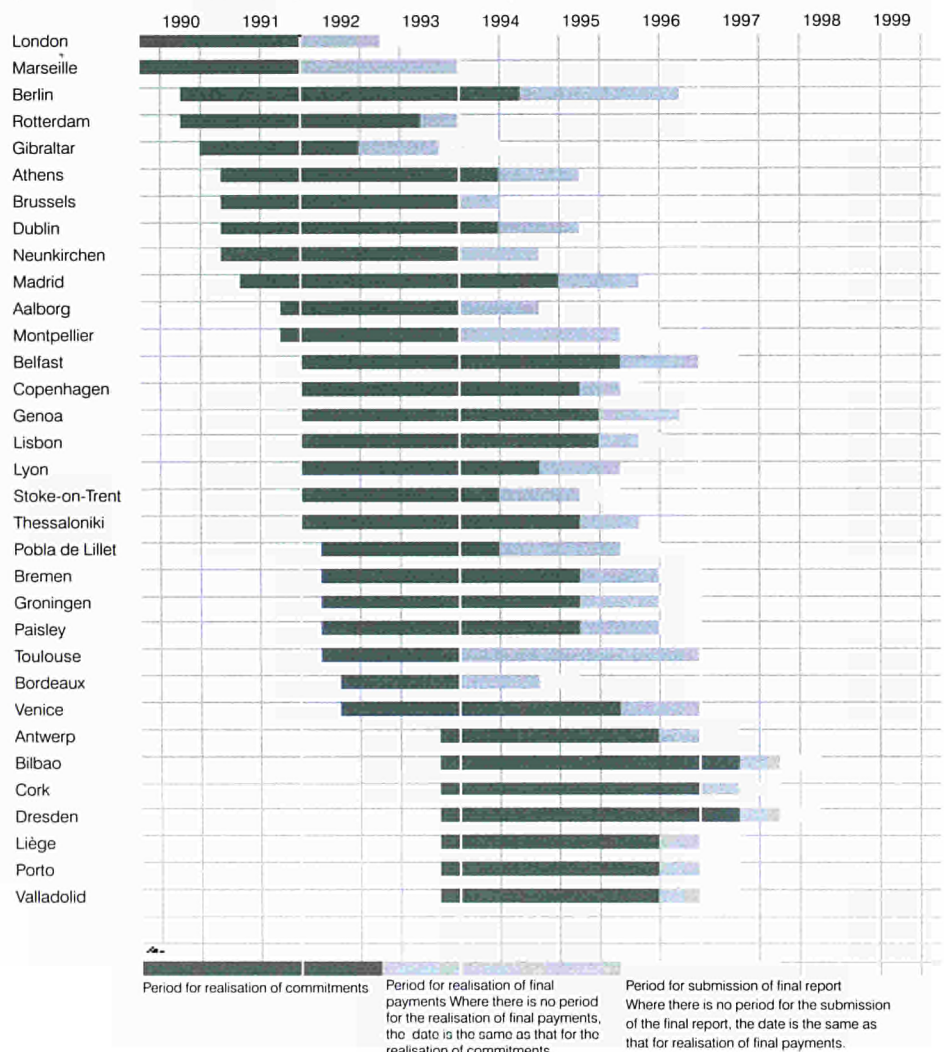
The "Liège Re-discovers its River" project concerns the refurbishment of the riverside and improved access to the city centre.

measures aimed at stimulating economic activity in the area and reducing unemployment and social exclusion.

In terms of management and implementation, the extent of involvement of each member state government varies. In some instances the government has both administrative responsibility and involvement in the implementation. In other cases, responsibility through direct contracts between the Commission and those concerned, rests at the city level. Implementation has, in a number of instances, been delegated to organisations with a degree of independence at the sub-urban scale.

By the end of 1996, 22 projects had completed their funding periods and had submitted their final activity reports to the Commission. The timescales of the projects are crucial to the observations that can be drawn. The final conclusions regarding the impact of the projects concerned primarily with physical investments cannot be made until the relevant works are completed. Outputs can be more easily assessed where projects have supported on-going, 'revenue' measures such as training and advice to SMEs. At this stage it is also easier to draw conclusions relating to the process of

THE TIMESCALES FOR THE IMPLEMENTATION OF THE URBAN PILOT PROJECTS 1989-1993 (situation at December 1996)



implementation rather than the final achievement of projects. Nevertheless, there are lessons that have emerged from the experience of the first round of UPPs, which are of relevance to a strategy for development of urban areas and pertinent to the overall problematic of social and economic cohesion.

The Wider Policy Context

Since 1989, cities throughout the European Union have increasingly benefited from actions supported by the Community. Although EU actions in urban regeneration are not readily visible, many EU policies, and the Structural Funds in particular, have a direct or indirect impact on cities (in Objective 1 and 2 regions), and the European Commission is able to contribute to the implementation of urban policies developed at a national, regional or local level.

During the 1990s, there have been a number of developments at EU level promoting urban programmes and policy:

The URBAN Community Initiative

Building on the experience of the UPPs, the URBAN Community Initiative was launched in 1994 to extend and improve the EU's contribution to the implementation of urban policies. It aims to fund integrated approaches to urban problems in specific districts, which are suffering from multiple deprivation. In promoting innovative actions, the projects funded have a demonstrative character, illustrating lessons that are relevant to other cities in Europe. A total of 80 cities within the Structural Fund priority areas (Objective 1 and Objective 2) benefit from funding under the URBAN Community Initiative, with an EU budget of ECU 869 million for the period 1994-1999. Of these 80 cities, 19 have also had Urban Pilot Projects.

Initiatives to support employment

The Structural Fund policies to support employment are, for the most part, concentrated in cities. Objective 3 (aimed at creating employment opportunities for those 'disadvantaged' in the labour market), and Objective 4 (adapting the workforce to industrial change), concern the whole of the European Union, rather than specific zones, but are mostly focused on urban areas, where the concentration of the target groups is greatest. The Community Initiative EMPLOYMENT corresponds to the aims of Objective 3, and is mainly focused on projects in urban areas. In 1996, the Commission launched a new strand of the EMPLOYMENT initiative, entitled INTEGRA, which aims to integrate those particularly threatened with social exclusion into the labour market, and to support measures to combat racism and xenophobia. Within INTEGRA, specific actions will be funded to help disadvantaged urban areas, with the aim of revitalising entire neighbourhoods and increasing local job creation efforts. There will be coordination between INTEGRA and the URBAN initiative.

Actions for the urban environment

Beyond the sphere of regional policy per se, urban issues are also addressed in the context of other European policies. 1990 saw the publication of the European Commission's Green Paper on the Urban Environment which, together with the 5th Environmental Action Programme, provides the basis for EU policy and action on the urban environment. A European Union Expert Group on the Urban Environment was also established in 1991 which, together with the European Commission, launched a 3-year Sustainable Cities Project. As well as drawing up a Good Practice Guide to sustainable development in urban areas, the project supported the European Sustainable Cities and Towns Campaign, which is currently active in promoting sustainability at a local level, in line with the EU's action in the field of the urban environment. Other programmes are supported by the Commission which, although not specifically targeted on the urban environment, do have an impact on cities. For example, the LIFE programme, "the Financial Instrument for the Environment", funds demonstration projects that assist in developing and implementing the EU's environmental policy. The programme includes some projects that are geared specifically towards urban problems, such as reducing traffic pressure in cities and promoting "cleaner" public transport systems.

IT applications

The Commission's Telematics Applications Programme includes a sector specifically focused on the issue of urban and rural development. The aim is to establish new economic activities, and to improve living conditions in these areas, by supporting telematic-based services, such as tele-working and tele-services, as tools for economic development. These contribute to urban revitalisation, by discouraging unnecessary journeys, and thus safeguarding the urban environment and improving the quality of urban life.

A network of cities has also been established through the "European Digital Cities Project" of the Telematics Applications Programme, which includes over 100 cities and regions. The project aims to disseminate information on new technologies related to urban transport, as well as to exploit the potential of shared telematic networks, to the benefit of city transport systems.

Policy studies

A number of separate studies have also been undertaken by the European Commission concerning urban areas. In 1990, a study on "Urbanisation and the Functions of Cities in the European Community" was commissioned, including 24 case studies covering many of the European Union's major cities. The results of this fed into the urban chapter of the document "Europe 2000", which presented a framework of reference for planners at European, national and regional levels. An updated version of this study "Europe 2000+" was approved in 1994.

Urban networks within the Union

There are a number of networks that aim to link the cities of Europe, promoting exchange of experience, and developing cooperation on issues that directly concern city authorities (such as transport, environment, energy and social issues). Three of these networks were originally funded under Article 10 of the ERDF and, having reached the end of their funding period, are currently self-financing. 'Quartiers en Crise' began in 1989, and aims to address urban policy and social exclusion issues by stimulating the exchange of politicians, professionals and residents between different cities.

'Eurocities' aims to foster cooperation between cities in fields of common interest through a series of thematic sub-projects (for example, "tele-cities" and the "car-free cities" network). It also provides a "voice for cities" in the European political arena through its lobbying role. The 'European Urban Observatory' was established to create a database and information system as a tool for decision-makers in urban policy. The Commission intends to fund a second round of Interregional Cooperation projects through Article 10 (RECITE II), with the potential to support cooperation projects between cities on specific themes.

Cooperation with Third Countries

The ECOS-OUVERTURE programme has funded networks between cities of 'Third Countries' (those in Central and Eastern Europe, the New Independent States of the former Soviet Union, and Mediterranean countries). A number of decentralised cooperation networks between cities in the South Mediterranean through the MED-URBS programme have also been funded. Initiatives are also underway concerning cooperation with Asian cities (ASIA-URBS), and Latin American cities (AL-URBS).

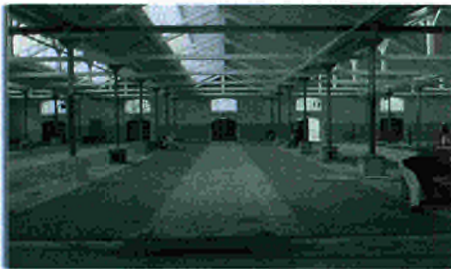
Lessons from the Urban Pilot Projects for Community Urban Development

The experiences of the first phase of Urban Pilot Projects have demonstrated the scope for mobilising individuals and organisations at local level, as well as the potential for partnerships between the various public, private and voluntary actors and the benefits of an integrated and spatially focused approach, in combating socio-economic deprivation and promoting the urban redevelopment of European cities. The lessons that have emerged from these experiences are pertinent to the formulation of urban regeneration strategies and could inform the debate on urban development at Community level.

The Integrated Approach

A very effective way of meeting the challenges of urban regeneration is through an integrated approach to the economic, social and environmental problems of a small area. This concept has been used as the cornerstone of the URBAN Community Initiative, and has also been illustrated by many of the Urban Pilot Projects as an effective means of tackling urban regeneration. Thus, initiatives in the economic sphere (e.g. support for SMEs, training, workshop space etc.) have been combined with those tackling problems of physical and environmental degradation, as well as social marginalisation, all within a spatially defined area. The concentration of financial resources on a number of multifaceted synergetic measures in a specific neighbourhood or small area, maximises leverage and spin-off effects. Projects illustrate different aspects of this approach:

- The COPENHAGEN project combined ecological considerations in building refurbishment with the provision of training and job opportunities for the unemployed.
- The PORTO project introduces an integrated approach for the regeneration of historic centres: the renovation of historic buildings and environmental improvements are combined with a series of social and economic measures, such as special services for the elderly and the young, housing improvements, and the promotion of cultural, tourist and commercial activities.
- In ROTTERDAM, the Inner Cities Programme included the establishment of a Development Centre, two Spin-off training and vocational guidance centres, safety and health measures aimed at creating new job opportunities and an action plan for SMEs.



The COPENHAGEN project focused on the rehabilitation of Øksenhallen, a former market hall in the Vesterbro district. In addition to providing a local facility for the district, the project piloted an ecological approach to building refurbishment, including use of recycled and environmentally "friendly" materials and renewable energy. This was combined with the provision of employment and training in "eco-building" techniques to local residents. The project has made an important contribution to the regeneration of the district. In particular, it is expected that the National Resource Centre for Urban Ecology will be located in Øksenhallen, building upon the experience of the Urban Pilot Project.

- In DRESDEN, LISBON and VALLADOLID the approach has involved developing new or rehabilitating old prestigious buildings, as the focus for wider renewal. In each case, the investments have aimed for a symbolic, as well as physical, impact and have helped to generate confidence in areas which were characterised by high numbers of those threatened by social exclusion.

Urban Pilot Projects have shown that a clear spatial focus, combined with integrating different types of interventions, helps achieve the greatest impact. In all cases this should be combined with a clear targeting of the beneficiary groups. Also, in the case of physical interventions in particular, leverage is greatest when efforts are concentrated on those types of actions that will most greatly impact on improving the area's image, and help build consensus and confidence in the regeneration scheme. Whilst actions need to be carefully coordinated between all levels of governance (member state, city, locality), the integrated and spatially focused approach enables maximum consultation with the citizens and community actors. The well rehearsed axiom that 'local problems require local solutions' is clearly illustrated by the experience of the Urban Pilot Projects.

The Competitiveness of European Union Cities

Eighty percent of the EU population live in urban areas, and the EU's economic activities are similarly concentrated. However, the nature of the agglomeration economies that led to the formation of urban areas has changed. Globalisation and improved communications have led to increasing interactions between cities and comparatively less with their physical hinterlands. Nevertheless, cities still have the capacity to be catalysts for future economic growth, a role that is crucial to competitiveness at a European level. In the case of medium sized cities in particular, this role will depend on a city's ability to exploit its competitive advantages and re-invest in the development of its local human and physical potential. This role will also depend, in part, on new linkages, networks and partnerships forming within and between cities. Several of the Urban Pilot Projects are pertinent to this:

- The STOKES project builds on the town's tradition in ceramics manufacturing by creating a new, vibrant 'design quarter' to stimulate links between the cultural industries, museums and the traditional ceramics industry.
- The MONTPELLIER and BORDEAUX projects were also concerned with stimulating linkages and exploiting the technological bases that have developed in specific economic sectors in these two cities.
- Although without a specific sectoral focus, the TOULOUSE project makes use of Research and Development as well as communications technologies to provide a number of services and training facilities to local SMEs. Through the establishment of a European Centre for Training, Animation and Economic Development, it aims to create synergies in these fields and to contribute to the strengthening of Toulouse's economic role in the South of Europe.
- Both the GIBRALTAR and VENICE projects were concerned with assisting structural adjustments within urban areas. In the former case, the focus was on the stimulation

The MONTPELLIER UPP aimed to strengthen the activities of the Agropolis Research and Technology Centre in the field of Mediterranean and tropical agriculture and food products, and to develop an international framework for cooperation and exchange of experience in this field. A number of actions were undertaken: creation of an information, training and services centre on Mediterranean and tropical agriculture (Agropolis International); establishment of an observatory on the scientific and technological assets in this field (Agropolis Museum); and creation of a laboratory on rural engineering (Laboratoire Mécanisme Agricole). The principal objective was to create links between universities, the industry and the public.

Through the creation of a laboratory on wood products linked to the International School of Forestry, the BORDEAUX UPP aimed to strengthen existing scientific research in this sector and complement it with tertiary research (marketing, design, economics). The overall objective was to improve relations between industry and research, and promote the transfer of new technology know-how to SMEs. The background to this scheme is the decline of Bordeaux's heavy industry and its replacement by small dynamic high-technology firms in the sectors of wood processing and metallurgy.

of the SME sector through the provision of premises and other infrastructure facilities. In the latter case, the adjustment concerns moving from traditional declining industries into new sustainable and employment generating economic activities, notably through the creation of a Marine Technology Service Centre.

Whilst some of the necessary changes may occur more or less spontaneously, the public sector can help create the conditions within which new linkages and forms of economic activity can flourish. Not least this can be achieved through stimulating the 'software' of human interaction whilst maintaining the 'hardware' of attractive and efficient urban environments.

Employment and Combating Social Exclusion

Within urban areas, socio-economic disparities are reflected spatially through the segregation of more deprived groups in certain neighbourhoods. Contrasts between adjacent neighbourhoods can be particularly marked. Rapid physical and economic development in a certain district, may not have evident "trickle down" effects in surrounding deprived areas. Similarly, the economic regeneration of a city at large will not necessarily impact on neighbourhoods with high unemployment and poor living conditions. Needs for local services and for improvements to security and the local environment may be high in certain areas, whilst little market incentive may exist to meet these needs. This leads to increased polarisation in the city, with pockets of high unemployment and a lack of local services and facilities.

Several of the UPPs illustrate ways in which neighbourhoods characterised by high levels of unemployment and social exclusion can benefit from regeneration schemes. Some of these have used innovative approaches to creating local employment, while at the same time addressing local needs:

- The key aim of the LONDON project was to develop schemes which would enable target groups in socio-economically disadvantaged areas to access the benefits of what was - at the time of designing the project - a fast growing London economy.
- In ROTTERDAM, emphasis was placed on encouraging a "social return" to the Kop van Zuid area, triggered by the economic regeneration programme. In addition to training provision schemes, local employment opportunities were generated by activities to improve security in the neighbourhood.
- Part of the pilot project of the BRUSSELS Capital Region comprised a series of training initiatives directly linked to employment creation schemes, targeting specific groups at risk of social exclusion (immigrants, refugees, young persons with low qualifications) in the most deprived area of the city.
- In BILBAO and DRESDEN, projects aim to provide public facilities in deprived areas, such as a health and hygiene centre in the La Vieja neighbourhood in Bilbao and a public swimming pool and related facilities in the Outer Neustadt district in Dresden. Both projects have employed local, previously unemployed residents and have provided them with practical vocational training. All physical rehabilitation work is specifically targeted at creating opportunities for business and employment in the area.

A number of UPPs have been innovative in providing customised employment services and individualised counselling, at district/ neighbourhood level. Examples include: the creation of a Mediation Centre in the North-East district of ANTWERP targeting low-skilled workers and the unemployed; the establishment of a District Employment Centre in Korreweg/Oosterpark in GRONINGEN; the creation of the OREA Employment, Training and Enterprise Centre in LYON's La Duchère district, targeting young people and long-term unemployed and involving local enterprises in job-subsidy and on-the-job training schemes; and the setting up of local Advisory Services on the Vocational Orientation of Women in the Tenover district of BREMEN.

The BREMEN project also piloted a Placement of Social Welfare Recipients Scheme, aimed to test the "Employment Instead of Welfare Aid" proposal formulated by the Federal Welfare Act of 1992. It enabled 21 long-term unemployed social welfare recipients to be employed for two years in local SMEs. Following this type of welfare-subsidised employment, 7 recipients were subsequently placed in permanent jobs. The scheme led to the formulation of a concrete Programme proposal which was adopted and is currently run by the City of Bremen.

There is clearly a need to consider the links between urban redevelopment and potential employment opportunities, and the ways in which access to employment can be opened up to those who might be vulnerable to social exclusion. Initiatives to address these concerns include advice, pre-training support, training and child care support. In some cases, the constraints to access may be generated by social security systems that create disincentives to taking up part-time work or training.

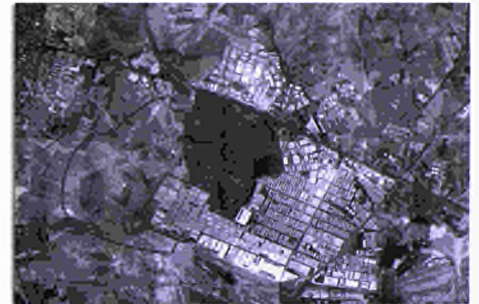
There is, nonetheless, a need to monitor the distributional consequences of wider urban changes carefully, and more particularly, the effectiveness of multi-faceted projects that aim to counteract social exclusion in particular localities and amongst specific groups. At best projects can have a reinforcing and multiplier effect. At worst there is a danger that success in one locality may be at the expense of growth elsewhere.

Sustainable Urban Development

European cities must face the challenge of integrating economic, environmental and employment considerations within a logic of sustainable urban development. While most cities are not experiencing high rates of population growth, they nevertheless have to adapt to other pressures, including wider market, technological, social and ecological changes, in order to achieve sustainable development. A number of the Urban Pilot Projects illustrate the problems that are faced by many European cities, and potential solutions that could be proposed:

- The MADRID and ATHENS Urban Pilot Projects have both addressed the problems of obsolescence resulting from largely unplanned peripheral urban development and have proposed integrated approaches to land reclamation schemes.
- The BELFAST project has been specifically concerned with improving the environmental management of the Belfast Harbour area in ways that do not minimise, but in fact promote the district's commercial potential and employment opportunities.
- On a smaller scale, the COPENHAGEN project has been concerned with trying to use recycled and environmentally 'friendly' materials in its building works, whilst providing new job skills and employment opportunities for the socially excluded. Similarly, DRESDEN has experimented with the application of new techniques in energy conservation to restoration works.
- In NEUNKIRCHEN, part of the UPP was aimed at re-modelling the city's derelict industrial zone through de-contaminating the land, creating a natural park, and providing new infrastructure for the installation of private companies in the services sector. The project demonstrates how ecological considerations can feed into actions for stimulating economic activity and job creation.

The key lesson is that urban regeneration policies need to be considered within a wider strategy for sustainable development. Individual projects need to do more than merely consider their impact on the physical environment. They need to take account of their impacts on existing urban services, and also of their consequences on environmental resources and the social welfare of citizens. In particular, it is important that physical development projects try and anticipate potential uses and needs that may arise.



Aerial view of La Cantueña in Madrid.

Both the ATHENS and MADRID pilot project have undertaken large scale landscape improvements and environmental protection measures in obsolete areas in peripheral urban zones. Through the creation of environmental parks and green public space, they have combined the provision of leisure facilities with environmental awareness actions for the wider public and on-site environmental training for the specialists. ATHENS has integrated in the scheme demonstration projects on organic growth whilst MADRID envisages the creation of an industrial park for 'clean' technology industries. Both projects aim at stimulating economic activity in the district through the proposed environmental management schemes.

Organisation and Partnership

The Urban Pilot Projects illustrate a wide variety of different organisational arrangements. In almost all cases, the lead authority was at the municipal level or via agencies operating in particular localities. Nonetheless, in some cases national governments or their representatives at regional level have been closely involved, either because of their responsibilities regarding the Structural Funds, or because such involvement is characteristic of the national context. Projects have often induced collaboration between different levels of government (local, regional, national) and have often explicitly involved other institutional actors.

For the BELFAST UPP, a consultative and management body was formed, the Belfast Harbour Forum. This brought together national and local government representatives, business and transport interests, as well as those representing expert, conservation and voluntary lobbies. This wide-ranging coordinating body mirrored the diverse interests that are involved in the development of the Harbour area. The overall aim of the project was to exploit both the environmental and commercial potentials of the Harbour, and resolve conflicts between different uses and interests.



Aerial view of the Arsenal of Venice.

In 1993 VENICE established a joint stock consortium, Thetis Centro Servizi, with participation from the Veneto regional authority, the municipality, the chamber of commerce and private companies. The consortium is responsible for the implementation of the UPP, which concerns the conversion of part of the Arsenal of Venice, a former industrial site, into a Service Centre with business lines related to the sector of Marine Technology. The partnership is being enlarged to other companies active in this sector or capable of activating additional business lines for the Service Centre.

- In the case of TOULOUSE and MARSEILLES, for example, the pilot projects were inscribed in the *Contrat de Ville*, which at the time introduced new working methods in the context of French administration. The "contract" between the city and state authorities enabled concertation and collaboration procedures to be established between different levels of government as well as with local institutions, social actors, and the citizens concerned.
- The THESSALONIKI project experimented with a management structure that involved close collaboration not only between different levels of government but also with a plethora of local and national institutions, technical services and public utilities companies. In spite of delays in implementation due to lack of any previous experience of these bodies in working together, this has provided a good basis to build further collaboration in future regeneration schemes.

In some UPPs emphasis was given to the involvement of the business community, either in a leadership or in a policy-making capacity. In other UPPs, the promotion of business, in particular SMEs, has been central to the projects' aims. Some projects, have encouraged participation from a wide spectrum of interest groups and have tried to build sustainable partnerships between the key actors involved in the district's development. Certain UPPs have specifically involved local residents and end beneficiaries in the inception phase of the project.

- In ANTWERP and VENICE, local business services were created in partnership with the private sector to enable the financial sustainability of the project after the end of the UPP.
- The core action of the BREMEN pilot project was the establishment of a Regional Partnership Agency in the district of Tenever. Its main responsibility was to network the various local and regional public /private actors with interests in the area, such as citizens' groups, chambers of commerce, training and employment organisations, social institutions, and SMEs.

The UPPs have demonstrated that there is great merit in generating consensus between all parties involved. They have also shown that local autonomy in decision-making can accelerate the implementation process to the benefit of all concerned. Good communications are of course vital and without them, unnecessary management time will be consumed, to the project's disadvantage.

Links With Projects and Wider Urban Regeneration Programmes

By their very nature Urban Pilot Projects tend to focus efforts on a very specific action, venue, sector or theme. There is, however, an increasing awareness that the links between neighbourhoods and their wider urban areas are such that revitalisation projects undertaken in isolation are unlikely to be as effective as those set in a broader context of regeneration. Very often, UPPs have been part of a wider strategy for regeneration in a given area or have attempted to bring into a depressed area the benefits of a city's wider regeneration strategy. In some cases, the projects themselves have acted as catalysts for much larger urban regeneration schemes. They have done so by providing, in relatively short periods, physical evidence of regeneration at an early stage, when building confidence and consensus is most vital for the scheme's momentum.

- In PAISLEY, the creation of a multi-function Community Centre was part of a wider strategy for the sustainable regeneration of the Ferguslie Park housing estate, addressing issues of housing, environment, education and training, employment and social problems.
- The BERLIN and LIEGE projects are both examples of concrete physical interventions that complement a number of other urban regeneration actions in the city at large. The reconstruction of the Kronprinzenbrücke bridge in Berlin and the restoration of La Passerelle footbridge in Liège are both part of broader plans for the cultural and economic revitalisation of these cities.
- The intention of the PORTO project is to initiate the comprehensive programme for the rehabilitation of the historic city district of "Bairro da Sé", one of the most deprived districts of Porto with an urban fabric very much in decline. The actions entailed in the UPP have been carefully selected to maximise physical impact and generate spin-off effects.
- A typical example of a UPP acting as a catalyst for further urban renewal in the area has been the case of the Temple Bar project in DUBLIN. The project made possible at an early stage and in a flexible way the realisation of certain actions that were crucial for the further development of the Temple Bar's Development Programme. The Programme currently represents a total public investment in the order of 120 MECU and has been able to benefit from other types of Community subventions.

There are lessons from the experience of the UPPs that can feed into other, wider programmes. For example: the application of information technologies to the running of projects and the means for improving institutional capacities and partnerships at a local level. These aspects have been included within wider regeneration programmes, either in national or in EU-funded programmes.

There is also potential to develop further the links with the URBAN Community Initiative, as well as synergies with the mainstream Community Support mechanisms under Objectives 1 and 2. Most of the UPP cities (22 out of 33) are or have been within Objective 1 or Objective 2 priority regions.



The Tannahill Centre in Ferguslie Park.

In PAISLEY, the pilot project concerned the creation of a multi-function Community Centre in Ferguslie Park, a run-down housing estate characterised by high unemployment, poverty and social exclusion. It was part of the wider Strategy adopted by the Ferguslie Park Partnership and aimed to bring about the sustainable recovery of the area by means of a 10-year integrated urban regeneration programme. The Community Centre was designed to provide much needed facilities which were essential to the overall urban regeneration programme, such as a Community forum and Elderly forum area, a nursery, a community library, a health clinic, a multi-use hall for arts and drama events. Overall, the Centre has aimed to improve accessibility to local services, facilitate community interaction and a sense of community identity, and increase residents' confidence in the regeneration scheme.

Informing Urban Regeneration Policy

Whilst the Urban Pilot Projects are important in their regional or local context, at national level projects have so far had little influence on the development of urban policies. Their scale, in comparison to national and other European funding sources, is relatively small. In piloting new approaches to urban regeneration, projects have often been successful in informing the development of regional and local urban policies. Also, certain projects have been specifically concerned with improving policy making structures through the development of sustainable partnerships and "tools", such as Geographic Information Systems, aimed at promoting an effective coordination between urban planning and other regeneration initiatives at local and regional levels. Examples include:

- In ANTWERP, the UPP has directly influenced regional attitudes to urban regeneration strategies, by pioneering an economic-based approach that had previously not been tried in the area.
- The UPPs in AALBORG and GENOA have been specifically concerned with developing Information Systems to promote effective coordination of planning initiatives and to inform the development of local policy.
- The COPENHAGEN project has influenced planning and design decisions in relation to the recycling of materials and a policy orientation towards refurbishing rather than redeveloping.
- In BREMEN the Regional Park Partnership Tenever was designed to test a new policy approach in employment and urban regeneration: establishing partnership structures at district level to facilitate the development and implementation of structural interventions.

This experience could inform debates over the utility or otherwise of specific approaches at national level. It could be particularly useful in addressing managerial aspects of urban policy such as: generating leadership at the local level, the application of technologies to urban management, the importance of environmental management, and the possibilities of alternative funding sources, including those involving competitive bidding. So far, however, these experiences have not fed into the wider national policy debates.

The Urban Observatory in GENOA, makes use of Information Technology systems, to develop and provide research, information, promotional and consultancy services to a multitude of public and private bodies concerned with the development and implementation of regeneration plans in Genoa in particular and the Ligurian regions at large. These services will aim to promote and ensure the environmental, economic and social sustainability of regeneration projects. The Observatory will provide for a coordination of local and regional policies and will mark a move towards a more integrated and sustainable development policy.

In ANTWERP, the approach taken by the UPP to improve the economic basis of the area has been in contrast to previous urban policies that have focused exclusively on environmental and housing improvements. This new approach, piloted by the UPP, has now been adopted by the regional government in other regeneration schemes. The partnership arrangements, involving representatives of the business community, were also innovative in the regional context, and it is expected in the light of the UPP experience, that such a partnership will be encouraged in future regional and national urban regeneration initiatives.

Insights

into aspects of

Urban change in Europe

Globalisation, technological change, the development of the information society, the restructuring of labour markets: all these aspects of societal change have repercussions for the contexts of the Urban Pilot Projects. To some extent the experience of the UPPs helps inform and illustrate the academic and policy debates on the forces underpinning urban change.

New Forms of Employment

Since the demise of traditional forms of employment based around the industrial and manufacturing sectors, local urban economies have needed a new focus to revitalise their economic base. In the “post-industrial” era, cities have turned to services, and cultural industries as a means to generate new and flexible types of employment and income. Cities that developed through economies of agglomeration that best suited manufacturing industries, are now fostering new economic growth that involves social interaction and synergies based around these emergent economic activities, in view of creating sustainable employment.

A number of Urban Pilot Projects have pioneered in their local context the creation of new types of sustainable jobs, whilst trying to improve environmental quality and address social and security needs of residents. The ROTTERDAM project, for example, introduced District Teams for maintenance and supervision in and around housing, and round-the-clock surveillance of park-and-ride facilities. Similarly, the “concierge” scheme for high-rise buildings piloted in BREMEN has been sustained through private co-financing. Based on carefully designed synergies between public sector training provision and new business opportunities for private enterprise, the SEND initiative in GRONINGEN has been most successful in creating new sustainable jobs at local level in a number of sectors, such as housing environment and crime prevention.

Other UPPs have combined the provision of new skills and employment opportunities targeting specifically the socially excluded. Under the LONDON Initiative, for example, the ARTEC (Arts Technical Centre) facility in Islington provided training and job placements in advanced technology in the fields of animation, graphic design and sound recording. In BRUSSELS, the FAE (association for Training and Aid to Enterprises) established a commercial enterprise, VITRO-BIO, in the rapidly expanding sector of in



Premises of the VITRO-BIO (in-vitro cultivation) in Brussels.



The Hothouse in Stoke-on-Trent is providing advance CAD-CAM facilities to local ceramics designers and industries in an attempt to shift the local industry's basis from craft to technology skills.

vitro cultivation. The enterprise operates as a private company and employs local residents that have been trained by FAE.

Several UPPs have included measures that were concerned with improving the self-esteem and confidence of specific target groups - such as long-term unemployed, low-skilled or unskilled unemployed, immigrants and ethnic minorities - and with providing vocational guidance. Such projects attempted to link employment opportunities with public services aimed at meeting local needs of the community. In these cases, market demands may be insufficient to generate full-time employment. Nevertheless, innovative arrangements to create jobs through subsidies, in order to raise incentives and safeguard employment, may generate spin-off effects in terms of local community solidarity. In effect the employment intensity for a given level of economic activity may be increased.

Changes in Urban Structure

In part as a result of past planning methods favouring the development of mono-functional zones, European cities today are characteristically fragmented with marked divisions between historic centres, commercial centres, business quarters, residential districts, large housing estates. Increased traffic, the re-location of industrial and economic activity and other social and labour market trends have impacted upon traditional urban structures. Reflecting the complexities of the process of urban decline, Urban Pilot Projects are located within a wide range of different sized urban districts, in both central and more peripheral urban locations.

Certain projects are located in areas that are close to the city centre but which have suffered from disinvestment, depopulation and marginalisation of their remaining community. Other projects focus on the historic area of cities, where failure to adapt to changing demands for space, planning uncertainty, problems of access, and the high costs of maintaining the physical fabric, may have starved the area of investment and led to an exodus of economic activities and, in certain cases, of population.

- The LONDON and LYON projects were typical examples of programmes aimed to tackle economic, social and environmental problems in inner city areas.
- In the case of the THESSALONIKI project, a series of infrastructure interventions aimed at re-instating and valorising the historic fabric of the old commercial centre, have had a significant impact in terms of attracting private investment and economic activity in the area.
- The CORK project is part of a wider Action Plan for regenerating the historic centre of the city and attracting both business and residents in the area. The UPP has provided additional confidence in attracting private investment in the area.

In such areas the projects are normally concerned with trying to create the conditions for new investment, including the exploitation of the cultural potential. The consequent stimulation of vitality and interaction in the city can in turn reinforce civic identity and a wider confidence, as 'quality of life' factors become more critical to personal, and commercial investment decisions.



The "Centre de Découverte des Sciences et des Métiers" in Lyon.

The LYON project comprises a number of interventions aimed at upgrading and economically revitalising La Duchère, a poor multi-cultural housing estate of 16,000 inhabitants in the north-west of the city. One of the actions, the reconversion of the old Belmont church into a multi-media centre for scientific, cultural and technical education aimed specifically at children (Centre de Découverte des Sciences et des Métiers) is an innovative measure not only at local but also national level. Expected to attract between 55,000 and 100,000 visitors per year, the principal intention is to increase population and economic interaction between La Duchère and other parts of the city.

Other UPPs are located in neighbourhoods that have been developed only in recent decades, but where the socio-economic conditions have declined markedly. Characteristically these include public housing areas, and urban peripheral developments that were developed without effective planning. Today's efforts concentrate on improving the environmental and social conditions in these areas and integrating them into mainstream city life.

The Role of Medium-Sized Cities

Medium-sized cities of Europe have, by and large, performed better than larger cities in recent decades. Given the wider social, economic, technological and environmental changes anticipated in the future, they may offer advantages over large urban areas in the coming decade. For example, improved telecommunications and inter-urban transport, including via the Trans-European Networks (TENs), will provide better communications and access to information. Medium-sized cities may be able to offer a range of facilities and cultural assets comparable to large urban areas, but with the added attraction of a higher quality of life, through shorter journey times and good access to the countryside. Nevertheless, even with the prospect of a relatively good overall socio-economic performance, such cities are also characterised by 'pockets of deprivation' and many have structural problems that disadvantage some groups within the city.

Many of the Urban Pilot Projects take place in deprived areas of medium sized cities. They are linked with wider efforts to improve the city's regional and European profile by exploiting the potential provided by the new technological, communication and economic trends.

- The TOULOUSE project focuses on the creation of a European Centre for training, animation and economic development, making maximum use of research and communications technologies. It is part of a wider effort to strengthen Toulouse's fast growing communications sector and to maximise its economic role in Southern Europe.
- The broad aim of the VALLADOLID project is to exploit the local availability of new technologies to preserve the artistic and cultural heritage of the city. The project also includes the creation of a Museum for Science and Technology to attract local and international tourists, researchers and entrepreneurs.
- The THESSALONIKI project is part of a wider effort to exploit the city's cultural and historic assets in order to promote its development as a major commercial centre in the Balkan area.

Medium-sized cities have been recent success stories of contemporary trends in European urban change. On the other hand, although the scale of deprivation problems in medium-sized cities is not as great as that in larger cities, the problems are nevertheless as profound, and should not be overlooked in the overall assessment of their relatively high performance.



The restoration of the Santa Cruz Palace's facade in VALLADOLID includes testing the use of laser technology in rehabilitation work.



Private sector leverage in some of the areas of intervention of the THESSALONIKI project (e.g. Ladadika area above) has resulted in a spectacular increase in commercial activity in parts of the old historic centre and their integration into mainstream city life.

Approaches to Urban Governance

There are wide variations between European countries, regions and cities in the arrangements for the implementation of urban policy. Some of these variations are illustrated by the Urban Pilot Projects.

Several member states have national urban policies, notably the UK and France. In the former case, national governments have taken initiatives and become directly involved at the local level. For example, the PAISLEY project was managed by a government official during the pilot phase and the 'local' partnership is chaired by a Scottish Office official. In the LONDON case, the absence of a city-wide authority for London has meant that responsibility for the co-ordination of the pilot project rested with central government. In France, the Contrat de Ville procedure (within which both the MARSEILLES and TOULOUSE projects are inscribed) has enabled extensive consultation between various levels of government (national, regional and local) as well as with local economic and social actors.

In other cases there are formal 'vertical' and 'horizontal' partner arrangements. Increasingly, the implementation of urban policy is undertaken within the framework of new institutional structures and new forms of governance. These can be characterised as locally formed networks and organisational groups. The need to create more rigorous structures might itself be generated by the process of bidding for national and EU level resources, where partnerships can be a formal requirement of the submission.

The UPPs illustrate a range of different arrangements for implementation, which include varying institutional involvement, varying degrees of influence of urban elites, and differing leadership involvement of the private sector. All these factors influence the sustainability of the projects and their capacity to adapt to change in the future.

In certain cases, UPPs have themselves provided the framework for initiating or testing new forms of organisation for the development and/or implementation of urban regeneration initiatives. Examples include the cases of the Regional Partnership Agency Tenever in BREMEN, Temple Bar Properties in DUBLIN, the BELFAST Harbour Forum, the public/private partnership for the implementation of the Historic Centre Action Plan in CORK.



The CORK project initially envisaged the creation of a public-private agency to implement the Historic Centre Action Plan.

After the initial phases of project implementation, it became apparent that the public-private partnership envisaged had become embedded into the existing management structure (the City Centre Management Partnership) and that the establishment of a separate agency was no longer appropriate.



TEMPLE BAR PROPERTIES

Temple Bar Properties is a company limited by shares, the sole shareholder being An Taoiseach (the central government). It was established through an Act of Parliament in 1991, as the executive body to implement the development of the Temple Bar area as Dublin's Cultural Quarter.

Lessons for Urban Pilot Projects

The Ideal Conditions for the Success of Projects

Given the specific objectives of Article 10 and the overall regulations for the use of the Structural Funds, Urban Pilot Projects need to be implemented relatively rapidly, and lessons should have relevance at the European, as well as national, level. Drawing on the experience of the 33 Urban Pilot Projects from the first round, it is likely that the following conditions will generate successful projects:

- A project based around a concept that illustrates a new and innovative approach in the national or wider European context.
- The strong and bi-partisan commitment of those responsible for the project and those involved in its implementation.
- Clarity of organisational arrangements that emphasise local partnerships, the involvement of beneficiaries in management, and a strong element of local discretion in decision-making.
- The absence of significant constraints or uncertainties that could inhibit implementation. Examples of constraining factors could be land in disputed ownership, the need for building licences that may be difficult to obtain, or testing the application of untried technologies.
- Good managerial capacity.



The Dresden UPP focused on the restoration of the Nordbad public baths.

Reducing Constraints Derived from ERDF Regulations

The ERDF and other Structural Fund regulations are devised primarily in order to facilitate the deployment of resources via the programming arrangements (the Community Support Frameworks and Single Programming Documents managed by the national governments under the auspices of the European Commission). There are no separate regulations for Article 10 resources put aside for innovative projects managed directly by the European Commission. Due to their innovative and pilot nature such projects require greater flexibility than normally allowed by publicly funded programmes.

As far as possible, improvements to the process have been implemented for the new Urban Pilot Projects. These include the development by the Commission services of: (a) explicit regulations on eligible costs and finances; (b) specific guidance on financial and other reporting requirements; and (c) clear indications on timetable and work programme requirements.

In consideration of Structural Fund Regulations post-1999, separate guidance enabling flexibility should be considered for projects to fully explore their innovative potential.

Transfer of Know-How and Exchange of Experience



Porto's historic centre, Bairro da Sé

Within the framework of the UPP, the city of PORTO hosted an international conference in July 1996 to address issues related to the urban regeneration of historic centres. The two-day conference included 25 speakers and more than 100 participants from other EU and non-EU countries. The programme included a detailed technical presentation on the approach adopted by the Bairro da Sé UPP. This event allowed for an exchange of information and views on technical and policy issues between a number of cities and professionals in the field. The event was combined with the announcement of Porto's classification as a World Heritage Site.

An important aspect of the Urban Pilot Projects, to be further encouraged in the future, is the exchange of experience between projects and, to a wider audience, disseminating the lessons learnt from the programme. To date, many projects have been active in sharing their experience, in particular with other UPPs:

- Most Urban Pilot Projects hosted exchange of experience seminars with other UPPs, involving a great number of local government and other institutional actors. Certain projects, such as BILBAO, VALLADOLID, PORTO and ATHENS have hosted major international conferences on urban issues, which were attended by representatives from other UPPs as well as by other European cities. For the later UPPs, this was facilitated by each project having specific exchange of experience budget lines.
- The UPPs in GRONINGEN and BREMEN have worked in tandem, holding a series of meetings and exchange visits on the progress of their respective projects. The two projects are very similar in objectives and types of interventions, but have adopted very different approaches in terms of implementation structures and approaches to networking. They have also engaged a common external evaluator to provide feedback on each project from an independent perspective and a comparative assessment of the two projects.

The technical assistance office which operated between August 1992 and December 1995 provided advice to projects seeking to make contact with other similar projects in Europe. It also circulated newsletters and published bulletins on a number of completed projects. A meeting was held in Brussels attended by all UPPs, with several presentations on progress and good practice principles.

In addition, a number of urban networks exist at the EU level. For example, EURO CITIES, QUARTIERS EN CRISE, and the EUROPEAN URBAN OBSERVATORY, the work of which is relevant to many UPPs.

There would be merit in exploring in detail the potential of establishing databases of "successful" urban projects and policies, which could be made available to UPPs and others. Clearly, a tremendous body of experience exists in this domain. Whilst contact between UPPs has proved valuable, the UPPs would undoubtedly benefit from improved access to information on the experience of analogous projects. Two datasets would be of value:

(i) a database on urban policies - to some extent this would be similar to the European Urban Observatory;

(ii) a database on "successful" projects, including UPPs, highlighting lessons applicable to other projects.

Practical Lessons at the Project Level

"The Quality of the Work Programme is crucial to the smooth running of the project."

Past experience has shown that the Work Programme should, above all, be seen as a working tool. Work Programmes prepared at the proposal stage will need to be elaborated if they are to be useful as a project management tool. However, the Work Programme in the proposal will remain an important source of reference vis-à-vis the projects' contractual relations with the European Commission.

In addition, the Work Programme should include 'milestones' and intermediate outputs that can be anticipated from the beginning and are clearly linked to the project objectives. Some UPPs are geared towards capital works, and in many ways cannot be judged until they are completed. Other projects, such as those involving training and other activities during the funding period, need to be assessed on an on-going basis.

The Programme should indicate the relationship between the project itself and other initiatives, particularly where the project may help 'lever' other activities, or where slow progress of the project may constrain other initiatives.

Overall the Work Programme should be a consensus document, commanding widespread support of all those involved in its preparation.

"Efficient management is a key to the effectiveness of the project."

- Roles and responsibilities need to be properly defined.
- Widespread commitment should be generated for the project's aims and objectives. This is likely to be maintained if information on the project's progress is well communicated.
- It is particularly critical that those who are expected to benefit from the project are involved and feel that they have a stake in its success.
- Every effort should be made to ensure that the project benefits from analogous experience in other contexts.

The use of funds from outside sources, particularly from the EU, can benefit the project over and above the monetary value of those resources. Different parties can be encouraged to work together, the resources can help remove blockages, and outside funding can give the project a high profile in the local context.

The transnational dimension of projects will be emphasised strongly in the new phase of Urban Pilot Projects to be selected in 1997. In the light of previous experience and to best benefit from the added value of the European dimension of the Urban Pilot Programme, new projects will be encouraged to:

- *improve interaction and communication between them*
- *visit other projects addressing similar issues*
- *establish small working groups if appropriate to maximise the benefits of an exchange of know-how.*

The Work Programme is crucial to the smooth running of the project.

It should be a consensus document, commanding widespread support of all those involved in its preparation.

It should include 'milestones' and intermediate and final outputs that can be anticipated from the beginning.

Project Level Evaluation

On-going evaluation can be an effective management tool, especially when combined with benchmarking and appropriate indicators. It allows for:

- *effective monitoring of implementation*
- *anticipation of potential problems and early warning of blockages*
- *adaptation of corrective measures to enable realization in line with the initial objectives*
- *maximum benefits from lessons learnt and good practice principles*

Several of the UPPs have undertaken formal evaluations but, in general, there is considerable scope for improvement. In particular, various organisational and procedural models for evaluation could be applied effectively to the UPPs.

The Work Programme for a project should elaborate on its aims, operational objectives and expected outcomes, expressed quantitatively as far as possible. In addition, it may be appropriate for an 'ex-ante' evaluation of projects (a prior appraisal), to consider, for example, the specific employment or environmental aspects of the project prior to its launch. These evaluations need to give detailed justification for the conclusions reached and to take account of wider, potentially negative impacts.

Due to the innovative nature of the UPPs, there is certainly scope for applying an 'action research' model, particularly given that the Work Programme can change in the light of external circumstances, or due to the success of certain actions. This should enable project managers to take stock of progress systematically and in a rigorous way, so that feedback can be generated (to the benefit of all) and, if appropriate, modifications made. There may also be circumstances when an 'independent' animator, not directly responsible for the UPP, can provide feedback on the project. Arrangements of this type can be useful to assess both intermediate outcomes as well as aspects of the organisational arrangements themselves.

After the EU funding period has come to a close, it is usually beneficial to undertake an ex-post (or final) evaluation of the project. In cases where the project has been primarily concerned with infrastructure investment, it may be necessary to monitor the outcomes for some time after the completion of works. However, a distinction should be made between the requirement to provide reports to the European Commission on the progress of the project, and the preparation of an ex-post evaluation, as an independent assessment. The former will necessarily focus on the ways in which EU resources have been deployed and the progress of the Work Programme. The latter should, from an independent perspective, take stock of the impact of the UPP in its wider socio-economic, physical and institutional context, and should draw out lessons of more general applicability at the national and EU levels. Ideally, the final report to the Commission should include reference to the results of ex-post evaluation, where this is practical.

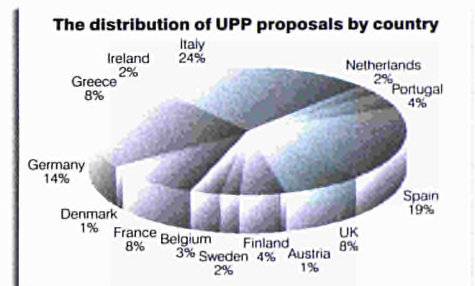
The new

Urban Pilot Projects

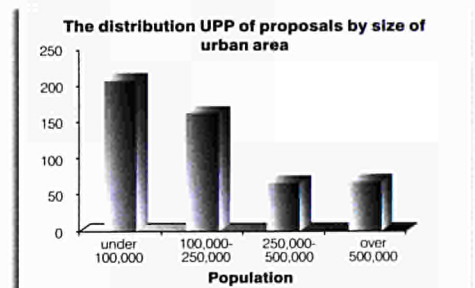
The Call for Proposals for the second phase of Urban Pilot Projects was published on 30 November 1995 (OJ 95/C 319/06), and by the closing date for submissions (29 May 1996), a total of 503 proposals had been received. This overwhelming response far exceeded the expectations of the Commission (initially estimating 200-300 proposals). A final decision is yet to be made on the projects selected for support in the next phase, but the characteristics of those proposals submitted give an indication of the type of interest shown in the programme.

The Proposals

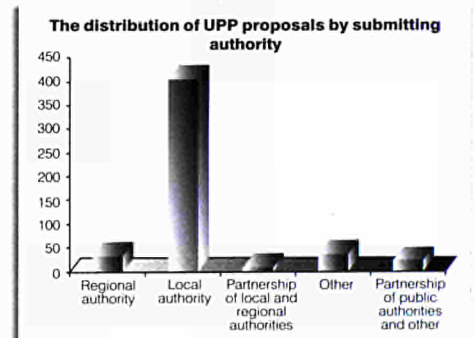
A total of 503 proposals from 14 member states were submitted for consideration (none were received from Luxembourg). The Pie Chart shows that the largest proportion (24%) came from cities in Italy, with a total of 119 authorities submitting proposals. Next was Spain, submitting 97 proposals, and Germany, submitting 72. The new member states were not very well represented in the total number of proposals (only 34 in all), although this reflects their relatively less urbanised populations.

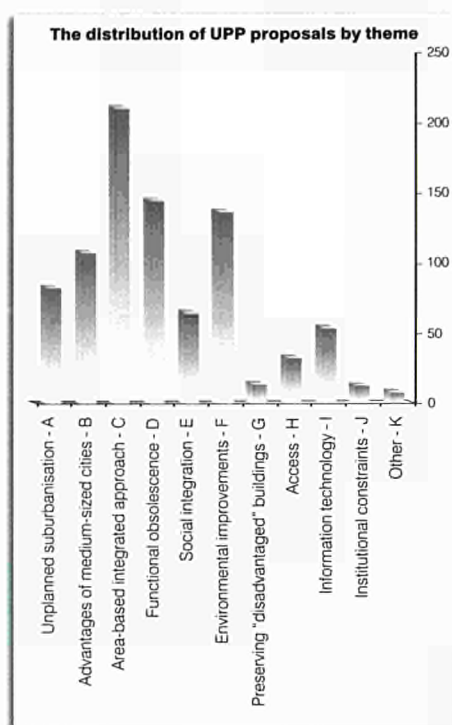


The Call for Proposals stated that the UPP programme is aimed at cities with a population of over 100,000 inhabitants. However, around 40% of submissions were from authorities that represented urban conurbations of less than 100,000 people. These were mainly submitted by authorities that were adjacent to larger urban centres, or by smaller towns that had a marked urban economy and social structure, but located in less urbanised countries such as Greece. In these cases, proposals were considered as eligible. The range of city size, however, could not have been larger, with submissions received from the largest European capitals, down to small market towns.



The vast majority of proposals were submitted by local authorities, with a small proportion being submitted by regional authorities, or a partnership of local and regional authorities. There were also a small number of submissions from "Other" agencies, most commonly private enterprises, and housing or development agencies. These proposals were either submitted independently, or in collaboration with local or regional authorities. However, proposals that were submitted by bodies other than local or regional authorities were not considered as eligible.





The Chart shows the distribution of UPP proposals by theme, as defined in the original Call for Proposals. These are described in detail below, as they appeared in the Call. Some proposals were relevant to just one theme, but the majority fell into more than one category. The most common theme was the "Area-based integrated approach", encompassing many different actions (rehabilitation, training etc.) in a combined regeneration strategy. "Tackling functional obsolescence" was also a common theme, as was the theme covering "Environmental improvements". Inevitably within each country, there were certain themes that predominated, reflecting the historical, cultural and urban policy contexts in each member state. "Environmental improvements" was the most common theme in proposals from Germany, while in Spain and Italy the "Area-based integrated approach" was the theme that was most common. The Swedish proposals most commonly fell into the categories "Area-based integrated approach" and "Social integration" reflecting the high priority given to social affairs in Sweden.

Main UPP proposal themes, as described in the Call for Proposals

- A Improvement of urban planning of peripheral neighbourhoods in medium to large cities which have developed in an unplanned way;
- B Exploitation of cultural, geographical, historical or other advantages of medium-sized cities;
- C Regeneration of historic centres or deprived areas and launching of new economic activities, or strengthening existing ones (in particular SMEs, such as neighbourhood shops and craft enterprises, etc.), in combination with vocational training, rehabilitation, environmental actions or safety improvements;
- D Tackling functional obsolescence in urban zones by introducing new uses which will provide needed urban/civic infrastructures, services or new economic activities; improvement of facilities in downgraded urban districts around mass-transit stations;
- E Promotion of social/economic integration of minority groups and equal opportunity measures in particular through the establishment of partnership and citizens' participation;
- F Improvement of the environment through the creation of new open/green spaces and/or recreational activities together with sustainable facilities in built-up districts; integrated waste-treatment and recycling activities; reduction of energy consumption through renewable or clean alternative energy uses;
- G Good practice for preserving buildings of architectural and social interest in regions with geographical disadvantages (e.g. earthquakes, floods);
- H Integrated management of public transit/parking network and development of strategies enhancing accessibility of isolated economically disadvantaged neighbourhoods to labour markets;
- I Use of information technology for improved functioning and economic development in cities;
- J Tackling institutional/legal issues necessary for the realisation of innovatory schemes;
- K Other.

The Selection Process

A rigorous and objective selection process was established. A preliminary overview was undertaken by the European Commission, noting whether proposals met the basic criteria for application, laid down in the Call for Proposals:

- a proposal should be submitted by an urban, local or regional authority;
- the authority should represent an urban conurbation with a population over 100,000 inhabitants. However, this condition was waived in the cases where towns had a marked urban economy, played a central role within a region, or were themselves peri-urban conurbations adjacent to larger cities;
- the EU contribution requested should generally be in the range of 2 to 3 MECU;
- a project should have a duration of around 2 to 3 years.

Following this initial examination, a team of 27 independent experts was appointed by the European Commission to assist in the selection of the new UPPs. These experts came from all the relevant member states, and covered a wide range of specialisms. Following an initial day-long meeting in Brussels between the Commission and the evaluators, two separate readings of proposals were undertaken by the experts. Their evaluation sheets were then analysed and a shortlist was compiled.

In the detailed evaluation undertaken by the experts, the evaluators were looking for evidence of the following:

- the innovative character of the proposal;
- the potential for demonstration and wider applicability;
- the partnership arrangements between the public and private sectors, and other potential funding partners, with a view to self-financing in the medium term;
- the employment impact of the proposal.

The innovative character of the proposal was judged at both national and EU levels. Various aspects of innovation were considered, including ends, means, location, timing and management. Article 10 of the ERDF is aimed at supporting innovative measures in the context of regional development, and this part of the evaluation was considered to be particularly important.

The shortlisted proposals were also considered from a detailed practical perspective. This involved assessing the feasibility of the project to be carried out within the 2-3 year timescale, the eligibility in relation to ERDF regulations, and from the point of view of any potential delays that may slow down the process of moving from the proposal to a contract.

The final decision on the chosen projects, however, rested with the Commission Services alone. This decision was also dependent upon a number of other factors, including the overall availability of funds, the themes of the shortlisted proposals in relation to each other and the overall member state distribution, as well as the distribution of projects between member states. It is expected that the Commission will announce the list of selected UPPs in July 1997.

Key
Characteristics
of the
Urban Pilot Projects



Aalborg

Denmark

The Aalborg UPP concerned land use planning in urban areas. Its origins are in the "Better City/Sustainable City Campaign" that provides the context for the on-going redevelopment of Aalborg. The project comprised a number of elements, the most significant in terms of resources and development time being the construction of a database/geographical information system for Aalborg. This includes extensive details of individual plots, including three dimensional images for the central area that allows for the visualisation of planning changes - in other words "virtual reality planning". A team was recruited specifically to develop the system as part of the UPP.

Originally, the project comprised an Urban Renewal Centre, an independent 'shop front' base for the project team, the database and other information products. The presence of the Centre helped to give the project a public profile and identity. The Urban Renewal Centre closed in 1994, partly for financial reasons. Currently the system can be accessed via modem links or through personal visits to the Municipal Offices. As well as applications by the Municipality and local residents, there is an expectation that commercial use may be made of the system by private sector planners, developers, property owners etc.

The project has delivered other products including a newsletter and an urban renewal manual which focuses on design issues. There have also been a number of events and training sessions designed to bring together all those parties (planners, developers, and the general public) with an interest in urban renewal.

The project has shown that the concept of involving all of the key interest groups in urban renewal and improving information flows is extremely important. This approach may be particularly suitable to the Danish planning system which is relatively open with a high level of detailed information (for example data on land ownership) but it also has applications elsewhere in the EU. Given recent trends in IT/telecommunications, the UPP has helped to explore the technologies that will increasingly be used in land use planning. Aalborg's direct experience may help other cities save resources through the exchange of experience.

<i>Implementing Authority:</i>	City of Aalborg
<i>Status of project:</i>	Complete ¹
<i>Timescale:</i>	September 1991 to December 1994 ²
<i>Total cost:</i>	2.2 MECU
<i>ERDF contribution:</i>	1 MECU (50% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Theme:</i>	Exploitation of the technological assets of cities
<i>Contact:</i>	City of Aalborg (Technical Department) Box 765 DK-9100 Aalborg Tel: +45 99 31 31 31 Fax: +45 99 31 20 64

Antwerp

Belgium

The Antwerp UPP was part of an Integrated Action Programme for the Revitalisation of North-East Antwerp, which is the most deprived inner-city district of the city. The project had two main objectives: (i) strengthening the economic base of the district as a whole, mainly through initiatives supporting local SMEs, and (ii) re-integrating specific target groups in the economy, mainly long-term unemployed and other excluded groups, through customised training and individual counselling.

The project included four principle actions. The main action of the UPP was the creation of a Business Centre whose aim was to provide logistical support (business advice, common services, premises) to new, as well as existing, local SMEs. An old school building was identified for the location of the Business Centre, and it currently houses 22 enterprises, employing a total of 120 people. A multimedia package with information for business start-ups was prepared by the implementing agency.

<i>Responsible Authority:</i>	City of Antwerp
<i>Implementing Agency:</i>	BOM (Agency for District Development in North-East Antwerp)
<i>Status of project:</i>	On-going ¹
<i>Timescale:</i>	The project covered the period November 1993 to June 1997. It was completed ahead of its contractual deadline, in September 1996.
<i>Total cost:</i>	3.0 MECU
<i>ERDF contribution:</i>	1.5 MECU (50% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	BOM Noordoost - Antwerpen Duingstraat 102 B-2060 Antwerpen Tel: +32 3 272 0029 Fax: +32 3 235 5889

¹ "Complete" refers to projects that have received final payment from the Commission. "On-going" refers to all other projects, although some of these may have actually completed their works. This information is updated to December 1996.

² End dates refer to submission of final report and request for final ERDF payment

The second action involved the development of a number of "work experience projects" which provided target groups with technical and attitudinal training in real working environments. In 1994, 24 part-time job placements were created for young people in part-time education. The third action was centred around a Mediation Centre for counselling specific target groups. Actions targeting potential local employers of low-skilled workers have been undertaken. A training package and information session have been developed. Two job insertion bureaux were established and jobs were identified for a number of long-term, low-skilled unemployed people.

The project also developed a programme for research, exchange of experience and evaluation of the initiative within the framework of the UPP. Regular newsletters presenting the implementing agency's activities were produced. Research was also undertaken to produce a "socio-economic" atlas of the North-East district.

The Business Centre has started up new activities aimed at reinforcing the economic base of the district, in cooperation with the BOM (the managing agency of the project), and has acted as a catalyst for further investment and regeneration. The emphasis on initiatives improving the economic basis of the area represents a clear break from past inner-city policies in Belgium which focused exclusively on environmental and housing improvements. Also, in the case of the UPP, the partnership between a range of public and private sector organisations has been enlarged to include representatives of the business community. This is the first time in Flanders that the business community has been directly involved in an urban regeneration initiative of this nature.

Athens Greece

The Athens Urban Pilot Project involved the development of Queen's Tower Park, a major site in the north-west of Athens, and its rehabilitation into a regional recreation and environmental park with associated training facilities. The project was developed and implemented by the Organisation for Planning and Environmental Protection of Athens and comprised part of a programme of radical "greening" of the city. A diverse network of public bodies and agencies was assembled for the project including: a renewable energy company; the Youth Secretariat; the water authority; a Railroad organisation; the Ministry of Agriculture; the Association for Ecological Agriculture; and the centre for Renewable Energy Sources.

<i>Responsible Authority:</i>	Ministry of Environment, Planning and Public Works
<i>Implementing Agency:</i>	Athens Organisation for Planning and Environmental Protection
<i>Status:</i>	Complete
<i>Timescale:</i>	January 1991 to June 1995.
<i>Total cost:</i>	7.68 MECU
<i>ERDF contribution:</i>	5.76 MECU (75% of eligible cost)
<i>Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	Organisation for Planning and Environmental Protection of Athens 2 Panormou Street GR-11523 Athens Tel : +30 1 69 25 909 Fax : +30 1 64 64 365

The project included some 66 hectares of landscaping and environmental improvement works involving: flora enrichment and reforestation; waterworks; the creation of internal path networks for pedestrians and cyclists; installations for training in gardening and organic cultivation; a related permanent "Green Fair"; and an open-air museum of Attica flora. In addition, the project involved the restoration and re-use of historic buildings including a 19th century farm building belonging to Queen Amelia and adjoining stables which were rehabilitated into an exhibition hall and environmental training centre. A training facility was also built for the Greek Institution for the Unemployed. Some 56 persons were employed during the project construction period with 80 and 108 permanent staff being employed in the first and second stages of the project.

The Athens UPP offered a regeneration response to the relatively unusual problem of peripheral city decline in a suburban area inhabited by low-income groups. It experimented with new ideas for the delivery of urban policy through supporting the environmental and economic regeneration of this peripheral area. This was undertaken using an integrated planning system which incorporated recreation planning with environmental design and social factors. The project could be considered relatively innovative by contributing towards a change in attitude of local residents to environmental issues. This UPP undertook an extensive exchange of experience programme, carried out in close collaboration with both Greek and foreign experts. Due to complex land ownership patterns time delays were experienced with the project which was not completed until June 1995.

Belfast

UK

The Belfast Harbour Urban Pilot Project comprises a number of actions aimed at maximising the environmental and commercial potential of the harbour area. It is an ambitious project seeking to undertake two key tasks: the evaluation of the environmental impact of commercial schemes; and the implementation of a masterplan for the port area.

The district is one of the most important bird sanctuaries in Europe and is threatened by industrial and port-related development. Through a number of research and feasibility studies as well as physical works, the project aims to bring economic and environmental improvements together and to demonstrate methods for sustainable development. A study into tidal simulation for instance has evaluated the impact of development on harbour mudflats. Both natural and artificial habitats have been enhanced by this UPP. The improvement included the creation of a lagoon habitat, a nature park, a sewage treatment plant and a conservation interpretation centre. The project has also piloted the concept of converting dredged materials for top soil and other recycling activity; this idea has been transferred to other areas. All the projects are linked in a coherent plan for the future development of space within the harbour for port activities, industry, leisure and environmental protection.

One of the innovative elements of the project has been the establishment of the Belfast Harbour Forum, a unique partnership which brings together: government administrators; public authority interests; commercial, industrial and transport interests; and expert voluntary and statutory wildlife conservation interests.

The project did experience some technical difficulties regarding components of the work, including issues concerning the presence and use of methane gas and the future plans for domestic waste tipping in Belfast. However major lessons have been learnt about the value of involving a diverse range of interested parties achieving a common goal and resolving conflicts between commercial development and nature conservation. Another strength of the project has been its focus on what is considered to be a 'neutral' part of Belfast with people working together from both sides of the political and religious divide. This UPP has important lessons for European marine estuaries facing similar difficulties.

<i>Responsible Authority:</i>	Department of the Environment for Northern Ireland
<i>Implementing Agencies:</i>	Belfast Harbour Forum ASH Consulting Group
<i>Status of project:</i>	On-going
<i>Timescale:</i>	January 1992 to June 1997
<i>Total cost:</i>	6 715 MECU
<i>ERDF contribution:</i>	3 357 MECU (50% of eligible cost)
<i>Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	Department of Environment Environmental Improvements Bureau Clarence Court 10-18 Adelaide Street Belfast BT2 8GB Tel: +44 1232 540 830 Fax: +44 1232 540 026

Berlin

Germany

The Berlin Urban Pilot Project aimed to rebuild the Kronprinzenbrücke, a bridge over the river Spree close to the Reichstag building. The bridge is intended for multi-modal use by pedestrians, cyclists, motorists and public transport. The original structure was demolished in the 1970s, following the division of the city. The new bridge connects two major inner city areas and substantially improves both vehicular and pedestrian traffic between the two communities. Although the project was a relatively straightforward one, it has major symbolic significance in connecting two previously divided parts of the city.

An international competition was held to stimulate innovative ideas for the design of the bridge. The aim was to achieve the highest possible architectural standards in design terms; the Zurich architect, Santiago Calatrava, won the competition. The bridge's modern

<i>Implementing Authorities:</i>	Federal Ministry of Science Berlin Senate Commission for Economics and Technology Berlin Senate Commission for Construction and Housing
<i>Status of project:</i>	On-going
<i>Timescale:</i>	June 1990 to October 1996
<i>Total cost:</i>	10.8 MECU
<i>ERDF contribution:</i>	5.4 MECU (50% of eligible cost)
<i>Theme:</i>	Revitalisation of historic centres
<i>Contact:</i>	Senatsverwaltung für Wirtschaft und Betriebe Württembergische Strasse 6 D-10702 Berlin Tel: +49 30 787 681 36 Fax: +49 30 787 634 90

and unusual design has attracted considerable publicity. The project was managed by the Senate Administration for Construction, Housing and Transport.

In the overall assessment of the project, a number of good practice points can be highlighted including traffic improvements to increase public use of the bridge and to improve business opportunities, and the high quality refurbishment standards, which have been used to restore a monument of historic and cultural significance. The project complements the wider regeneration of the area and contributes towards the re-integration of the former West and East Berlin.

Bilbao Spain

The key objective of the Bilbao "Puerta Abierta" (Open Door) Urban Pilot Project is to generate new business and employment opportunities in the highly disadvantaged district of La Vieja. The district has a population of about 15,000 and is physically, socially and economically isolated despite being located in the heart of the city. Unemployment in the area is around 30 per cent. The project seeks to "open up" the district to mainstream city activity. The initiatives for the 'Open Door' project are part of the wider framework of the Strategic Plan for Metropolitan Bilbao, which involves over thirty local authorities, industry representatives, financial institutions and universities.

Urban Pilot Project actions concentrate on the creation of a "triangle" of rehabilitated urban infrastructure, including a Health and Hygiene Centre and public education improvements. A number of other measures include the establishment of various facilities to serve as so-called "centres of attraction" such as: the creation of a Software Training Centre to take advantage of the opportunities stemming from the choice of Bilbao as the location of the European Software Institute, the establishment of the Municipal Information Centre, an education park, a crafts centre and an urban activities (mainly restoration) training centre.

The project embraces the concept of "self-rehabilitation". Thus most renewal works have been carried out by the local labour force and residents following appropriate practical training. The municipal training agency has been responsible for designing and implementing the vocational courses required. The Information and Training Centres opened in February 1994, and about 40 people have received training in house-repair and gardening. The project is considered successful for several reasons. First, it has the backing of a broad partnership established for the project and second, it has stimulated the growth of neighbourhood groups in the target district. Third, the project has encouraged the attraction of further public funding sources and finally it has achieved the effective targeting and co-ordination of policies.

The project is already displaying a number of aspects of good practice including: resident-oriented services; improved security; and the involvement of beneficiary groups in project design and implementation. The project has also incorporated international exchanges of experience and in January 1995 hosted a major international workshop on Social Rehabilitation.

<i>Implementing Authority:</i>	City of Bilbao
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to June 1998
<i>Total cost:</i>	8,202 MECU
<i>ERDF contribution:</i>	3,267 MECU (39.8% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Themes:</i>	Environmental action linked to economic goals Revitalisation of historic centres
<i>Contact:</i>	Lan Ekintza Bilbao SA Uribarte 18, 4º dcha E-48001 Bilbao Tel: +34 4 423 6117 Fax: +34 4 423 9667

Bordeaux

France

The Bordeaux Urban Pilot Project concerned the creation of a new technological laboratory for research in the sector of wood products. The laboratory was intended for advanced research in new materials developed from wood and would be linked to the International School of Forestry and Wood. The overall objective was to strengthen existing research in biology, chemistry, mechanics and to re-orient it to commercial activities, through emphasising marketing and design techniques. The underlying principle was to improve relations between research and industry and to promote the transfer of new technology know-how to SMEs.

This scheme was developed following the decline of Bordeaux's heavy industry and its replacement by small dynamic high-technology firms in the wood processing and metallurgy sectors. The city also has an important paper manufacturing industry employing about 30,000 people. The Aquitaine region is France's principle wood processing area.

The Bordeaux UPP has demonstrated that the transfer of technology in an industrial environment based around wood can be successful, if the right components are harnessed in the operation of the project. In this case, these have included a pool of specialists who can undertake research corresponding to the local industrial needs.

One of the innovative aspects of this project was that students and researchers worked in collaboration with SMEs on the production of new materials. There was also a strong element of dissemination at the local, national and international levels, which enhanced local business opportunities. During the period June 1992 to December 1993, the laboratory undertook research and study assignments on behalf of seven industrial firms in the area. A further six assignments were undertaken in 1994 on behalf of local SMEs. As a result, a number of local SMEs have been able to diversify their production and obtain a competitive edge in the market for wood products.

The laboratory has established collaboration with institutes in other countries, such as the Wood Technology Centre in Limerick, the University of Trente in Italy, the Faculty of Forestry in Prague, and others.

<i>Implementing Authority:</i>	Prefecture of Aquitaine Region
<i>Status of project:</i>	Complete
<i>Timescale:</i>	June 1992 to June 1995
<i>Total cost:</i>	571,430 ECU
<i>ERDF contribution:</i>	250,000 ECU (43.7% of eligible cost)
<i>Theme:</i>	Exploitation of the technological assets of cities
<i>Contact:</i>	Préfecture de la Région Aquitaine 24 rue Esprit des Lois F-33077 Bordeaux Cedex Tel: +33 5 56 90 65 03 Fax: +33 5 56 81 47 58

Bremen

Germany

The Bremen Urban Pilot Project aimed to achieve the socio-economic regeneration of Osterholz-Tenever, a peripheral residential district with high unemployment and a high proportion of migrant people with low educational attainment levels. The UPP is part of a wider Tenever Regeneration Scheme agreed by the Bremen city authorities.

One of the main actions under the UPP scheme has been the creation of the Regional Partnership Agency of Tenever which manages the project and whose main aim is the promotion of economic development and employment in the Tenever district. The establishment and development of the Agency was the focus of the initial phase of the project.

Other actions within the UPP include the development of on-the-job training schemes involving local SMEs, the development of residents' services, such as a home delivery service and a concierge scheme, and the establishment of an advisory and training

<i>Responsible Authority:</i>	City of Bremen
<i>Implementing Agency:</i>	Regional Partnership Agency Tenever
<i>Status of project:</i>	On-going
<i>Timescale:</i>	April 1992 to December 1996
<i>Total cost:</i>	3.2 MECU
<i>ERDF contribution:</i>	1.6 MECU (50% of eligible cost)
<i>Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Arbeitsförderungs-Zentrum des Landes Bremen GmbH Am Wall 165-167 D-28195 Bremen Tel: +49 421 32 19 17 Fax: +49 421 32 72 14

centre for women. The training scheme was particularly successful with a high demand for the on-the-job training scheme for long-term unemployed; the principles were adopted into the mainstream activities of the Länder. This is in spite of initial difficulties in convincing SMEs to become involved in the scheme. Similarly the concierge pilot scheme led to the formulation of a programme for concierges in high-rise buildings. The home delivery service did not prove viable, although the women's centre was regarded as very successful with 200 women participating in some of the centre's events. Overall the sub-projects met their quantitative targets and - as truly pilot schemes - informed the development of mainstream programmes. Although within its life-span the project met its objective of networking, it was unable to turn the partnership into a sustainable institution due to an economic downturn and changes in the orientation of public policy.

The Bremen UPP has displayed a number of aspects of good practice, including cost-effective subsidies for job placements and on-the-job training, as well as labour market oriented training provision and the involvement of employers. As part of the UPP, Bremen also set up a special collaboration scheme with the city of Groningen which implemented an Urban Pilot Project with similar actions. Bremen is also a participant in the *Quartiers en Crise* network.

Brussels Belgium

The Urban Pilot Project of the Brussels-Capital Region comprised five community-based initiatives aimed at generating economic activity and employment through support to SMEs and training provision in new technologies, particularly to disadvantaged groups.

One of the initiatives was the Erasmus European Business and Innovation Centre (EEBIC) which was founded in 1992 by the Regional Development Agency of Brussels and the Free University of Brussels with the support of a number of public and private enterprises. Its aim was to assist entrepreneurs to develop projects within the region in high technology and innovative sectors, activities which, due to the high risks involved, have been amongst the first to be affected by the economic downturn. Twelve projects were supported by the Centre.

Three training initiatives were implemented within the framework of the BRUTEC ("Brussels Technology") sub-project. Resources were applied to extend and improve accommodation and provide equipment for training initiatives concerning new information technologies and related skills which were targeted at young persons with low or no qualifications, as well as disadvantaged groups - mainly ethnic minorities and immigrants.

The fifth initiative was implemented by FAE (*Formation et Aide aux Entreprises*) which is a non-profit making organisation for the development of training and labour market insertion activities for socially disadvantaged groups, notably immigrants and refugees. The sub-project under FAE concerned support for the establishment of a small, commercially viable enterprise for the laboratory production of plants. The company currently employs about 30 persons already trained by FAE in the requisite skills.

In the Brussels UPP, a partnership between the two regional Ministries, for the Economy and for Employment, has enabled projects of a truly socio-economic character and impact to be realised. The fact that the overall management of the project has been the responsibility of an external organisation (a non profit-making association) has resulted in efficient project co-ordination and has facilitated communication and information exchange between the different parties involved.

Good results have also been enhanced by high technical competence within each sub-project and the availability and willingness of the project promoters and the ministerial partners to cooperate.

Responsible Authority:	Government of Brussels-Capital Region
Co-ordinating Agency:	CERACTION a.s.b.l.
Status of project:	Complete
Timescale:	January 1991 to June 1994
Total cost:	2,910 MECU
ERDF contribution:	1,096 MECU (50% of eligible cost)
Theme:	Economic development in areas with social problems
Contact:	CERACTION BP 87, Etterbeek 1 67 rue de l'Orient Brussels Tel: +32 2 646 55 31 Fax: +32 2 646 55 32

Copenhagen *Denmark*

The Copenhagen UPP was an attempt to combine 'eco-technology' with urban renewal. It focused on the renovation and conversion of "Øksnehallen", a former market hall in the Vesterbro district. The objective of the project was to establish a Centre for Urban 'Eco-technology' in the "Øksnehallen" building, featuring demonstration of re-cycling processes and exhibitions of ecological building processes. It was an attempt to reduce the consumption of material resources in renovation by increasing the use of skilled labour, and thus increasing employment opportunities in a cost-effective manner.

The renewal of the Vesterbro district, a run-down area of 45,000 inhabitants almost half of whom live on social benefits, was planned prior to the initiation of the UPP. However the project appears to have made an important contribution to the regeneration of the district, influencing some of the planning and design decisions particularly in relation to the recycling of materials and the decision to refurbish rather than to redevelop. In addition to providing a local facility for the district, the UPP has provided employment and training for unemployed local residents. They received on the job training during the refurbishment of the Hall.

The initial aim of the project altered somewhat over time when it was found that recycling building materials was inappropriate. It was in close proximity to housing, it constituted a fire risk and it threatened the livelihood of a small pool of specialist recycling firms. Instead, the project focused on the environmental features of the building itself with, for example, the installation of an advanced energy control system and a rainwater purification and collection system. Newly developed sub-projects were created to compensate for the programme adjustments which included the preservation of existing windows and furnishings made from recycled materials.

Despite difficulties in the scale and cost effectiveness of elements of this project, the need to recycle and experiment with environmentally 'friendly' materials and technology remains important. The completion of the renovation of the Oxen Hall has resulted in a highly visible building providing a range of future activities for residents and visitors. It is also thought that the project has provided a catalyst for future development in the market area. For instance it is expected that the national resource centre for urban ecology will be located in the market, building upon the experiences of the UPP.

<i>Implementing Authority:</i>	City of Copenhagen
<i>Status of project:</i>	Complete
<i>Timescale:</i>	January 1992 to March 1996
<i>Total cost:</i>	4 552 MECU
<i>ERDF contribution:</i>	2 276 MECU (50% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Themes:</i>	Environmental action linked with economic goals Exploitation of the technological assets of cities
<i>Contact:</i>	Kobenhavn Kommune The Employment Secretariat Abel Cathrines Gade 13 DK-1654 Kobenhavn V Tel: +45 33 66 38 00 Fax: +45 33 66 70 65

Cork *Ireland*

The Cork Urban Pilot Project is being undertaken as part of a wider action plan for the historic centre of Cork, adopted by the City Council in January 1994. The focus of the Plan lies within the former medieval core of the city. The UPP comprises a series of measures which were identified during the preparation of the action plan as achievable in the short term and as having an immediate positive impact. The overall aim is to reintegrate the historic centre into various parts of the city and improve the quality of the local environment.

The project consists of a series of integrated sub-projects dealing with heritage/tourism (the creation of a 'Vision Centre' and archaeological

<i>Responsible Authorities:</i>	Department of the Environment Cork Corporation
<i>Implementing Authority:</i>	Cork Corporation
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to December 1997
<i>Total cost:</i>	2 912 MECU
<i>ERDF contribution:</i>	1 750 MECU (60% of eligible cost)
<i>Main Theme:</i>	Revitalisation of historic centres
<i>Secondary Themes:</i>	Economic development in areas with social problems Exploitation of the technological assets of cities
<i>Contact:</i>	Cork Urban Pilot Project Project Office Bob and Joan's Walk Shandon, Cork Tel: +353 21 508 511 Fax: +353 21 508 521

excavations), traffic management, historic building conservation, 'living over the shop' initiatives, environmental improvements and managed workspace. These actions are complemented by training and job creation initiatives and a feasibility study into the creation of a public/private sector partnership to act as a management and delivery mechanism for the wider Action Plan. Despite the late start of several of the sub-projects it appears that the UPP has contributed towards reduced vacancy rates and the transformation of an under-used area into a thriving Saturday market. There is some suggestion that the inner city population is increasing again which may have, in part, been stimulated by the activities of the UPP.

The Cork Urban Pilot Project displays a number of aspects of good practice. These include: restoration work converting buildings to new uses; the reintegration of the historic centre into mainstream city activities; and improved environmental standards to increase confidence in the locality. The project could be regarded as a 'scaled down' version of Dublin's UPP (to regenerate the Temple Bar district) adopting a holistic approach to regeneration with all actions grouped under an umbrella action plan. Following investment in public infrastructure (the market, traffic improvements and pedestrianisation) the Cork UPP has succeeded in attracting visitors to the area and public and private sector investors for building improvements.

Dresden Germany

The Dresden Urban Pilot Project involves the restoration of a 19th century swimming pool, the "Nordbad", located in the rundown old quarter of Outer Neustadt. The swimming pool, a listed monument, is of great historical value and is perceived as an important symbol of the wider efforts to revitalise the quarter. The baths provide a new leisure facility for Dresden's residents and incorporate a new sauna and physiotherapy centre.

The refurbishment of the Nordbad is complemented by the provision of on-the-job training facilities supplying technical expertise and craftsmanship, mainly through construction work on the swimming pool. The specialist building skills required for listed buildings of this nature have been taught to young unemployed people. The project is managed by STESAD GmbH, a city council-owned company responsible for city development and regeneration.

The Dresden UPP demonstrates a number of examples of good practice including the involvement of beneficiary groups in the project design and implementation. Feasibility studies were undertaken regarding environmentally friendly building techniques, for instance in relation to energy use, which should make it a model for similar restorations elsewhere. Of the 1040 buildings in the area, 66% are without bath or shower facilities, and it is anticipated that local residents will make extensive use of the facilities. The Nordbad used to accommodate around 1600 visitors per month but this number is expected to increase following UPP investment. Although relatively expensive, it is expected that the completion of the refurbishment of the swimming pool will provide a symbol of confidence and renewal of the area which survived the Blitz, but had been threatened for many years by plans for comprehensive redevelopment.

<i>Responsible Authority:</i>	City of Dresden
<i>Implementing Agency:</i>	STESAD GmbH (Urban Development and Renewal for Dresden)
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to June 1998
<i>Total cost:</i>	7,634 MECU
<i>ERDF contribution:</i>	3,500 MECU (45.8% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Themes:</i>	Environmental action linked to economic goals
	Revitalisation of historic centres
<i>Contact:</i>	STESAD GmbH St Petersberger Strasse 15 D-01069 Dresden Tel: +49 351 49 47 30 Fax: +49 351 49 47 360/8

Dublin Ireland

The Dublin Urban Pilot Project comprised of a number of initiatives developing arts and cultural activities and other facilities in the Temple Bar area, Dublin's neglected old historic and commercial centre. The pilot project represented a small part of the overall re-development scheme for the area (based on the government's Renewal and Development Act of 1991). However it has been crucial in initiating the expansion of the scheme and in obtaining consensus support for it.

Specific actions under the UPP included: new pedestrian links; the construction of three public squares; hard landscaping, lighting and signposting; the creation of an Irish Film Centre; advisory services to small business; and a promotional campaign aimed at levering new economic activities into the area. In addition, an Information Centre was established to house Temple Bar Properties which is responsible for the management of the whole redevelopment plan.

The Temple Bar UPP acted as a catalyst in the transformation of the once derelict Temple Bar area into one of the city's most prominent features and lively areas. ERDF funding acted as a pump-primer for the regeneration scheme - the infrastructural improvements led to the adoption of a multi-faceted programme of cultural, environmental, residential and retail development. The flexibility accorded to the project through the UPP was a contributory factor in the success of the renewal scheme overall; the co-existence of this diversity of inner city land-uses was unusual in Dublin.

The UPP was also instrumental in increasing private sector confidence in the early phase of the project, when it was not evident that investment would be forthcoming. Early activities and publicity surrounding the project stimulated the private sector into action, and showed that pilot projects and "external" resources can be an important catalyst for wider investment.

This project also demonstrates the importance of co-operating with the local communities in joint initiatives. The Information Centre facilitated discussions and helped negotiate potential conflicts associated with physical development, by being in constant contact with the public over various projects. As well as creating a renewed confidence in inner city projects the UPP has helped create a new image for Dublin and increased visitor numbers to the city, offering many lessons to cities nationally and internationally.

<i>Responsible Authorities:</i>	Department of Environment Dublin Corporation
<i>Implementing Agency:</i>	Temple Bar Properties
<i>Status of project:</i>	Complete
<i>Timescale:</i>	January 1991 to June 1995
<i>Total cost:</i>	9.4 MECU
<i>ERDF contribution:</i>	4.7 MECU (50% of eligible cost)
<i>Main Theme:</i>	Revitalisation of historic centres
<i>Secondary Themes:</i>	Economic development in areas with social problems Environmental action linked to economic goals
<i>Contact:</i>	Temple Bar Properties 18 Eustace Street Dublin Tel: +353 1 677 2255 Fax: +353 1 677 2525

Genoa Italy

The Genoa Urban Pilot Project, named "Civis System", concerns the regeneration of the City's Acropolis to improve environmental conditions and to promote socio-economic development in the area. This in turn is expected to attract private sector investment and to provide new confidence for the revitalisation of this historic centre.

Specific actions under the UPP scheme include: the restoration of an old convent (the Santa Maria in Passione complex) and the creation of an archaeological park; the renovation of the Santo Salvatore church for cultural activities and as a centre for study on urban environmental issues;

<i>Responsible Authority:</i>	City of Genoa
<i>Implementing Agency:</i>	ICIE (Cooperative Institute for Innovation)
<i>Status:</i>	On-going
<i>Timescale:</i>	February 1992 to October 1996
<i>Total cost:</i>	7.0 MECU
<i>ERDF contribution:</i>	3.5 MECU (50% of eligible cost)
<i>Main Theme:</i>	Revitalisation of historic centres
<i>Secondary Themes:</i>	Economic development in areas with social problems Environmental action linked to economic goals
<i>Contact:</i>	Direzione Gestione del Territorio Comune di Genova Dipartimento VII - Centro Storico Via Amba Alagi 5 I-16123 Genova Tel: +39 10 5745 757 Fax: +39 10 5745 746

and the setting up of a research, information and promotional centre for the rehabilitation of the historic centre of Genoa, called the 'Urban Observatory'. The project was implemented by the Municipality of Genoa.

The Urban Observatory is the 'flagship' development of the Urban Pilot Project and is located in the refurbished convent. The Observatory, equipped with sophisticated hardware and software, aims to enable the co-ordination of regeneration activities in the area. These services promote the environmental, economic and social sustainability of regeneration projects and are targeted at a range of public and private bodies. The attempt to co-ordinate and integrate regeneration activity in a tightly defined area could be regarded as innovative. The project has actively disseminated its results to similar historic cities and has produced a guide concerning environmentally friendly methods for the regeneration of historic buildings.

Gibraltar UK

The Europa Business Centre, Gibraltar, was the end result of the Gibraltar UPP. The project originated from a study, conducted in 1989, which highlighted a serious shortage of commercial and industrial land available for small and medium sized enterprises (SMEs). The study concluded that business growth in Gibraltar was constrained by the lack of modern industrial and commercial facilities and suggested the need for a business centre, bringing together a number of SMEs in a single location with centralised services and waste handling facilities. Given the acute shortage of developable land and government policies designed to zone industrial uses away from the residential and tourist areas, the choice of sites was very limited. The Gibraltar government was a strong advocate for a new industrial centre complementing its strategic objectives for economic growth and diversification.

<i>Responsible Authority:</i>	Gibraltar Government, Ministry for Trade and Industry
<i>Co-ordinating Agency:</i>	Lancashire Enterprises plc
<i>Status of project:</i>	Complete
<i>Timescale:</i>	October 1990 to June 1994
<i>Total cost:</i>	5.6 MECU
<i>ERDF contribution:</i>	2.8 MECU (50% of eligible cost)
<i>Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	Office of the Minister for Trade and Industry Gibraltar Government, Suite 771 Europort Gibraltar Tel: +34 350 74804 Fax: +34 350 71406

The project was located within a warehouse building which had formed part of a ship repair facility in the Gibraltar Dockyard. It was a semi-derelict property previously owned by the Ministry of Defence. The choice of site posed some difficulties that had to be overcome in the project implementation phase; the relocation of existing tenants for example, led to delays. The site also included an operational Power Station which had to be integrated into the overall scheme. At the same time access to, and within, the site was restricted. The resultant design solution involved selective demolition and a new central courtyard. The redundant warehouse needed a number of structural works to be undertaken including: roof repairs; new foundations; a new floor; soundproofing and partitions and servicing (a management suit). The project provided 40 units on its completion (in 1993) and by 1994, 32 companies occupied the premises employing some 83 employees. The employment training board uses part of the building and provides vocational training and re-training courses (mainly relating to the construction industry) for Gibraltar, Spanish and Moroccan workers.

Gibraltar's UPP offered a creative land use planning response to a problem of chronic shortage of industrial land and premises. Strong attention was paid to project management (a consultant project manager was used) resulting in a final project close to estimated costs and timescale. The project was also informed by detailed market research. As a result there have been high rates of occupancy of the space created. The scheme is unique in providing Gibraltar's first managed workspace. The UPP has also helped the Gibraltar economy adjust from a heavy reliance on public sector activity, to one reliant on the transfer of skills to the private sector. The potential for SMEs growth has been greatly enhanced with the development of this facility and the centre has coincided with, and complemented, the overall regeneration of the dockyard area of Gibraltar. The conversion of former defence activities to modern uses will be of interest to other European cities experiencing the gradual process of restructuring.

Groningen *The Netherlands*

The Groningen Urban Pilot Project is based in the Korreweg/Oosterpark district, close to the city centre, and used a socio-economic programme to enhance local conditions for employment and economic regeneration. The project, called "SEND" (Socio-Economic Network Development), promoted new forms of cooperation between enterprises, social organisations and facilities, local government and community organisations in the district. The expectation was that a coordinated and focused strategy could create synergy between those involved.

<i>Responsible Authorities:</i>	Department of Planning and Economic Affairs City of Groningen
<i>Implementing Authority:</i>	City of Groningen
<i>Status of project:</i>	On-going
<i>Timescale:</i>	April 1992 to December 1996
<i>Total cost:</i>	3.18 MECU
<i>ERDF contribution:</i>	1.59 MECU (50% of eligible cost)
<i>Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	Municipality of Groningen Gedempte Zuiderdiep 98 Postbus 7081 NL-9701 JB Groningen Tel: +31 50 367 8310 Fax: +31 50 367 3722

The project's main scheme was the establishment of a District Employment Centre providing customised advisory services. Other initiatives under the UPP included: a neighbourhood based enterprise network aimed at selective support to local enterprises (130 company visits were conducted resulting in 13 requests for individual support); the creation of vocational training workshops; the implementation of training projects in the fields of "housing and the environment" using long-term unemployed participants; various environmental improvements also using long term unemployed trainees; and a number of other neighbourhood and company-related service projects which generated local employment and improved the district's image. There was also a sub-project to conduct labour market research and provide a regional information system on local employment opportunities.

The District Employment Centre was officially opened in July 1994 and more visitors were received than anticipated. Between June and November 1994 alone, 2,639 unemployed people came to the Centre to register and/or obtain information and advice on jobs. During this period jobs were found for 40 unemployed people. By 1996, 78% of participants in training courses run by the Centre had subsequently found employment, and clients reacted positively to the services offered by the centre. The Employment Centre included an innovative project helping to re-integrate ex-psychiatric patients into the labour market.

Groningen collaborated closely with the Bremen UPP with which it shares a number of common approaches and themes. One of the main differences between the two projects is that, rather than creating a new organisational unit as in Bremen, the Groningen project was set up by local government staff. In all sub projects, efforts have been made not to establish new organisations but to use existing ones by integrating them into the local networks.

Liège *Belgium*

The project, entitled "Liège retrouve son fleuve", consists of the restoration of the Passerelle, a 100-year old footbridge, to its original appearance. It carries over 15,000 pedestrians each day. The project also includes some refurbishments to part of the river frontage. The UPP will improve links between the prosperous commercial city centre and the district of Outremeuse across the river, which, whilst culturally rich, is socially and economically deprived.

<i>Responsible Authorities:</i>	Region of Wallonia City of Liège
<i>Implementing Authority:</i>	City of Liège
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to June 1997
<i>Total cost:</i>	4 625 MECU
<i>ERDF contribution:</i>	1 500 MECU (32.4% of eligible cost)
<i>Main Theme:</i>	Economic development in areas with social problems
<i>Secondary Theme:</i>	Revitalisation of historic centres
<i>Contact:</i>	Hôtel de Ville B-4000 Liège Tel: +32 41 218 000/080 Fax: +32 41 218 081

The UPP complements a number of other urban regeneration initiatives aimed at exploiting the city's tourist potential. It forms part of a Framework Plan aimed to: revitalise the habitat; promote and expand the town's business centre; re-organise traffic and infrastructure; improve the quality of life and enhance the diversity of local neighbourhoods.

The Liège UPP illustrates how effective vertical cooperation can exist between statutory authorities. It is anticipated that the rehabilitation and rebuilding of the bridge and river frontage will improve security in the area and have a positive impact on the physical environment of the river front.

The implementation of the project will create new synergies and revitalise the two town centres, improving communications between them.

Lisbon

Portugal

The Lisbon Urban Pilot Project aimed to stimulate the economic regeneration of two historic city areas. It comprised two main sub-projects: the regeneration of the Baluarte do Livramento area, and the restoration of the Palacio Pancas Palha.

The Bulwark Livramento project included the creation of a belvedere (an observation point), a museum and workshops for artisans. The second initiative involved the renovation of the Pancas Palha palace, a building in very poor state of repair. A new centre for scientific and 'non-profit making' organisations was located in the former palace.

One of these institutions provides a permanent observatory for urban and regional studies.

New construction techniques have been tested on these projects, including techniques to protect buildings from earthquake damage.

The restoration of the Palacio Pancas Palha was completed without major difficulties. However, delays were experienced in relation to the Baluarte do Livramento sub-project, initially due to land acquisition complications and the re-housing of about 85 families who lived in the district. Subsequent delays were a result of the unearthing of archaeological remains in the area which significantly affected the timescale and the type of construction work required.

The project has already demonstrated various aspects of good practice. These include: restoration work converting buildings to new uses; high quality refurbishment restoring historic buildings of cultural significance; and improved environmental standards increasing confidence in the locality.

<i>Implementing Authority:</i>	City of Lisbon
<i>Status of project:</i>	On-going
<i>Timescale:</i>	January 1992 to June 1996. Feasibility studies were funded for the period December 1990 to September 1991
<i>Total cost:</i>	7.555 MECU
<i>ERDF contribution:</i>	5.665 MECU (75% of eligible cost)
<i>Main Theme:</i>	Revitalisation of historic centres
<i>Secondary Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Câmara Municipal de Lisboa Rua dos Sapateiros 30 P-1100 Lisboa Tel: +351 1 342 64 88 Fax: +351 1 347 84 43

London *UK*

The London Initiative was developed as a multi-faceted programme targeted at nine local authority areas characterised by high levels of social and economic deprivation. These areas suffered from poor housing, violence and crime, a higher than average concentration of ethnic minority groups and problems of industrial decline. The aims of the initiative were: to foster economic development on local authority housing estates; to restore derelict land and improve the environment; to extend the benefits of economic growth and major developments to local communities; and to develop the potential of and to reduce the deprivation suffered by members of ethnic minorities.

The initiative developed a partnership comprising central government departments, local authorities and their representative associations, and involving a number of private and voluntary sector organisations. The partnership established a mechanism for future cooperation and consultation. The eighteen sub-projects within the programme were developed by the London Boroughs themselves in close consultation with the local community. This "bottom-up" approach allowed for the implementation of local strategies for each of the target areas, rather than imposing an overall rigid strategic framework.

The outputs and local impact of this undoubtedly large programme were impressive and anticipated targets were exceeded. Over 1020 training places were made available. 670 people found employment as a direct result of the initiative and 440 completed their initial training and went on to further education and training. 39 enterprise and workshop units were created on local authority estates and nine shop and commercial units were renovated. A range of environmental improvements was also undertaken.

Precise targeting of the initiative had a number of benefits. For instance public investment became more spatially focused and targeted those most in danger of labour market exclusion. The initiative also involved local groups in choices over programme priorities. The implementation of the programme was flexible, adjusting to changing economic conditions, in particular the down-turn of the market that followed a period of "boom" in the late eighties. The main lessons from the project are that: precise targeting can improve the effectiveness of urban regeneration initiatives, community involvement can reach socially excluded communities and large programmes of this nature can benefit from flexible implementation.

<i>Responsible Authority:</i>	Department of Environment, Government Office for London
<i>Implementing Authorities:</i>	Department of Environment Association of London Authorities London Boroughs Association The Nine London Boroughs
<i>Status:</i>	Complete
<i>Timescale:</i>	December 1989 to April 1993
<i>Total Cost:</i>	10.2 MECU
<i>ERDF contribution:</i>	5.1 MECU (50% of eligible cost) [Additional ESF contribution: 0.9 MECU]
<i>Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Head of European Unit Government Office for London 21-24 Millbank London SW1P 4QU Tel: +44 171 217 46 35 Fax: +44 171 217 45 09

Lyon *France*

The Lyon Urban Pilot Project comprised of a number of initiatives aimed at upgrading and economically revitalising La Duchère, a poor multi-cultural housing estate of 16,000 inhabitants in the north-west of the city. All actions were geared to the social and professional integration of unemployed local residents or those suffering problems of social exclusion. The overall objective was the reintegration of the district into the city's mainstream economic activity.

A key element of the UPP was the establishment of a new centre for scientific, cultural and technical education (*Centre de Découverte des Sciences et des Métiers*) aimed specifically at children aged 3 to 12. The Centre, named Captiva, was housed in the old Balmont church which was completely refurbished for this purpose. The Scientific Discoveries Centre, was innovative not just within the city of

<i>Responsible Authorities:</i>	Prefecture of the Rhône Alpes Region City of Lyon
<i>Implementing Authority:</i>	City of Lyon
<i>Status of project:</i>	On-going
<i>Timescale:</i>	January 1992 to December 1995
<i>Total cost:</i>	3.90 MECU
<i>ERDF contribution:</i>	1.95 MECU (50% of eligible cost)
<i>Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Direction de l'action sociale Ville de Lyon BP 1065 F-69205 Lyon Cedex 01 Tel: +33 4 72 10 36 95 Fax: +33 4 72 10 36 91

Lyon but at a national level. It provides a number of multi-media facilities to complement, through leisure activities, the school education of children aged 3 to 12.

Another project involved the establishment in 1992 of 'OREA', *Maison de l'Emploi, de la Formation et de l'Entreprise* (Employment, Training and Enterprise Centre), which offers personalised assistance to job seekers, targeted at young people aged less than 25 years old, the long-term unemployed and persons qualifying for the minimum insertion wage (RMI). The success of the Education, Training and Enterprise Centre is evident from its utilisation rates. Between September 1992 and December 1994, the centre dealt with enquiries from 503 individuals and found jobs for 257 people. OREA's services target specifically La Duchère residents and complement those provided by ANPE, the National Employment Agency. The Centre is also actively seeking the involvement of local employers in job-placement and training for qualification schemes.

Other activities included the support, advice and provision of subsidised premises to young entrepreneurs and SMEs, as well as the construction of a Centre for Economic Activities and reconversion of old buildings in the area to house arts and crafts businesses. The Centre for Economic Activities is an incubator unit offering space for 20 SMEs.

This was a comprehensive programme which has improved the profile of the neighbourhood. An extensive publicity campaign was also launched (including the wide circulation of brochures and the production of a video) to increase residents' awareness of EUREKA, the name given to the Urban Pilot Project.

Madrid

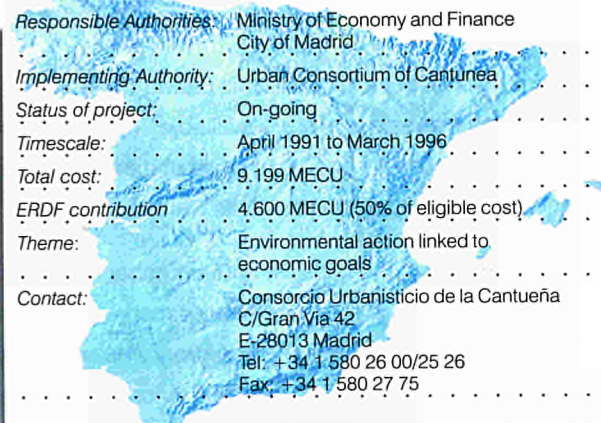
Spain

The objective of the Madrid Urban Pilot Project was to reclaim a 40 hectare district in the south-east of the capital, which suffered from uncontrolled industrial development, subsequent industrial decline, and the random disposal of industrial and urban waste. The project aimed to reincorporate the area into the nearby urban community as part of the new town and country planning scheme of the Madrid-Toledo axis.

Specific actions included a study for the creation of a landscape park, the development of an industrial park for environmental industries, the establishment of a centre for environmental technologies to provide training and develop environmental awareness, and other environmental improvement works. The Environmental Education Centre aimed to target local industries which have traditionally cared little for the local environment. Overall the environment has been considerably improved under this programme: 12 hectares of waste were cleaned from the site, 15,000 trees and 10,000 shrubs were planted, and 98 kms of paths were improved. The metropolitan park now consists of some 700.000 m² of green space.

The UPP was managed by a partnership consisting of the Regional Government, the Madrid Development Institute and the local municipalities. The partnership worked with public, private and educational organisations to implement the project which is relatively innovative in the Spanish context.

The Madrid UPP has demonstrated a number of aspects of good practice that could be taken on board by other projects in the future. These have included: combining environmental protection with on-site environmental training; enhancing the impact of the project by the use of "clean technologies"; and combining leisure facilities with environmental awareness actions.



Responsible Authorities:	Ministry of Economy and Finance City of Madrid
Implementing Authority:	Urban Consortium of Cantueña
Status of project:	On-going
Timescale:	April 1991 to March 1996
Total cost:	9.199 MECU
ERDF contribution	4.600 MECU (50% of eligible cost)
Theme:	Environmental action linked to economic goals
Contact:	Consortio Urbanístico de la Cantueña C/Gran Vía 42 E-28013 Madrid Tel: +34 1 580 26 00/25 26 Fax: +34 1 580 27 75

Marseilles

France

The pilot project of Marseilles was part of a wider effort to regenerate the city's "neighbourhoods in crisis". The main objective was to integrate the large social housing estates of the periphery into the city and to upgrade the declining districts of the city centre, in ways that improve the residents' quality of life. The causes of decline of these districts were addressed on the basis of an integrated approach through a multifaceted socio-economic action plan.

The action plan was implemented through an innovative procedure, the "*contrat de ville*", which allows for extensive consultation and cooperation between the different administrations and actors concerned, local and national authorities and residents' associations.

The pilot project included a number of initiatives in the peripheral neighbourhood of Saint-Antoine in North Marseilles: environmental improvements in three large social housing estates; modifications to buildings to house a number of neighbourhood services/facilities such as counselling, assistance with school work, and an arts and crafts workshop; and the establishment of a mobile training centre for repair work. Improvement works were also undertaken in the *Gymnase de la Martine*, which has developed into a significant sports complex in the North part of the city.

Actions targeting the city centre were concentrated in two highly deprived neighbourhoods of the city, Belsunce and Le Panier. These included the establishment of a *Cité de la Musique* which is open to music specialists as well as the general public, and the refurbishment of old buildings into artists' studios, whose rent is subsidised by the city authorities. These actions have increased cultural activity in the districts and "opened" them to non-residents, thus improving the image of the districts and the self-esteem of inhabitants.

The vertical and horizontal partnerships initiated through the "*contrat de ville*" have provided a strong basis for effective implementation of the projects as well as for future cooperation. Extensive consultation throughout the lifetime of the UPP with the actors concerned, including residents' associations, has allowed for a "bottom-up" approach in identifying local needs and has led to precisely targeted actions. In addition, environmental improvements have upgraded residents' quality of life and improved confidence in the localities.

Implementing Authority:	City of Marseilles
Status of project:	Complete
Timescale:	January 1990 to December 1993
Total cost:	10 MECU
ERDF contribution:	4 MECU (40% of eligible cost)
Main Theme:	Economic development in areas with social problems
Secondary Theme:	Revitalisation of historic centres
Contact:	Ville de Marseille Programmes privés et européens Villa Valmer 271 Corniche Kennedy F-13007 Marseille Tel: +33 4 91 55 31 58 Fax: +33 4 91 55 32 05

Montpellier

France

The Montpellier Urban Pilot Project aimed to strengthen the activities of the Agropolis Research and Technology Centre in the field of Mediterranean and tropical agriculture and food products and to create links with universities, industry and the public.

The project comprised the following actions: the creation of an information, training and services centre on Mediterranean and tropical agriculture (Agropolis International); the creation of an observatory on the scientific and technological assets in this field (Agropolis Museum); the establishment of a laboratory on rural engineering (Laboratoire Mécanisme Agricole); actions to support cooperation on fruit production in Mediterranean and tropical areas; and the development of an international network for cooperation and exchange of experience in this field.

Implementing Authority:	Prefecture of Languedoc-Roussillon Region
Status of project:	Complete
Timescale:	September 1991 to June 1996
Total cost:	12.70 MECU
ERDF contribution:	6.15 MECU (48.4% of eligible cost)
Theme:	Exploitation of technological assets of cities
Contact:	Préfecture de la Région du Languedoc Roussillon 22 rue de Clorel F-34000 Montpellier Tel: +33 4 67 61 89 02 Fax: +33 4 67 02 25 38

The Agropolis International Centre opened in 1994, and between September 1994 and April 1996, almost 28 000 people used the centre, for meetings, seminars, and conferences, as well as for training sessions. The Centre has been particularly popular as a venue for meetings of specialists from other European Mediterranean countries, as well as those from Eastern Europe and Asia.

The Agropolis Museum has hosted a wide range of exhibitions since its opening in 1993, often attracting thousands of visitors to each exhibition. Activities to act as teaching aids related to the exhibitions were also organised, to be used by school parties visiting the Museum. A small Cyber Museum has also been created, allowing access to relevant sites on the Internet that may be of interest to visitors. The laboratory on rural engineering and the research centre on fruit production have been constructed and are running successfully as scientific laboratories where scientists, engineers, technical and administrative staff currently work.

The project is of high profile and major European significance, and the Acropolis International Centre has become an important focus point for a number of international networks in the specific scientific field (agricultural and food industries).

The Montpellier UPP has displayed a number of aspects of good practice that could be adopted by other pilot projects in the future. These include: an emphasis on high-tech transfer to local SMEs and inward investment; a strong orientation towards commercialisation of R&D output; and dissemination at the local, national and international levels, that enhance business opportunities.

Neunkirchen Germany

The Urban Pilot Project of Neunkirchen concerned the revitalisation of the city's old industrial wasteland. It was part of a wider effort to rehabilitate the old industrial zone of the city, which is adjacent to the city's commercial centre. With the decline of the coal and steel industries, plants in the industrial zone closed down and the city faced serious economic and social crisis. On the municipality's initiative a restructuring programme started being implemented in the mid 1980s aimed at stimulating new business and commercial activity. A number of infrastructure works have been undertaken as part of this programme.

The pilot project concerned two sub-projects, one aimed at promoting cultural activity and the other aimed at environmental improvements enhancing business prospects.

Within the framework of the first sub-project: a former iron foundry has been reclaimed and refurbished and now comprises a symbol of the city's history; an old riding hall has been refurbished and turned into a cultural centre; and an old residence has been restored to house the museum's historical archives. These actions are part of a wider effort and commitment to document the city's and region's industrial and social history in order to reinforce local identity as well as provide a basis for tourist activity.

The second sub-project falls within the general scheme of expanding the city core in harmony with the landscape and plans to stimulate economic development. Environmental improvement works were undertaken in the industrial wasteland to re-model the area, de-contaminate land and provide the necessary infrastructure for the installation of private companies. A number of companies have been established and a natural park has been created using the waste from coal and other industries.

The project demonstrates how ecological and cultural considerations can feed into actions for stimulating economic activity and job creation. In addition, the integrated approach in the city's redevelopment plan enhanced effectiveness and spin-off effects. It has produced impressive results in terms of physical improvements and has boosted economic activity, notably in the service sector. Neunkirchen's rehabilitation has become an example for other cities in the area which face industrial decline.

<i>Responsible Authorities:</i>	Saarland Ministry of Economy City of Neunkirchen
<i>Implementing Authority:</i>	City of Neunkirchen
<i>Status of project:</i>	Complete
<i>Timescale:</i>	January 1991 to December 1994
<i>Total cost:</i>	4 MECU
<i>ERDF contribution:</i>	2 MECU (50% of eligible cost)
<i>Main Theme:</i>	Environmental action linked to economic goals
<i>Secondary Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Kreisstadt Neunkirchen Rathaus Oberer Markt 16 D-6680 Neunkirchen Tel: +49 68 21 20230 Fax: +49 68 21 21530

Paisley *UK*

The Paisley Urban Pilot Project concerned the creation of a multi-functional Community Centre at Ferguslie Park, a housing estate of 5,000-6,000 inhabitants on the outskirts of Paisley which was marked by high unemployment and poverty. 75 per cent of households were recipients of housing benefit. The UPP formed part of a comprehensive strategy for the regeneration of the area. The Centre provides much needed facilities essential to the overall urban regeneration programme. It plays an important role in changing the image of the area and alleviating the sense of alienation which has contributed to residents' exclusion from mainstream society.

The Community Centre was named Tannahill Centre following a local competition to give it a "user-friendly" name. It is a single building housing a series of inter-related facilities: a Community Forum area as well as an Elderly Forum area; a nursery designed to cater for up to 60 pre-5 year old children; a health clinic; a community library with audiovisual facilities and a specific area for junior activities; and a Multi Use Hall which can accommodate up to 200 people, equipped with high technology and fully trained staff, to provide support to arts and drama events. All facilities are built around a Public Open Space which allows good access between the various services in the Centre and encourages maximum use and collaboration.

The project was managed by the Ferguslie Park Partnership which was established in June 1988 and comprises representatives from various local and regional public bodies as well as from the private sector. The Partnership has enabled effective cooperation between the public and private sectors and has maintained the momentum of the project. Community awareness of the Partnership has increased.

There are interesting lessons to be learnt from this particular UPP: firstly, the area is small and the interventions were quite intensive, spanning a prolonged period. Thus their impact has been strong. Also, project actions were complemented by significant efforts to create local employment and to improve access to employment for residents.

<i>Responsible Authority:</i>	Scottish Office
<i>Implementing Agency:</i>	Ferguslie Park Partnership
<i>Status of project:</i>	Complete
<i>Timescale:</i>	April 1992 to December 1996
<i>Total cost:</i>	3.90 MECU
<i>ERDF contribution:</i>	1.95 MECU (50% of eligible cost)
<i>Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Ferguslie Park Partnership 10 Falcon Crescent Ferguslie Park Paisley Tel: +44 141 887 77 07 Fax: +44 141 887 88 08

Pobla de Lillet *Spain*

The UPP is part of a wider plan for the rehabilitation of Clot del Moro, a de-industrialised zone on the outskirts of Pobla de Lillet. During the first half of the century the area was the centre of cement production in Catalunya. A number of other industries (coal mining, rail, hydro-electricity, textiles) flourished there. The zone was practically abandoned, with no prospects for any industrial activity. The objective of the UPP is to reclaim the land and develop the area into a tourist attraction by enhancing its industrial and cultural heritage and developing recreational and training activities.

<i>Implementing Authority:</i>	City of Pobla de Lillet
<i>Status of project:</i>	On-going
<i>Timescale:</i>	February 1992 to June 1996
<i>Total cost:</i>	0.544 MECU
<i>ERDF contribution:</i>	0.200 MECU (36.7% of eligible cost)
<i>Theme:</i>	Environmental action linked to economic goals
<i>Contact:</i>	Ajuntament de la Pobla de Lillet E-08696 Barcelona Tel: +34 823 60 11 Fax: +34 823 64 03

The UPP has two main elements: rehabilitation of the gardens in Can Artigas, and the rehabilitation of the industrial zone of Clot del Moro, for tourist purposes. The gardens, Font de la Magnesia, were designed by Antoni Gaudi in 1905 but had been

neglected, and were in a state of decay. They are situated by the old textile factory of Can Artigas, between Clot del Moro and Pobla. Their rehabilitation contributes towards the preservation of the area's cultural heritage.

The second action involves the rehabilitation of an old cement factory of Clot del Moro (fabrica ASLAND), which is a rare example of art-deco architecture. This programme involves a number of renovation works including the rehabilitation of a number of "halls" (navas) which in a second phase have been developed into exhibition halls for a Museum on the History of Concrete Making. As part of this action, a nearby abandoned barracks has been refurbished to house a vocational training centre for young people. Concrete making is a significant part of area's industrial history and the establishment of a museum provides a unique opportunity to preserve the heritage of the development of concrete making techniques.

As there is a significant amount of development activity in de-industrialised zones throughout Europe the experiences of regenerating buildings and gardens of cultural significance will be of interest to regions with similar problems.

Porto Portugal

The Porto Urban Pilot Project focuses on Bairro da Se, one of the city's oldest and most deprived districts. It is part of a comprehensive rehabilitation programme for the development of the district. The main objective of the UPP is to physically and economically regenerate the district whilst remaining sensitive to the area's heritage and local culture.

The UPP comprises a number of inter-related actions such as: the development of urban and environmental infrastructure (landscaping, planting, lighting etc.); the establishment of a coordination and information centre to promote direct links with the local residents and project management; the provision of sanitary and safety facilities; support to commercial activities related to tourism and leisure; and the promotion of cultural activities including the conservation of the quarter's historic fabric. It is expected that the rehabilitation work will create employment for local people and stimulate economic development.

Progress on the project was delayed due to rehousing of 85 families, although the physical works including improvements to facades have now progressed, with a notable visible impact. The project has been managed by the Commission for the Urban Renewal of Ribeira and Barredo, a distinct municipal organisation which co-ordinated the regeneration activities.

The Porto UPP has already demonstrated a number of aspects of good practice. These include: restoration work adapting buildings to new demands; high quality refurbishment restoring historic buildings of cultural significance; and improved environmental standards increasing confidence in the locality.

The project's strength will lie in its ability to attract further development or regeneration works; a number of interventions have already occurred outside the remit of the UPP. The project has been elevated with the designation of Porto as a World Heritage site in July 1996.

<i>Responsible Authority:</i>	City of Porto
<i>Implementing Agency:</i>	City Council assisted by CRUARB (Commission for Urban Renewal of Ribeira and Barredo)
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to June 1997
<i>Total cost:</i>	5,700 MECU
<i>ERDF contribution:</i>	3,515 MECU (61.7% of eligible cost)
<i>Main Theme:</i>	Revitalisation of historic centres
<i>Secondary Themes:</i>	Economic development in areas with social problems Environmental action linked to economic goals
<i>Contact:</i>	CRUARB Rua da Alfandega 8 P-4000 Porto Tel: +351 2 202 6710 Fax: +351 2 200 5273

Rotterdam

The Netherlands

The Rotterdam pilot project was developed on the basis of an integrated renewal policy reversing the urban decline and deprivation of some of the older districts on the southbank of the city, notably the Kop van Zuid area. As port-related and other traditional activities moved away and major redevelopment projects began, persistent and deepening economic and social malaise characterised these districts. The programme has helped ensure a programme of "social return" for urban renewal within these areas.

A total of six sub-projects were funded under the pilot project. Three projects were integrated in the metropolitan plan for the development of the Kop van Zuid: the establishment of a Development Centre to house all organisations involved in the development programme of the Kop van Zuid area and to serve as an information point for those involved or for the general public; the establishment of two Spin-off Centres which are linked to the Development Centre and which provide orientation courses and training and prepare people for the labour market, following a customised approach; an action plan for SMEs which included support for a neighbourhood services company in the cleaning sector; and a plan to upgrade shopping centres in the district.

In addition, a number of other projects were implemented aimed at: increased security in 'declining' districts and improved employment opportunities; the establishment of district teams to provide maintenance and supervision in and around housing; and the improvement of a park-and-ride facility. A sub-project entitled 'Rotterdam Healthy City' also investigated the difficulties of improving the awareness amongst SMEs of health and safety issues and produced a computerised system and a guidebook to provide information on safety and health in organisations.

The development centre was extremely popular and received more than 5,000 visitors in the first six weeks and an additional 1,900 visitors from special interest groups. The project created 50 jobs for long term unemployed people - 25 as part of district teams in Tarwewijk and Bloemhof and 25 in the park and ride facilities.

The complexity of the Inner Cities Programme required strong management. However, the implementation of the projects was decentralised to the different municipal departments. The involvement of the residents' associations was of great value in generating support and commitment as well as stimulating new ideas.

<i>Responsible Authority:</i>	City of Rotterdam
<i>Implementing Agency:</i>	Rotterdam City Development Corporation
<i>Status of project:</i>	Complete
<i>Timescale:</i>	July 1990 to December 1993
<i>Total cost:</i>	5.26 MECU
<i>ERDF contribution:</i>	2.63 MECU (50% of eligible cost)
<i>Theme:</i>	Economic development in areas with social problems
<i>Contact:</i>	Rotterdam City Development Corporation Postbus 6575 NL-3002 AN Rotterdam Tel: +31 10 489 6970 Fax: +31 10 425 9446

Stoke-on-Trent

UK

The Stoke Urban Pilot Project aimed to rejuvenate a run-down industrial area in the south of the city and create a new, vibrant quarter specialising in the ceramics industry whilst, at the same time, preserving the area's industrial heritage. The project was an experiment in urban regeneration based on the concepts of design and heritage. The schemes chosen included building renovation, environmental enhancement and conservation works, complemented by the creation of training and employment opportunities and new cultural initiatives.

The key element of the project was the establishment of the Centre for Ceramic Design ('HOTHOUSE'). The Centre was located in an old school building which was completely refurbished for this purpose, although land assembly difficulties were experienced. Another action under the UPP

<i>Responsible Authorities:</i>	Department of Environment Stoke-on-Trent City Council
<i>Implementing Authority:</i>	Stoke-on-Trent City Council
<i>Status of project:</i>	On-going
<i>Timescale:</i>	January 1992 to December 1995
<i>Total cost:</i>	4 MECU
<i>ERDF contribution:</i>	2 MECU (50% of eligible cost)
<i>Main Theme:</i>	Environmental action linked to economic goals
<i>Secondary Themes:</i>	Economic development in areas with social problems Revitalisation of historic centres Exploitation of the technological assets of cities
<i>Contact:</i>	Department of Planning and Architecture PO Box 633, Civics Centre Glebe Street Stoke-on-Trent ST4 1RH Tel: +44 1822 404 298 Fax: +44 1822 404 033

scheme concerned the restoration of the fabric of the Gladstone Pottery Museum, a complete working example of a typical 19th century Staffordshire Potbank. It included the provision of facilities for people with disabilities. Conversion works were also undertaken at the Roslyn Woods listed building adjoining the Gladstone Museum to provide craft workshop space for artists and crafts people.

A number of environmental enhancement schemes were undertaken in the area, including face-lifts to main road frontages, new street lighting and street signs, and pavement and landscape improvements, aimed at providing positive conditions for the attraction of further investment. Actions have been complemented by a training programme in building and environmental skills, technical and administrative support services as well as training in the use of CAD/CAM computer facilities. The Ceramic Design Centre is currently fully operational and provides "state of the art" ceramic design facilities equipped with the latest computer technology as well as accommodation for industrial design studios.

The Stoke-on-Trent UPP has been effective in generating employment, in particular through the Museum, which created 16 temporary jobs during the construction phase and has safeguarded a further 7 jobs. The Museum is internationally recognised as a leader amongst industrial museums. Other admirable features include: a balanced approach towards environmental protection and business development; conservation work on premises adapted to business needs; and demonstration effects to increase environmental awareness.

Thessaloniki Greece

The Thessaloniki Urban Pilot Project was part of the wider plan for the renewal and development of the historic commercial centre of Thessaloniki. The project included regeneration interventions in six strategic locations within an area containing a number of historic monuments including the St Menas and Bezesteni quarters, the Stock Exchange Square and the Ancient Forum. The interventions covered three key areas - institutional issues (in relation to urban planning etc.), studies and impact evaluations (concerning new building uses and traffic management for instance), and infrastructural works (including excavations, facade restoration and environmental improvements). It also included the construction of new pedestrianised zones to improve traffic and facilitate pedestrian access to the area; they act as a 'spinal canal' linking the monuments.

This project covers much of the old commercial centre of the city. The most serious problems relate to the quality of the building stock, the run-down historic fabric, the lack of proper infrastructure for traffic circulation and the need for a network of pedestrian walkways. The project aimed to encourage the development and protection of the historic profile of the city. This goes hand-in-hand with a revitalisation of the economic and commercial functions of the central area. The implementation of a 'top-down' approach without community consultation caused some conflicts early in the development of the project. Furthermore, some institutional difficulties concerning changes in land use regulations also reduced the scope of the UPP. Nevertheless the project was, by national standards, innovative and useful experience was gained through addressing these difficulties.

Overall the project has been successful in rejuvenating the area, with public spaces created and a number of historical monuments restored and open to public access. For instance a number of historic monuments were discovered following the excavations and were restored where appropriate. The roof of the St Menas church was restored and the St Menas and Stock Exchange squares were regenerated. In addition the Ottoman bank, a Byzantine monument and the Ancient Roman Forum were restored.

The UPP organisational structure provided a unique forum for co-operation between various levels of government and was especially innovative in the Greek context. The project was particularly successful in attracting private investment into the area. Overall, it has provided momentum in the regeneration of the city's old commercial centre and has helped build confidence. The project organised a conference on "Urban Renewal in Europe" in collaboration with the cities of Vienna, Venice and Edinburgh to share their experience in this field.

<i>Responsible Authorities:</i>	Region of Central Macedonia City of Thessaloniki
<i>Implementing Agency:</i>	Thessaloniki Organisation for the Master Plan and Environmental Protection
<i>Status of project:</i>	On-going
<i>Timescale:</i>	The project covers the period from January 1992 to March 1996
<i>Total cost:</i>	7,300 MECU
<i>ERDF contribution:</i>	5,475 MECU (75% of eligible cost)
<i>Theme:</i>	Revitalisation of historic centres
<i>Contact:</i>	Organisation of Thessaloniki 4 Angelaki Street GR-546 36 Thessaloniki Tel: +30 31 224 950 Fax: +30 31 224 720

Toulouse

France

The Toulouse Urban Pilot Project focused on the creation of a European centre for training, animation and economic development. This project was part of a wider plan for the development of the Toulouse urban area. It comprised an initiative involving several major institutions dealing with training, technology and development, and it aimed to create synergies between them.

The project's actions include the construction of an 11,000 m² centre (Centre Européen d'Animation et de Formation et de Développement Economique, CEAFFE) in the commune of Quint-Fonsegrives. The Centre will house up-to-date communication technologies and computer facilities. The activities of the Centre are focused on specialised vocational training, research and engineering, and information on Europe for the establishment of partnerships, experience-sharing, and on technical, legal and business-related issues. Accordingly, the project will house a variety of services and institutes dealing with training and qualifications for SMEs, distance learning, technological, legal and business-related documentation, and networking especially at European level. The construction of the Centre has been completed and furnishing and fitting works are currently being undertaken. The Centre can accommodate between 7,500 - 9,000 trainees, researchers and students with 100 permanent staff and more than 500 occasional visitors.

The overall objectives of the project fit well with the wider strategy to strengthen Toulouse's economic role in the South of Europe through exploiting its scientific and R&D potential in high technologies and communications: The Centre aims specifically to provide a forum for partnerships between actors involved in high technology R&D, on the one side, and end users on the other side, i.e. SMEs and trainees. It thus aims to link the demand with the supply sides in the provision of services to SMEs and of vocational training and new qualifications.

The project is inscribed in the Contrat de Ville between the Region of Midi Pyrénées and the City of Toulouse. Responsibility for project implementation lies with the Chamber of Commerce and Industry of Toulouse. Thus the project builds on a partnership between different levels of government - local, regional and central - as well as representatives of local business.

<i>Implementing Authority:</i>	Prefecture of Midi Pyrénées Region
<i>Status of project:</i>	On-going
<i>Timescale:</i>	April 1992 to December 1996
<i>Total cost:</i>	14.29 MECU
<i>ERDF contribution:</i>	3.60 MECU (25.2% of eligible cost)
<i>Theme:</i>	Exploitation of the technological assets of cities
<i>Contact:</i>	Préfecture de la Région du Midi Pyrénées 7 boulevard de la Gare F-31500 Toulouse Tel: +33 5 62 16 66 00 Fax: +33 5 62 16 66 05

Valladolid

Spain

The broad aim of the Valladolid Urban Pilot Project is to exploit the local availability of new technologies to preserve the artistic and cultural heritage of the city. The core elements of the project concern the restoration of the Palace of Santa Cruz facade, Spain's oldest surviving residence hall for students. Restoration work includes the following components: research in, and application of, laser technology in rehabilitation work; detection, control and simulation of agents which affect the conservation of historic monuments; and complementary research in the supply and demand of new technologies and training initiatives.

<i>Responsible Authorities:</i>	Region of Castilla-y-Leon City of Valladolid
<i>Implementing Authority:</i>	City of Valladolid
<i>Status of project:</i>	On-going
<i>Timescale:</i>	November 1993 to June 1997
<i>Total cost:</i>	5.733 MECU
<i>ERDF contribution:</i>	3.000 MECU (52.3% of eligible cost)
<i>Main Theme:</i>	Exploitation of the technological assets of cities
<i>Secondary Theme:</i>	Revitalisation of historic centres
<i>Contact:</i>	Ayuntamiento de Valladolid Plaza Mayor 1 E-47001 Valladolid Tel: +34 9 83 42 61 99 Fax: +34 9 83 42 62 71

This aspect of the project was completed in June 1996. Research and technological applications were undertaken by scientists at the Institute of Laser Technology which is located at Valladolid's Technology Park. Laser equipment for restoration work were tested and refined through application on the Santa Cruz facade. The studies concerning the identification of agents affecting the conservation of historic monuments were undertaken by a number of different institutes of the Technology Park. These activities have led to a

number of publications which benefit the international scientific community. In addition, restoration work at the Palace continues building on the results of the UPP.

The second major action envisaged within the framework of the UPP is the creation of a Museum for Science and Technology. The aim is to attract tourists and local people as well as functioning as a meeting place for researchers and entrepreneurs. The Museum is to be housed in an old abandoned factory at the outskirts of the city, which will be refurbished for this purpose. The municipality launched an architectural competition for the restoration of the building in 1994. This was won by an original and ambitious design of the famous architect Moneo. Delays in this process, have necessitated an extension to this aspect the project, which is expected to be completed by the end of 1997.

The Valladolid UPP is strongly orientated towards the commercialisation of R&D output, and for this reason, it can be held up as an example of good practice. In addition, the UPP has instigated a much larger and more ambitious scheme for the development of the Museum, with better quality design and more activities than initially envisaged.

Venice

Italy

The Venice Urban Pilot Project concerns the conversion of part of the Arsenal of Venice, a former industrial site of derelict workshops in the north of the city, into a Marine Technology Service Centre. The 16,000 m² area has been in decline over the past 10 years. The project aims to refurbish a number of buildings into a Service Centre with the ultimate objective of reintroducing sustainable economic activity in the area and creating permanent jobs. The UPP is part of a wider plan to develop new urban activities in Venice and to lessen the current dependence of Venice's economy on the tourism industry. The Marine Technology Service Centre will be part of a multipolar Scientific and Technological Regional Park, which includes a research centre for new materials, restoration and the environment.

The establishment of the Service Centre has involved the renovation of buildings and their re-use as offices, laboratories and a conference room, the installation of technical systems within the buildings, and the acquisition and development of operating equipment.

The revival of the Arsenal has provided new high-quality jobs attracting highly qualified European scientists and technical experts. A total of forty posts have already been identified as a direct result of the pilot project.

A joint stock consortium was established to implement the project, with participation from a range of public and private actors. The company has responsibility for implementing the project, and has been enlarged to encompass other companies active in the sector and capable of generating additional private sector interest in the Service Centre.

The Centre will be the only one of its kind in Italy offering such a strong potential for research and experimentation. Services offered will include: laboratory facilities in marine biology and aquaculture; naval prototyping; a marine traffic control system; a water sampling system; offices and training; and documentation and computer facilities.

<i>Responsible Authority:</i>	Region of Venice
<i>Implementing Agency:</i>	THETIS Centro Servizi
<i>Status of project:</i>	On-going
<i>Timescale:</i>	June 1992 to December 1996
<i>Total cost:</i>	10 MECU
<i>ERDF contribution:</i>	4 MECU (40% of eligible cost)
<i>Main Theme:</i>	Exploitation of the technological assets of cities
<i>Secondary Theme:</i>	Revitalisation of historic centres
<i>Contact:</i>	THETIS Centro Servizi San Marco 2291 I-80124 Venezia Tel: +39 41 52 10 284 Fax: +39 41 52 10 292

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