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Article 10 European Regional Development Fund

# Urban Pilot Projects

Annual Report 1997



European Commission



This report has been prepared for the Directorate General for Regional Policy and Cohesion of the European Commission,  
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Article 10 European Regional Development Fund

# **Urban Pilot Projects**

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# Executive Summary

Following the Call for Proposals launched by the European Commission in November 1995 and a thorough appraisal process informed by independent external experts, 26 Urban Pilot Projects were selected from amongst the 503 proposals received from urban areas in 14 Member States.

The selected projects were announced in July 1997. The total ERDF co-financing contribution available for the projects is ECU 63 million. This will provide 39% of the total eligible costs. The implementation of the projects is planned to take place before the end of 1999.

The 26 projects are the second phase of the Urban Pilot Programme. During the period 1990 to 1993, a total of 33 Urban Pilot Projects were initiated in 11 Member States. Twenty-eight projects are now complete and the remaining five are close to completion. The main lessons emerging from the first phase projects were reviewed in the 1996 Annual Report.

The main purpose of the 1997 Annual Report is to describe the characteristics of the second phase Urban Pilot Projects. In practice almost all of the projects exhibit two general characteristics:

- an integrated approach, whereby a combination of actions are being undertaken within a defined urban area; and
- training and employment measures.

In addition, the projects illustrate one or more of the following themes:

*Culture* - in particular its potential as a catalyst for urban regeneration.

*Information Technology* - and its application in urban regeneration.

*Social Inclusion* - more than half the projects include actions targeting those groups in society that are at risk of being excluded.

*Environment* - particularly environmentally sustainable urban development.

*Traffic Management* - mostly aimed at improving the accessibility of specific areas.

The underlying rationale for the ERDF co-funding of the Urban Pilot Projects is to support innovative solutions to urban challenges. Whilst the second phase of Urban Pilot Projects are only at the initial stages of implementation, the proposals that are being supported should illustrate aspects of innovation at European or national/local levels. These concern both "product" or output innovation - the pursuit of new activities - and "process" innovation - that is, new ways of organising urban regeneration.

Examples of innovation at the EU level include:

- The stimulation of creativity in the media sector within an industrial context as a means of urban regeneration, as illustrated by the Huddersfield and Helsinki Urban Pilot Projects. The former promotes an integrated regeneration programme, The Creative Town Initiative, whilst the latter will create a Film and Media Centre of international calibre.
- The application of information technology to traffic management in the West Athens Urban Pilot Project which will benefit from explorative work undertaken within the framework of EU supported Research and Technology Development.

All the projects exhibit some aspects of innovation in their national or local contexts, including:

- Those projects which are creating new forms of partnerships for the implementation of their projects. In this respect, twenty of the Urban Pilot Projects involve the private sector, and eight involve universities and research and development institutions in the management and implementation of the projects. Six projects have established new management bodies. Compared with the previous first phase Urban Pilot Projects, there is a trend towards setting up new bodies or the delegation of management functions to bodies with some independence from the local authorities responsible for the projects.
- Projects which combine investments in physical improvements and labour market measures, with experimental changes in the institutional, policy and legal environment. For example, the Utrecht Urban Pilot Project will establish a "low financial regulation" zone in order to stimulate private sector investment.
- Projects which apply information technologies to the benefit of urban regeneration and social inclusion objectives. For example, the Naples project will set up two "telematic piazzas" as the focal point of the project, and Alexandroupolis, which intends to use information networking to create a "Gateway" function for this peripheral EU town.

1997 also saw the publication in May of the European Commission's Communication "Towards an Urban Agenda" which aimed to initiate a debate on the issues facing European urban areas at the end of the twentieth century. Several important policy developments are anticipated for 1998:

- The publication by the European Commission of a Policy Paper on urban issues.
- A conference, the Urban Forum, in November 1998 to debate the Policy Paper.
- An interim review of the URBAN Community Initiative.
- Further reforms of the Structural Fund regulations for the period 2000-2006, building upon the Agenda 2000 document published in July 1997 which indicated that "urban areas" could be one dimension of the new Objective 2 territorial priorities after 1999.

It is intended that lessons from the Urban Pilot Projects will feed into policy debates. Specific priority will also be given to the following during 1998:

- Assisting the projects to exchange experience and to learn from one another, and from other analogous urban regeneration projects.
- Widening access to information and lessons from the Urban Pilot Projects via the development and maintenance of a Web Site.
- Assisting projects to complete the implementation of their projects successfully within the time, financial and regulatory constraints pertaining.

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# Preface

This 1997 Annual Report on the Urban Pilot Projects has been prepared for DGXVI, Directorate General for Regional Policy and Cohesion of the European Commission, by ECOTEC Research and Consulting Limited. It is the second Urban Pilot Project Annual Report to have been produced for public distribution. It presents the progress of the Urban Pilot Programme during 1997, in particular focusing on the second round of projects that were selected and launched during 1997.

Observations in the report are based on the results of monitoring and technical assistance work undertaken during the year of 1997. This has included visits to each of the 26 second phase Urban Pilot Projects and a launch meeting held in Brussels involving representatives of all the projects. Although still at a very early stage of implementation, this report is able to present the aims of the projects, and to draw out comments on complementary approaches to the challenges faced by European cities.

The first Annual Report, 1996, was based on the experiences of the first phase of projects during the period 1990-1996. The report provided an overview of the 33 projects, highlighting the lessons learnt from the first round, of relevance to urban policy-makers, and those interested in broader socio-economic change in the Europe Union. The report also discusses factors which might affect the success of urban regeneration projects, drawing on the experiences of the first round of projects in terms of implementation issues. The 1996 Annual Report has been widely distributed, with the first print-run of 3,000 copies already exhausted. A reprint of a further 3,000 copies has been issued, and copies are available in English and French from the Technical Assistance office at ECOTEC Research and Consulting Ltd in Brussels (fax: 0032 2 732 71 11), the Office for Official Publications of the European Communities (L-2985 Luxembourg), the European Commission DGXVI and all European bookshops, at a price of ECU 8.50.

This current report takes forward the lessons from the first round and focuses on the second round of projects. Following an introduction to the Urban Pilot Programme in general, and the aims of the Urban Pilot Projects in particular, the report then analyses the changing context of Europe's cities, the new challenges that European cities face in the 1990s. The report then moves to focus on the second phase Urban Pilot Projects, looking at the themes that they address, the anticipated intermediate outputs, the results that are expected in the medium term, and the implementation and partnership arrangements that are being established. Comparisons, where appropriate, are also drawn with the first phase Urban Pilot Projects. Finally, the projects' innovative aspects are examined, looking at possible demonstration effects.

Annexed to the report are short descriptions of each of the twenty-six second phase Urban Pilot Projects, together with contact details.



# Introduction

## *The Urban Pilot Programme*

The Urban Pilot Programme originated because of increasing concern that areas of acute poverty and decay existed within even the more prosperous European cities. This led the European Commission to enter into discussions directly with Member State governments, regional and municipal authorities, to identify how Structural Fund resources could best be applied within urban areas.

There are common challenges faced by European cities, for example environmental problems and dereliction stemming from industrial restructuring, spatial concentrations of socio-economic deprivation, and difficulties in reconciling the conservation of historic centres with new economic demands. The Urban Pilot Projects seek to demonstrate new ways of addressing these issues in a small number of localities and, through monitoring and the identification of successful innovations, the lessons emerging will be widely disseminated to inform actors on new approaches to urban problems.

During the period 1990 to 1993, 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 204 million, with half of this financed by the Community. 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 group of seven projects beginning in 1993. Twenty eight projects have now been successfully completed. The remaining five are anticipated to be completed by mid-1998.

Lessons from the Urban Pilot Projects have helped to raise the profile of urban issues on the European policy agenda. Lessons from the first round of Urban Pilot Projects were influential in the formulation of the URBAN Community Initiative, adopted in 1994. URBAN now includes programmes targeted on localities in 120 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.

Building on the success of this first round of projects, the European Commission launched a Call for Proposals for new Urban Pilot Projects. This generated 503 applications from urban localities within 14 Member States. Twenty six new projects were selected and launched on 1st July 1997, with a total budget of ECU 162 million. Of this total, ECU 63 million (39%) is cofinanced by the ERDF. The projects will run until 31st December 1999 (their deadline for financial commitments), and are anticipated to submit their final reports by 30th September 2000. It is anticipated that this new round of Urban Pilot Projects will generate valuable experience and provide lessons that can feed into future policy initiatives at the EU, national, regional and local levels.

## *Urban Pilot Projects and the Structural Funds*

The Urban Pilot Projects are co-financed by the European Regional Development Fund (ERDF), one of the European Union's four Structural Funds. These funds, along with the European Investment Bank and the Cohesion Fund, are the Community's financial instruments for reducing regional disparities and achieving economic and social cohesion within the Union.

Ninety percent of the Structural Funds are implemented through programmes initiated at national level and subsequently agreed with the European Commission in the form of Community Support Frameworks or Single Programming Documents. Nine percent of the Structural Funds are used to fund Community Initiatives. Grouped under 13 themes, these Initiatives focus on particular Community wide problems. 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 main Structural Fund activities and the Community Initiatives, up to 1% of Structural Funds is spent on a series of innovative programmes and pilot measures. These innovative measures enable the Commission to support small scale demonstration projects to explore new approaches in the implementation of the Structural Funds. Specifically, Article 10 of the ERDF Regulations allows the Commission to select and launch "studies or pilot schemes concerning regional development at Community level". Since the establishment of Article 10 in 1989, the Commission has developed a programme of innovative demonstration projects to address urban problems: the Urban Pilot Projects.

Urban Pilot Projects are co-financed by the Community alongside national, local and, in some cases, private resources. In cases where a city falls into an Objective 1 area (a status given to regions whose GDP is normally 75% below the Community average), a project may receive up to 75% of the total eligible cost from European sources. Projects located in Objective 2 priority areas (those suffering from industrial decline), are eligible to receive up to 50% of the total cost from European sources. For the Urban Pilot Projects launched in 1997, a limit of 30% for co-financing by the Community was applied for projects that fell outside the priority areas.

<sup>1</sup> The other Structural Funds are: the European Social Fund (ESF), administered by DGV, the Directorate General for Employment, Industrial Relations and Social Affairs; the Guidance Section of the European Agricultural Guidance and Guarantee Fund (EAGGF), administered by DGVI, the Directorate General for Agriculture; and the Financial Instrument for Fisheries Guidance (FIFG), administered by DGXIV, the Directorate General for Fisheries.

### Urban Pilot Projects 1997-1999

CITY	TITLE OF PROJECT	Total ligible Cost (MECU)	ERDF funding
Alexandroupolis (GR)	ALEX - POLINET - International Networking City	3.382316	75.00%
Besançon (F)	CHORUS - Centre Historique: Opération de Revitalisation Urbaine et Sociale (Urban and Social Revitalisation of the Historic Centre)	14.271850	22.20%
Bilbao (E)	OTXARKOAGA - Social, Economic and Environmental Revival of the Peripheral Neighbourhood of Otxarkoaga	4.962500	50.00%
Bordeaux (F)	Bordeaux les Deux Rives (The Two Banks of Bordeaux)	13.068031	23.00%
Bremerhaven (D)	Entwicklungspool Dienstleistungszentrum (Multifunctional Service Centre)	4.140000	50.00%
Brindisi (I)	PROTAGONIST - Recovery of Old Town Areas to Generate Employment and New Initiatives in the Social and Tourism Sectors	2.750000	75.00%
Brussels (B)	RECYCLART - Renovation of the "Gare de la Chapelle"	5.950500	30.00%
Dortmund (D)	Umweltinitiative Scharnhorst (Environment Initiative Scharnhorst)	2.835548	48.95%
Dublin (IRL)	Maintaining the Historic Heart of Dublin	2.639672	75.00%
Falun, Borlänge (S)	Ecological Sustainability as a Driving Force in a Medium-Sized Urban Region	3.750000	50.00%
Friedrichshain (Berlin) (D)	Strategien für Friedrichshain (Strategies for Friedrichshain)	4.638769	47.25%
Gran Canaria (E)	Proyecto Guiniguada - La Estrategia del Parque en la Rehabilitación del Paraíso (Guiniguada Project - The Park's Regeneration Strategy)	7.008086	39.00%
Granada (E)	Economic Regeneration of the Historic Centre of "El Albaicín"	6.051140	48.82%
Graz (A)	e.l.m.a.s. - ein Leben mit allen Sinnen (Living with One's Senses)	7.148000	30.00%
Helsinki (FI)	LASIPALATSI Film and Media Centre	9.000000	30.00%
Huddersfield (Kirklees) (UK)	Huddersfield - The Creative Town Initiative	10.299850	28.42%
Leicester (UK)	Blueprint for Sustainable Development	6.479155	29.90%
Leipzig (D)	Die Weiterentwicklung des Systems der "Behutsamen Stadterneuerung" (System of "Careful Urban Renewal")	3.918831	75.00%
León (E)	BUILDING LEÓN (A Development Project for the Old City)	7.567544	39.60%
Milan (I)	Servizi e tempo per gli anziani e le famiglie (Services and Time for Elderly People and Families)	3.356883	30.00%
Naples (I)	Rete di Piazze Telematiche per la Città di Napoli (Network of Telematic Squares)	4.007394	74.00%
Randers (DK)	Underværket (The Wonder)	7.731677	29.10%
Turin (I)	Porta Palazzo: Vivere, non solo transitare (The GATE: Living not Leaving)	5.069316	49.90%
Utrecht (NL)	Utrecht Museum Quarter	12.586084	24.00%
Vila do Conde (P)	Viagem a Rosa dos Ventos (Journey to the Wind Rose)	5.066000	59.20%
West Athens (GR)	SWANS - Sustainable West Athens Novelty Scheme	4.640751	65.00%
<b>Total 26 Projects</b>		<b>162.319897</b>	<b>39.18%</b>

### *Urban Issues at the EU Level*

The significance of the UPP's innovative approaches and their demonstration of "good practice" is increasing, since urban issues are gaining further prominence at the European Union level. Firstly, the publication in May 1997 of the European Commission's Communication "Towards an Urban Agenda", aimed to initiate a debate on the issues facing urban areas in the late twentieth century. This debate is of particular relevance in the light of the pending reform of the Structural Funds, in which it is likely that urban issues are to feature more prominently. In this respect the Agenda 2000 document published in July 1997 indicates that "urban areas" could be one dimension of the new Objective 2 territorial priorities after 1999.

Several other important policy developments are anticipated for 1998:

- The publication by the European Commission of a Policy Paper on urban issues.
- A conference, the Urban Forum, in November 1998 to debate the Policy Paper.
- An interim review of the URBAN Community Initiative.

It is intended that lessons from the Urban Pilot Projects will feed into policy debates. Specific priority will also be given to the following during 1998:

- i. Assisting the projects to exchange experience and to learn from one another, and from other analogous urban regeneration projects.
- ii. Widening access to information and lessons from the Urban Pilot Projects via the development and maintenance of a Website.
- iii. Assisting projects to complete the implementation of their projects successfully within the time, financial and regulatory constraints pertaining.

Although the second phase projects are still in their early stages of implementation, this report is able to present the socio-economic and urban context in which these projects have been launched, the overall aims of the projects and the strategies that they are proposing to address the challenges faced by urban areas in the late twentieth century.

# The Changing Urban Context in Europe

The challenges addressed by the Urban Pilot Projects are characteristic of widespread issues and problems in urban areas within Europe at the end of the twentieth century. These challenges include: adjusting to structural economic change; high concentrations of unemployment; social exclusion; accommodating new economic demands in historic areas; the problems of social housing estates on the periphery of urban areas; functional obsolescence; and improving the urban environment.

## *Structural Economic Change*

The development of many urban areas was founded upon the economies of agglomeration and the benefits of industrial and manufacturing activities to being in close proximity. Employment in these activities has accounted for a high proportion of all employment. In recent decades employment in manufacturing has declined and employment in services has correspondingly increased. At the same time, the so-called "knowledge-based" economic activities have been replacing manufacturing as the engines of economic and urban development.

Urban areas need to respond to these changes if they are to remain competitive. This may require accommodating new demands for space, pro-actively developing new service sector activities, and ensuring that the urban areas offer a quality of life associated with emergent knowledge based industries. The Temple Bar project of the first phase UPPs has done just that, successfully developing a neglected area of the city centre, in part using cultural activities as a catalyst for regeneration. The Temple Bar neighbourhood is now a thriving cultural and commercial area, attracting tourists and Dubliners alike to its shops, cafés and cultural facilities.

## *High Unemployment*

Urban areas account for a high proportion of all unemployment. Even within the most prosperous urban areas there are often pockets of high unemployment. Much of this is a consequence of structural change and is therefore persistent. Many groups are affected: older skilled manufacturing workers, young people entering the labour market and those affected by rationalisation within the service sector.

The full range of employment measures (advice, information, pre-training, training, etc.) are pertinent to improving the situation of unemployed people, and helping them gain access to the benefits of urban development. For example, certain Urban Pilot Projects from the second phase, such as Friedrichshain and Randers, combine physical construction and renewal work with training measures for local unemployed peo-



*The Otxarkoaga district, a peripheral neighbourhood of Bilbao, consists of poorly planned social housing and suffers from a range of economic and social problems. Through an integrated package of measures including environmental improvements and the creation of a recycling centre, the Otxarkoaga project aims to improve the physical environment, stimulate the neighbourhood's regeneration and increase the level of economic activity.*

ple in building restoration and related trades. These projects therefore not only have a lasting physical impact on the built environment, but also offer skills training to local jobless people, to help reintegrate them back into the labour market.

### *Social Exclusion*



*Pictures from a dissemination folder produced by the Turin UPP to increase local awareness. Social exclusion is one of the main themes of this project, focusing on reducing crime, prostitution and supporting the integration of immigrant communities, through the provision of information and a special care centre.*

A striking characteristic of urban society in the late twentieth century is the growing socio-economic disparities between sections of the community. Unemployment is linked with other disadvantages (limited access to employment through racism, homelessness, physical disability etc.), creating a growing "underclass", at risk of economic and social exclusion. Those at risk need to be specifically targeted, to address the particular issues they face, with appropriate training, local employment creation, and community facilities. A new dimension of exclusion has also arisen due to the growth of information technologies. Those without the means to access the benefits of the "Information Society" are excluded from the opportunities that it presents.

Many of the old projects focused on more traditional methods of including marginalised groups, for example through the provision of training to young unemployed people. In the second phase however, projects also tend to target certain groups more clearly, for example those with drug and alcohol related problems in the Turin "Gate" project, and immigrants and those of ethnic minority origin in Randers.

A number of the new UPPs also aim to provide individuals with the benefits of new information technologies, by widening access to computers and the Internet. This theme is particularly relevant to the second phase projects, as the existence of an IT underclass was less evident at the beginning of the 1990s, when the old were launched. The Naples UPP aims to create a network of "telematic piazzas" in the city, offering terminals connected to the Internet to people in a peripheral urban area who would not normally have access. Similarly the UPP in Helsinki plans to integrate Internet access points within the Lasipalsti Film and Media Centre, the focus of the project.

### *Historic Areas*

In many of Europe's historic urban centres, economic development has led to the neglect, and in some cases, the destruction of historic buildings. Buildings have been converted, or modified for commercial use in ways that often detract from the historic legacy and heritage of the urban fabric. Access is also a problem for historic centres that struggle to cope within an increasingly car-dominated society. As a result, commercial outlets tend to locate in more modern business districts, with better accessibility. In some cities, the historic centre has become a "ghost town", with little animation, few facilities, and poor access.

Against this background, much can be done to restore historic centres, and bring them to life. The restoration of historic buildings, carefully combined with support to economic activities, can have a positive physical impact in historic centres, as well as encouraging further economic activities in the area. Among the old Urban Pilot Projects, Porto represents a good example of an historic regeneration project that has successfully combined physical restoration work with support to cultural activities related to tourism. The project managed to respect the cultural heritage of these buildings, but at the same time, adapted them to new economic uses. The restoration of historic areas also brings an improved quality of life for the residents of these neighbourhoods. Measures related to the regeneration of historic quarters, such as traffic management and pedestrianisation, also make these areas more pleasant places to live.

Historic areas can also offer the opportunity to build a regeneration strategy around urban tourism. A number of the new projects are interested in the potential of tourism as a catalyst for urban regeneration, particularly in areas that have not traditionally been frequented by tourists. The UPPs in Granada, Brindisi and Vila do Conde aim to move visitors away from tourist "hot spots" in their cities, with measures to open up the city, and bring the benefits of tourism to other historic areas.

### *Social Housing and Peripheral Estates*

Many peripheral areas of cities were built up rapidly in the post-war period, in response to the housing shortage that was created by industrial expansion. Often hastily planned and built at low cost, this low quality housing typically accommodates those most disadvantaged in society. These so-called "sink estates" are characterised by high unemployment, a paucity of local amenities, few employment opportunities, and a high incidence of crime and drug abuse.

A focused integrated approach to regeneration is often the most appropriate course of action, to tackle the social, economic and environmental problems that these areas pose. Although the Structural Funds do not fund improvements in housing as such, a number of projects aim to improve the physical environment of run-down residential neighbourhoods, as well as providing skills to local residents to improve their own housing. The new Bilbao and Friedrichshain UPPs have both adopted this approach.

Some projects also tackle the accessibility of peripheral housing estates, linking isolated areas to the rest of the city, and combined with new attractions to encourage urban integration. The completed UPP in Lyon was based on a peripheral estate and included the creation of a new "Scientific Discoveries Centre". As only one of its kind in the city, the Centre helped to attract visitors from other areas, and thus encouraged the reintegration of the neighbourhood into the wider urban arena.



*The centre of Besançon faces a variety of problems common to many historic city centres, including population decline and traffic congestion. The Chorus project integrates transport measures, cultural and commercial activities and the restoration of building's façades in order to improve the environment, attract tourists and thus to regenerate the historic inner city.*



The Vila do Conde project aims to counter the abandonment of its maritime port, and the effects of urban sprawl through the suburbanisation of the neighbouring city of Porto, by supporting culture, employment creation and building renovation.

## Functional Obsolescence

The dynamics of a city mean that certain areas that were once the focus of economic or social activity, can become unsuitable for current activities, unable to adapt physically to changing space requirements and eventually become obsolete. The reasons may be various, from the closure of a manufacturing industrial site, to the abandoning of riverside warehouses that have lost their original *raison d'être*. Such zones exist in most cities, be they disused port facilities, abandoned riverside buildings, or areas adjacent to railway sidings.

However, these sites have the potential for commercial, tourist, leisure and residential development, through investment in the buildings and in their surrounding environment. Such redevelopment can play an important part in the regeneration of a run-down urban area, unlocking the latent potential of abandoned sites that are often in prime locations. Projects can often have an impact not only on the local area, but also on the wider city and region. For example, the first phase UPP in Pobla de Lillet is located on a de-industrialised zone on the outskirts of the city, and has created a garden and Museum that are now a regional attraction for visitors.

## Improving the Urban Environment

In a rapidly changing economy, cities in the European Union are facing severe environmental pressures. Wider markets, and technological and social changes have put a strain on cities' infrastructures and environmental resources. Increasingly, cities are becoming aware of the necessity to integrate the concepts of sustainable development into their overall strategy for urban regeneration. As well as tackling the environmental degradation of run-down inner-city neighbourhoods, urban authorities have become increasingly concerned by the issues of pollution, energy efficiency and waste management in the city.

These problems were highlighted by the UN's Conference on Environmental Sustainability in Rio de Janeiro, and have been adopted by many local authorities under the "Agenda 21" banner. Economic and social development in the urban context can only be sustainable if ecological and environmental issues are also taken into consideration. They are themes that are tackled by the majority of the new projects, either indirectly in terms of general environmental improvements, or more specifically through for example, the creation of waste management facilities.

## Governance and Partnership

Urban regeneration projects are, in general, now being implemented against a climate of decreasing public expenditure, due to general restraints on government spending. Increasingly, therefore, local authorities look towards other local actors who might be willing to co-finance operations. This has led to a tendency towards wide partnerships involved in the management and implementation of projects, and to a wider engagement of local actors in urban regeneration schemes<sup>1</sup>.



# The Second Phase Urban Pilot Projects

## Main Themes of the Phase II Urban Pilot Projects

In the Call for Proposals for the second phase of Urban Pilot Projects<sup>2</sup>, applicants were invited to submit projects that addressed a particular theme, either one of the ten suggested, or any other theme of the applicant's choice.

All the 26 selected projects correspond to one or more of the suggested themes. The most common theme amongst the selected projects is "the integrated, area-based approach". About half of the projects include aspects of this method of approach in their overall strategy. Another common theme was "the social integration of those at risk of economic and social exclusion", as was the environmental theme, covering general environmental improvements as well as more specific actions aimed at sustainable development.

The list of themes identified in the Call for Proposals is not necessarily the sole, or even most appropriate, system of classification for the projects selected. In practice two characteristics are widely present amongst the projects: the integrated approach, and training and employment activities. The projects can also be grouped under five themes: Culture; Information Technology; Social Inclusion; Environment; and Traffic Management.

### *The Integrated Approach*

The predominance of the integrated approach among the selected projects is illustrative of the value of combining different types of interventions in the urban process. It has been shown, both during the first phase of Urban Pilot Projects and through the URBAN Community Initiative, that the challenges of urban revitalisation can be met through an integrated approach to the economic, social and environmental problems of an area. Already Phase I projects had begun to adopt this method, but in Phase II, the majority of the 26 second phase UPPs have favoured this approach to some degree. Projects such as Graz and Utrecht include initiatives in the economic sphere (training, "on-the-job" placements, etc.) that complement those tackling problems of physical and environmental degradation (building refurbishment, clearing wasteland, etc.), as well as those addressing social marginalisation, all focused within defined localities.

### *Training and Employment*

Within this integrated approach, initiatives involving training and employment play an important role in the long-term success of a project. Urban regeneration policies that are sustainable need to include actions that improve access to the labour market, and which provide employment opportunities to those at risk of exclusion. Almost all the



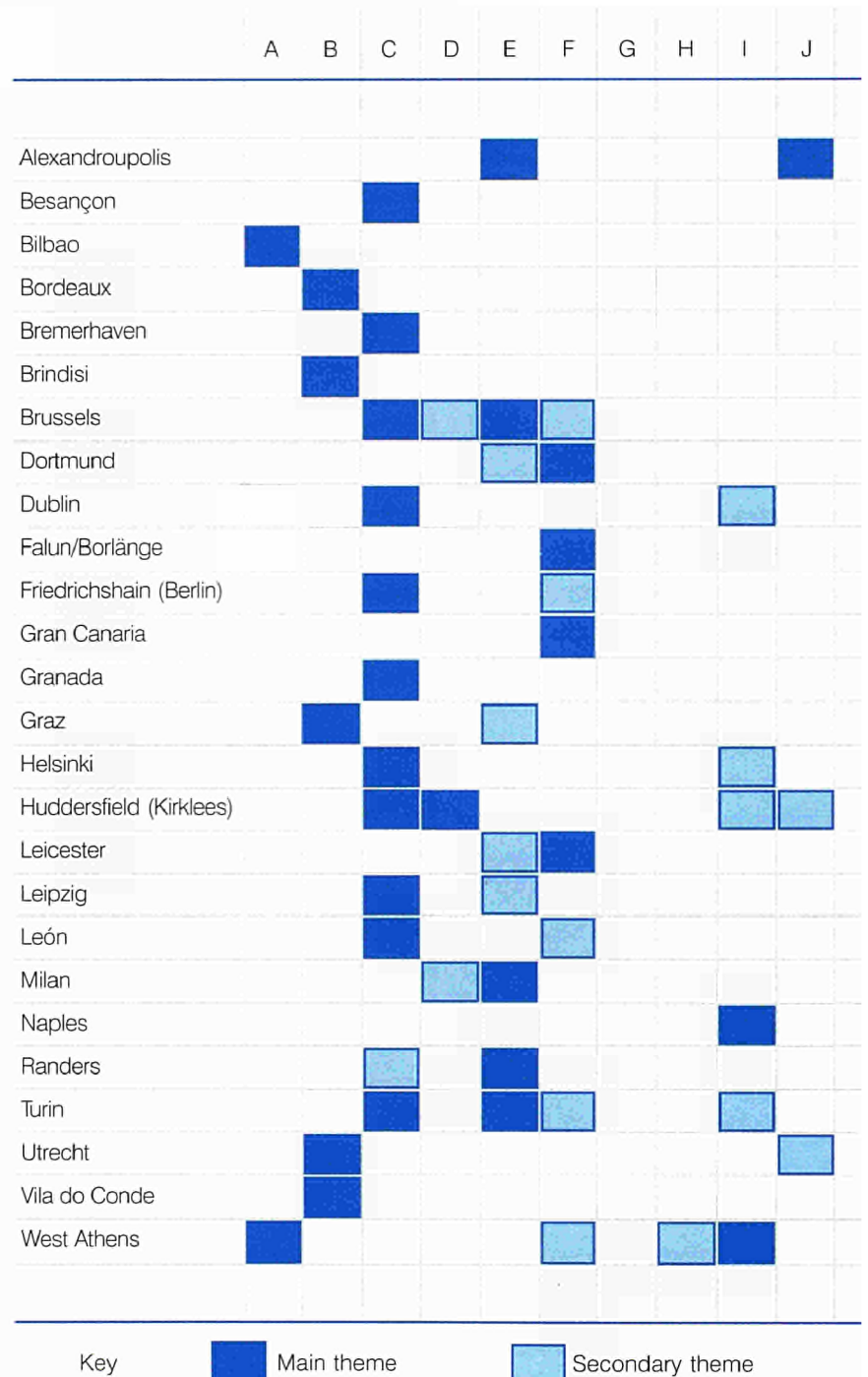
*Due to a lack of appropriate infrastructure, the neglect of public facilities and poor tourist marketing, the promising tourist potential of the historic centre of Utrecht has not been fully exploited. Through building restoration, traffic management measures and cultural and commercial activities, the Utrecht Museum Quarter project will increase the inner city's accessibility and attractiveness to residents, tourists and potential investors.*

<sup>2</sup> Published on 30 November 1995 (OJ 95/C 319/06).



The Graz "e.l.m.a.s." project intends to rehabilitate the run-down inner city district of Jakomini through a series of integrated activities, such as building renovation, environmental improvements to the park area, and training and employment measures. Some 20-25 people will benefit from education and training opportunities in several fields and around 18 jobs will be created in renovation and cultural activities.

second phase UPPs include training and employment measures in their overall strategy, whether through advice and support to the unemployed (Friedrichshain), through specific sector-based training (Leipzig), or through job-placement schemes (Graz). Building on the first round of projects where emphasis was on training, the focus is now on medium term employment impacts through concentrating on specific sectors such as culture (Huddersfield), media (Helsinki) and the construction sector (Friedrichshain). The importance given to employment and job-creation on the Community's agenda is as great as ever, and the selected projects reflect the urgency of the issue, and the role of employment in combating social exclusion.



*The Themes of Phase II Urban Pilot Projects, as classified in the Call for Proposal\**

- 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
- 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.



The architecturally impressive Lasipalatsi building, which the Helsinki project is currently refurbishing, will host a 400 m<sup>2</sup> Film and Media Centre including an arts cinema (2 screens with a total of 900 seats), an information centre for the city's art institutions, as well as a café and several shops. Exhibitions and festivals will be held in the Centre on a regular basis.



A highly interesting aspect of the Brussels "Recyclart" project lies in its dynamic bottom-up strategy. The project targets young unemployed people living in the area. Since the project's launch, this target group has been actively involved in all aspects, and has had a direct influence on the design and development of all the project's activities. It is envisaged that this approach will stimulate creativity and increase the cultural and artistic awareness of young people in the neighbourhood.

## Culture

Many urban areas suffer from a lack of "community feeling", due in part to a paucity of cultural or recreational facilities that would provide a focus for the local community. The result can be a sense of alienation that can have a negative impact on a neighbourhood and its residents. One solution envisaged by several of UPPs is a programme of urban regeneration based around or including cultural facilities. Going one step further, certain projects specifically aim to exploit the potential of cultural industries and heritage, to act as a catalyst for urban regeneration, economic development and the creation of local employment. In this sense there is now a greater emphasis than in the first phase UPPs on the commercial and economic benefits of culture, to add to the "social benefits".

The range of the projects that are based around cultural themes reflects the diverse interpretations and definitions of "culture" in the EU. There are wide variations, from the creation of a Film and Media Centre (Helsinki), to the development of a Museum Quarter (Utrecht). Typically, they involve the provision of cultural facilities, often in conjunction with training opportunities, support for small craft enterprises and artisans. Emphasis is given to areas that are characterised by cultural diversity, where the UPPs are based around facilities that bring together different ethnic groups, to share the experiences of their cultural heritage. The Randers project in Denmark ("Underværket") in particular illustrates this approach.

Two other projects that demonstrate the use of an integrated approach to cultural regeneration as a catalyst for inner-city renewal are Brussels and Huddersfield:

- The Brussels UPP ("Recyclart") aims to harness the cultural potential of a dilapidated inner-city district, by converting a run-down railway station into a "Centre for Young Urban Creation". The project includes provision for music studios and rehearsal rooms, workshops for young designers and artists, as well as exhibition space and a Recyclart café: a multi-disciplinary approach that brings together original and creative initiatives.
- While the development of cultural quarters in larger cities is relatively common (for example in the Temple Bar first phase UPP in Dublin, that was completed in 1995), there have been relatively few attempts to apply the concept of creativity to medium-sized industrial cities. In Huddersfield, the Creative Town Initiative has taken the concept of creativity and developed it into a regeneration strategy, where individuals are given opportunities to develop ideas and products that would not otherwise be realised. In particular, the project is focused on creativity around music, through the creation of a National Centre for Sonic Arts. In addition, a range of training, business support and investment schemes are also planned, to stimulate the creation and growth of innovative ideas.

Three other projects take the theme of cultural heritage as the focus for regeneration: the "Moorish" heritage of Granada, the navigation achievements of Vila do Conde in Portugal and the distinctive urban architecture of Dublin. Graz on the other hand takes the concepts of arts and media, as a base upon which to build a project that aims to rehabilitate a comparatively run-down city district close to the city centre.

### Information Technology

Information technologies have over the last 10 years become more widespread in their application within western society. Their potential in all spheres of society to open up new opportunities, both economically and socially, is considerable. This is certainly the case in the field of urban regeneration, where their applications are diverse, for example, in urban traffic management, and city networking and dissemination of urban policy ideas through the World Wide Web. Two projects in particular have based their strategies around new information technologies:

- The strategy adopted by the Alexandroupolis POLI-NET project uses information technology as a platform for redeveloping the city. The project involves the creation of an International Information Centre utilising new information technologies to improve business and networking opportunities for local SMEs. Related to the overall regeneration strategy is the creation of a multi-media Natural History Museum that will be equipped with the latest technologies, to promote the ecological assets of the city.
- The Naples UPP aims to combat the increasing problems of social marginalisation and unemployment resulting from the decline in local industry, by using telematics to promote sustainable economic growth. The project intends to establish two 'telematic piazzas', or computer suites, with open access for all to use the new communication and information technologies. Training in telematics and multi-media to users and local SMEs will ensure that those involved in the project can benefit fully from the new economic opportunities presented by these technologies.

Many of the other projects will in some way harness new information. For example, new technologies are a key element of the West Athens project, which will use telematics via a teleworking centre, to improve competitiveness of SMEs. In another example, as part of the development of tourism in Brindisi, the UPP aims to establish a multi-media centre in the newly-created Tourist Office and to include terminals which offer "virtual tourism" to visitors deciding which sites to visit.

Through exploiting the advantages of new technologies, such as the capacity to manage information, and to enable rapid communication and dissemination, the projects intend to introduce the benefits of the Information Society to those involved in implementation.



*The Alexandroupolis POLI-NET project involves the restoration of an old building into an International Information Centre which will specialise in economic development activities with Balkan and Black Sea countries, harnessing new information technologies to develop networks for local businesses. It will also include a recreational and educational cyber café, and will thus help to increase local residents' knowledge and awareness of information technologies.*



*As a city with an busy port, Brindisi has a large flow of seasonal traffic and transit tourists, with a daily passenger flow amounting to around 8,000 people. The PROTAGONIST project wishes to exploit this transit tourism to benefit the city economically, by providing new opportunities for tourists who have a few hours to spend in the town. One of the project's actions focuses on the creation of a new Tourist Office through the restoring an ex-Seamen's school, equipped with a multi-media centre offering "virtual tourism".*



The Bilbao project's target area suffers from numerous social problems, including high unemployment (35-40%), low training levels, high drop-out rates from school, and a high incidence of crime and drugs. By encouraging the inhabitants of the area to participate as main actors in the regeneration process, the project attempts to pilot a "self-rehabilitation" concept, whereby residents and local employees are "empowered" through the process of urban renewal.



The Milan UPP aims to create the following centres and services for the elderly:

- the Bank of Time, which it is anticipated will have about 10,000 participants;
- the Integrated Daytime Centre which will provide services to around 10 elderly people and 40 family members;
- the Residential Assistance, which will help 150 lone elderly people;
- the Socio-Recreation Centre, which will host 4,000 elderly people per year (see picture);
- the Alzheimer Day Centre, which will provide full-time assistance to 20 elderly people and 80 family members.

## Social Inclusion

Many projects link urban regeneration schemes with the issue of social inclusion, opening up opportunities to those who are vulnerable to marginalisation. A total of 14 projects include actions aimed at "including" those groups in society that risk being excluded. This includes the long-term unemployed, the elderly, ethnic minorities, prostitutes and those with drug and alcohol-related problems. In comparison to the first phase UPPs, the second round of projects give explicit emphasis to targeting both the beneficiary groups and their needs.

- In Bilbao, the UPP takes an integrated approach to the problem of peripheral housing estates that are characterised by concentrations of those most marginalised in society. Along with economic and environmental activities, the social inclusion actions are targeted at those most disadvantaged in the labour market, and at those on the margins of society: the long-term unemployed; people who misuse drugs; and young people who have dropped out of school.
- People from ethnic minorities can face particular disadvantages in urban areas, often without access to the opportunities to harness their full potential. One aspect of the UPP in Bremerhaven is the establishment of a Migrant's Office in the "Multifunctional Service Centre", to provide a meeting-point, an information centre, and language courses to people of ethnic minority origin. Some actions are specifically targeted at women migrants, who are particularly at risk of social exclusion.
- The UPP in Milan plans to renovate three abandoned buildings in the city, and to convert them into centres for elderly people, a group in society that is increasingly at risk of exclusion. The aim is to integrate elderly people more fully into the community and to promote their participation in the economic life of the city, as well as to provide support and counselling to their families.

Other projects are also concerned with social inclusion, for example in Randers, where urban regeneration is centred around the provision of a multi-cultural community centre. Turin also includes the theme of social inclusion in its overall strategy for the regeneration of the market area, through a number of actions specifically targeted at prostitutes who work in the area, drug-users and illegal immigrants. The initiative involves providing support, health information and counselling to vulnerable groups.

## Environment

Many projects include general environmental improvement measures in their regeneration schemes. As well as enhancing the physical attractiveness of a district for residents, these measures are also designed to create a more attractive environment for investors, and industrial and commercial activities, and thereby improve the economic competitiveness of the urban area concerned.

The concept of sustainable environmental development is pivotal to a number of pilot projects. Four in particular have made the environment the cornerstone of their strategy for urban regeneration:

- The project undertaken in the towns of Falun and Borlänge in the Dalarna region of Sweden aims to provide a comprehensive integrated set of measures encouraging environmental sustainability in an area of industrial decline. New and existing businesses will be encouraged to adopt environmental technologies and energy efficient methods. The project will also support a wide-reaching campaign to change community and business attitudes to sustainable development and develop a number of pilot demonstration projects.
- The UPP in Dortmund tackles the problem of waste in a housing estate located on the outskirts of the city. It aims to improve waste management systems by introducing collection points for waste which can be recycled. This will be combined with a public campaign and events to raise residents' awareness, and to promote environmentally friendly behaviour. Training and employment creation schemes are part of the project, thus helping to tackle the neighbourhood's unemployment problem.
- The Leicester "Blueprint for Sustainable Development" project seeks to build up business confidence and to counter unemployment through local economic development measures that emphasise environmental management and sustainable development.
- The Gran Canaria UPP aims to promote environmentally sustainable development in an area of high ecological value, but which suffers from the combined pressures of urbanisation and declining agriculture.

A number of other projects also integrate concepts of environmental management and sustainable development, including the establishment of recycling facilities (Bilbao and Friedrichshain) and the piloting of an innovative pneumatic waste collection system (León).



*The key aim of the project in Falun and Borlänge is to develop a Natural Resource Centre in the central Swedish region of Dalarna (pictured above). The Resource Centre will transfer the use of environmental technology to the private sector and stimulate the establishment and growth of SMEs. The project also has an educational aim: young people will be educated in ecology, the environment, as well as in garden cultivation to increase awareness of sustainability issues.*



*One of the main aims of the Guinguada project in Gran Canaria is to improve sustainable development on the island, through investment in three "living parks" (Parque de Acogida, Jardín Canario, and Comarcal de Santa Brigada), integrating them into the urban periphery of the city of Gran Canaria, and improving access for the citizens of the area.*



*Through the creation of a sustainable mini-bus line equipped with an on-board passenger information system, the West Athens project expects to deal with 2,000,000 passengers per year, encouraging 1-3% of the local population to change from transport by car to mini-busses and walking.*

### *Traffic Management*

Traffic management measures can bring a wide range of benefits to an area, particularly when combined with other actions in a overall strategy aimed to improve accessibility of an area, or to open up a neighbourhood to other more affluent parts of the city.

The SWANS (Sustainable West Athens Novelty Scheme) project in West Athens aims to combat the particular transport problems experienced by a densely populated metropolitan agglomeration. These include high levels of commuting, heavy pollution and the absence of safe pedestrian areas. The project will use new technologies and renewable energy sources to improve the public transport system and to relieve congestion in the area.

Traffic management is also included in the strategies of a number of other projects. Granada, Besançon and Utrecht have all incorporated combinations of parking facilities and pedestrianisation to relieve congestion in the city centres, to attract tourists and thus to develop the economic potential of each urban area. In another example, as part of Leicester's sustainable development strategy, a "taxi club" is being piloted, with the aim of reducing traffic congestion in the city.



## Anticipated Intermediate Outputs

There is a broad range of outputs anticipated from the second phase Urban Pilot Projects. Each project envisages having many and varied outputs reflecting their integrated and multi-dimensional approaches. As the projects started in July 1997, the outputs described here are anticipated, rather than realised. It is expected that projects will start to produce concrete results during 1998.

The outputs are described below in terms of: the built environment; training/employment; culture; information technology; social inclusion; environment; and transport. The key outputs anticipated for each project are summarised in the following pages.

### *The Built Environment*

Ten projects include actions to restore historically significant buildings. In Alexandroupolis, Brindisi, Friedrichshain, Gran Canaria, Helsinki, and Vila do Conde, this work involves single buildings restored to house a particular service. For example, in Brindisi, an Ex-Seaman's School will be restored to house a Tourist Office, and in Helsinki, a listed building will be renovated to create a Film and Media Centre.

In Dublin, Granada, León, and Utrecht, restoration works will be undertaken on a group of historic buildings, as part of a historic restoration programme in targeted areas. It is hoped that these demonstration works will encourage other investors to undertake similar restoration work.

Aside from historic building restoration, an important output of many projects is the rehabilitation or construction of new buildings, either as part of a residential clean-up programme, or to create new uses for abandoned buildings, or to construct new multi-functional centres to host particular commercial, training and/or leisure activities on a specific theme or sector. For example, the project in Bremerhaven is focused on the creation of a "Multi-functional Service Centre" which will provide SME support, training to the long-term unemployed and a range of social and cultural activities. The Helsinki UPP is concerned with the restoration of a prime site 1930s listed modernist building, into a Film and Media Centre, providing a visual, social and cultural focus in a run-down area of the city.

Almost all projects involve some aspects of infrastructure work. For example, Leipzig is particularly concerned with housing renewal in an residential area that has suffered from under-investment, and Besançon involves the construction of a market place and a new museum as part of a strategy to improve the city's competitiveness.

In every case, the restoration, refurbishment and construction work is undertaken for a specific purpose, be it commercial, social or cultural, in line with the project's overall strategy, and often in combination with other measures, such as environmental improvement works or training measures.



*The Dublin project, "Maintaining the Historic Heart of Dublin", not only envisages the creation of a database inventory of pre-1900 buildings, but will also produce manuals concerning the maintenance of historic buildings. The project will also refurbish three historic buildings as demonstration projects, to encourage further restoration activities in the area.*

## Key Anticipated Outputs from the Second Phase Urban Pilot Projects

	The Built Environment			Training / Employment			Culture		Information Technology		Social Inclusion		Environment		Transport
	Restoration of historic monuments	Building refurbishment	Building construction	Creation of workshops / business units	"On the job" training / placements	SME support services / facilities	Training services / facilities	Promotion of cultural activities	Harnessing new information activities	Community services / facilities	Environmental improvements	Waste management	Traffic management improvements		
Alexandroupolis	Restoration of an old building to house an Info Cafe	Construction of a Natural History Museum	Construction of a covered market and new museum			A survey of commercial development opportunities in the area	Training for refugees and young unemployed people	Promotion of local natural history through the Museum	Creation of an international network based on information technology		Protection of ecologically important sites		Measures to reduce traffic congestion (parking development)		
Besançon						A study of local commerce, support for setting up businesses		Construction of a cinema complex, walks based on Arts and Crafts, and a Time Museum							
Bilbao		Restoration of a shopping centre					Training for local employees				Counselling and guidance for the long term unemployed and drug users	Development of city parks	Settling up a recycling centre		
Bordeaux		Cleaning and rehabilitation of quayside buildings, and redevelopment of the quayside. Refurbishment of the Youth Hostel	Construction of a leisure / social centre				Training for young people	Organisation of cultural events (theatre, music, etc.)	Providing businesses with access to new communication technologies.	Counselling and guidance for young people. Creation of a leisure / social centre	Creation of a riverside park				
Bremen			Creation of a Multi-functional Service Centre				Training for ethnic minorities and the long term unemployed	Use of the local television station to publicise events at the Centre		Establishing a migrant's office, youth facilities, and a business counselling service specifically for women.	Practical experience for trainees in ecological urban renewal				
Brindisi	Restoration of a dock-side building to house a Tourist Office	Building and street refurbishment linking the port to the historic centre		Establishment of craft workshops in the 'Tourist Office	On-site training and work experience in ecological urban renewal	Consultancy services, and premises for SMEs	Training for ethnic minorities and the long term unemployed		Use of multi-media technologies to simulate "virtual tourism"	Redevelopment of the garden around the Tourist Office					
Brussels		Renovation of a railway station, and refurbishment of the buildings around	Construction of new buildings on unoccupied land around the railway station	Creation of artists' workshops and studios		Incentives for service industries to locate in the historic centre	Vocational training in renovation and construction. Training in attitudes to work.	Launching of cultural activities in the railway station. Support to young artists and musicians	Restoration of a railway station to provide a focus for the community (café, meeting places.)	Development of squares and public places. Creation of an Urban Recreation Park.					
Dortmund												Introduction of a system for waste collection			
Dublin	Restoration of historic buildings in two target areas	Refurbishment of a building, to create an Advice Centre on historic restoration							Using a GIS and database for the implementation of the project	Restoration of buildings for community uses					
Falun, Borlänge		Creation of an environmental technology centre, the 'Natural Resource Centre'				Support to environmental SMEs	Providing access to educational materials in the areas of environment, energy and ecology		Dissemination through a site on the World Wide Web		Encouraging recycling and energy efficiency in businesses and the community				
Friedrichshain (Berlin)	Conversion of an historic building into a cultural centre			Job-creation packages in building and related trades		Consultancy service for SMEs, particularly in the construction sector	Vocational training in construction for the unemployed. Training in environmental skills	Creation of a cultural centre, including a theatre, and the construction of an adventure playground	Dissemination through a site on the World Wide Web	Improving the urban environment, including rehabilitating a disused railway yard	Establishment of a recycling facility, and a centre for the distribution of ecological construction materials				



## Key Anticipated Outputs from the Second Phase Urban Pilot Projects (Continued)

	The Built Environment			Training / Employment			Culture	Information Technology	Social Inclusion	Environment		Transport
	Restoration of historic monuments	Building refurbishment	Building construction	Creation of workshops / business units	"On the job" training / placements	SME support services / facilities				Training services / facilities	Promotion of cultural activities	
Naples	Restoration and provision of infrastructure for two telematic piazzas	Renovation of buildings to house parts of the project.	Construction of buildings to house parts of the project		IT support for local SMEs	Training in telematics and multimedia	The establishment of two 'telematic piazzas' (computer suites)	Promotion of the project to minorities				
Randers		Renovation of buildings to house parts of the project.	Construction of buildings to house parts of the project	Creation of workshops		Support to new business ideas identified and developed through training courses.	Training for entrepreneurs Vocational training in the construction industry.	Promotion of artistic and theatrical activities in the centre, including a multi-cultural bazaar	Provision of a multi-cultural community centre			
Turin		Renovation of the market area. Rehabilitation of housing in the surrounding area.				Support to those wanting to start their own business	Creation of an Artisanal Restorers School. Training in renovation skills for young people and ethnic minorities.		Support and health information for prostitutes. Creation of a drop-in centre for young immigrants, particularly with alcohol or drug-related problems. Creation of a Learning and Recreational Centre for young people.	Improving the environment and sanitation of the market. Investment in parks and squares	Establishment of a collection system for recyclable waste. Support to an energy conservation scheme.	(Not under eligible cost of the project) ????
Utrecht	Restoration of historically unique wharf cellars	Restoration of canal-side buildings	Construction of a Museum Quarter Visitors Centre			Provision of start-up grants for new businesses		Development of a Museum Quarter, and the organisation of cultural events.		Environmental improvements to the area's public spaces		The introduction of traffic reduction measures (restricting vehicle access) and cycle routes.
Vila do Conde	Restoration of the Maritime Customs Office	Refurbishment of a river-side building to create a Documentation Centre				Creation of an SME support unit		Reconstruction of a culturally and historically important monument (ship).		Improvements to the river-side area		
West Athens		Refurbishment for the creation of an Intermunicipal Centre for Information Management							Use of passenger information systems, "intelligent" traffic lights, and the establishment of a teleworking centre.	Streetscape improvements		Establishing a mini-bus line.

## Training / Employment

Over half the projects involve the provision of training. In many cases this training is complemented by the development of on-the-job training schemes or direct job placements, for example in Bremerhaven, Friedrichshain, Graz and Dortmund. Often, training is specifically targeted to generate opportunities for socially excluded groups, for example, in Alexandroupolis, which provides training for Pontian refugees and young unemployed people.

In seven cases, the emphasis is placed on the restoration and building sectors. Projects concerned with the provision of skills in these sectors include: Granada, which plans to open a "Faculty of European Restoration" to provide courses in historic restoration methods; León, where training will be provided in a Centre for Craft Development, focusing on the building crafts necessary to implement historic restoration; and Friedrichshain, which will provide "on-the-job" vocational training for unemployed people in construction skills.

Many of the projects adopting an environmental theme also provide training around environmental issues. For example, Leicester plans to provide training in environmental good practice, and Friedrichshain will establish training courses in skills related to waste management. A number of projects are planning to provide training that is "market driven", aiming to provide participants with a recognised qualification at the end of the course.

## Culture

With so many projects taking culture as their dominant theme, there is a range of varied cultural outputs anticipated. Three museums will be constructed: a Time Museum in Besançon, a Natural History Museum in Alexandroupolis and a Museum of Religious History in Granada. Cultural centres will be created in three projects: Brussels, focusing on music and artistic activities; Friedrichshain, where an cultural arts centre is envisaged to provide a programme of theatre and cinema; and Randers, providing multi-cultural activities and services with an ethnic theme. A Film and Media Centre will be established in Helsinki, and an Arts and Media network will be supported in Graz. Musical outputs will be heard from Brussels, where studios and rehearsal space will be constructed, and a National Centre for Sonic Arts will be established in Huddersfield. As part of its riverside development, Bordeaux plans to organise cultural activities, including theatrical events.

## Information Technology

Around half the UPPs involve the application of new technologies, and in particular, information technologies. Applications range from the use of telematics in transport management, by means of a passenger information system and 'intelligent' traffic lights (West Athens), to the provision of telematically-equipped workspace units for innovative entrepreneurs (Huddersfield).



*Friedrichshain suffers from an unemployment rate of 13%, due to the loss of some 20,000 jobs in the industrial sector. By converting an existing historic building into a cultural centre for "on-the-job" training for unemployed people in construction skills, the project hopes to stimulate the creation of around 100 jobs in SMEs in the construction sector.*



*The flagship of the Huddersfield Creative Towns Initiative will be the National Centre for Sonic Arts: a national facility for the research, composition, production, performance and application of electro-acoustic music and sound. The Centre will be part of the "Creative Quarter", a block of derelict buildings that will be refurbished to host offices, studios and workshops focused on creative and innovative activities.*



*In Naples, the creation of two "telematic piazzas" or computer suites will provide various services and training schemes in telematics for people with a range of computing skills. The project thus aims to create new jobs and to promote a wider access to telematic information for socially marginalised groups. The suites will be located in two strategic points in the City: one in an abandoned building in the harbour area, which is part of the city's historic centre (see picture), and the other in a council building in a peripheral part of the city - to create a "Network of Telematic Squares".*



*The Randers project plans to establish a Multi-Cultural Community Centre "Underværket" in an abandoned block of housing. It will act as a high profile activities centre for ethnic minorities living in the city. The Centre will host a bazaar and will set up a number of activities, including a tapestry gallery, a puppet theatre, a textile print workshop and a handicraft shop.*

Other projects have integrated the use of information technologies into the management of their project. For example, the Dublin project will use a Geographic Information System (GIS) to make an inventory of all buildings in the two target areas that were built before 1900. This database will be used throughout the lifetime of the project and beyond, for the practical maintenance and improvement of the area.

A number of projects are concerned with opening up access to information technology to a wider audience. The project in Turin will provide centrally located information points equipped with terminals to access the Internet, while within the Film and Media Centre developed in Helsinki, terminals will be set up giving public access to the Internet and electronic newspapers. At present, the Friedrichshain, Turin and Falun/Borlänge UPPs are planning to disseminate information on their projects on the World Wide Web. Other projects have also indicated that they will do so during the lifetime of their activities. It is anticipated that links will be set up between the individual project home pages and DGXVI's Urban Pilot Project site<sup>3</sup>.

### Social Inclusion

Several projects plan to set up specific community centres with social inclusion objectives amongst their aims. The UPP in Randers is based around a Multi-Cultural Community Centre, while the project in Turin will establish a Learning and Recreation Centre for young people. Generally, these Centres provide a variety of services for local communities, which range from the provision of a drop-in centre for young people (Bordeaux), language training for members of ethnic minority communities (Bremerhaven), and studio and workshop space for local artists and musicians (Brussels).

Many of the training schemes developed by the projects are specifically targeted at socially excluded groups, in particular the long-term unemployed, ethnic minorities and women. Milan will develop a training programme in elderly care and a "Time Bank" database where local citizens can exchange their skills and services, while benefiting, in particular, the elderly.

Two projects address the issue of health, providing health education and information to two socially excluded groups: people who formerly had drug-related problems in Bilbao, where a programme of counselling and guidance will be provided; and prostitutes in Turin, who will be offered health advice and information at a drop-in centre.

<sup>3</sup> DGXVI's UPP home page can be found at <http://www.inforegio.org/urban/upp/>

## Environment

Environmental improvements are a common output anticipated from many projects. Over one half of the projects include urban landscape improvements, and/or the creation of green parks and public spaces. The type and purpose of the improvements vary: Alexandroupolis concerns the protection of ecologically important sites in the region; Bilbao, Bordeaux, Brussels, Friedrichshain and Granada involve the creation of urban parks and leisure areas.

Many projects combine environmental improvements with environmental management actions. Seven projects will establish recycling centres or will introduce new systems for waste collection, often combined with campaigns to increase the public's environmental awareness. For example, Dortmund will establish collection points for waste recycling, together with a system of cost-control, with the aim of cutting down the volume of domestic waste. The project in Falun/Borlänge will establish a Natural Resource Centre to develop pilot projects and coordinate environmental activities between various local actors. In León, the project aims to pilot an innovative pneumatic waste collection system to reduce the amount of litter in the town, and replace the need for curb-side collection of household waste.

Many environmental projects also involve training activities. In addition to the examples of Leicester and Friedrichshain, Bremerhaven will provide on-site training and work-experience in ecological urban renewal methods as a job-creation measure.

## Transport

The project that is particularly concerned with transport measures, West Athens, envisages a number of direct outputs from the transport-related actions. These include the creation of a mini-bus line, an on-board passenger information system, "intelligent" traffic lights, and the development of bus-stops, amenities and lighting. Outputs from the other four projects related to transport include: underground parking facilities (Granada), the establishment of a 'taxi club' (Leicester), the introduction of cycle routes (Utrecht), and the provision of parking places (Besançon).



*Grünhöfe, a neighbourhood of 12,500 inhabitants in Bremerhaven, is characterised by high-levels of unemployment (about 30%) and social exclusion. Through the creation of a Multi-functional Service Centre, the Bremerhaven UPP aims to regenerate the area providing training for the unemployed, consultancy for SMEs, and cultural and social activities for ethnic minorities.*



*An important part of the León project focuses on the reduction of environmental pollution in the historic city centre. The installation of an innovative system for pneumatic refuse collection, which will serve a total street area of around 37 328m<sup>2</sup>, will undoubtedly contribute in improving the urban environment.*

### Results Expected in the Medium Term

#### *Increased local employment*

Without exception, all projects aim to create employment, either directly through employment generation schemes, or indirectly, through training, or the stimulation of new businesses. For example:

- The Leicester project estimates that over 900 long-term unemployed people will have access to new employment measures through training, guidance or special target support. In addition, it is estimated that 300 new jobs will be created by the "Blueprint for Sustainable Development" project.
- The project in Friedrichshain plans to create 100 jobs in SMEs in the construction sector, as well as vocational training places for 60 long-term unemployed people, creating local employment opportunities both directly and indirectly.
- Jobs will be created in Naples through the creation and management of the "telematic piazzas". It is also anticipated that there will be employment opportunities through new economic activities in the city, in particular in the area of computer-based multi-media products for advertising and supplying information, as a direct result of the project's activities.

#### *Increased local business activity*

About half the projects will provide support and advice to SMEs, while others will provide workspace and small business units. The medium term objective is to increase local business activity, as well as create employment opportunities. For example:

- Investment during the lifetime of the Bilbao UPP is expected to stimulate local business activity, with 25 new businesses opening in the commercial sector, and 15 new companies being set up by developers/promoters. This is expected to generate a total of 110 jobs.

Many projects target "growth" sectors, for example services, tourism, and media, as well as traditional arts and crafts. The Brussels "Recyclart" project will create a series of studios for young designers and artists wishing to launch their careers in small culture-related enterprises. In Huddersfield, the Creative Town Initiative will encourage the start-up of small businesses in purpose-built incubator units, giving local entrepreneurs with innovative and sound business ideas the opportunity see their business plans materialise into concrete SMEs. The Besançon and Granada UPPs have both incorporated support to local artisans and craftsmen into their strategies, involving the exploitation of each cities' tourist potential.



*The Leicester project focuses on fourteen inner-city wards which are characterised by high unemployment, social exclusion, a lack of business confidence and substantial ethnic minority communities. Training, counselling and advice sessions will create new jobs, self-employment and new businesses for the unemployed.*



### Increased opportunities for socially-excluded groups

Many projects are expected to increase opportunities for socially-excluded groups, including the long-term unemployed and members of ethnic minority communities:

- Through the new network of cultural facilities in Graz, benefits are expected for ethnic minorities and young people, through the creation of cultural clubs and a programme of events to combat the socially-excluded to help ensure their insertion into the social and economic life of the city.
- In Randers, a high-profile multi-cultural centre, "Underværket", will develop activities for ethnic minorities in the city. It is anticipated that 24 immigrants and refugees will participate in special entrepreneur courses, and 24 other immigrants and Danes will participate in vocational training connected to the project's construction works. It is expected that those involved in the project will benefit from their training, and progress towards social and economic inclusion.
- The "Gate" project in Turin has developed a wide range of actions to support many groups at risk of social exclusion that frequent the target area of the market. These include: those with drug and alcohol related problems, prostitutes, ethnic minorities, and young unemployed people. The aim is to address the problems and challenges that these groups face, through advice, counselling and training, and thus to support their integration and social inclusion into mainstream society.



*The Jakomini district in the city of Graz has a population of 30,000, with a high proportion of students, ethnic minorities and elderly residents. The integration of three separate cultural facilities (a cinema - see picture - , a theatre and a museum) and the promotion of culture and arts to regenerate a run-down city district are both innovative aspects of the Graz project.*



*The Dortmund "Scharnerst Environment Initiative" project aims to improve waste management in the Scharnerst area by establishing collection points for waste which can be recycled, and through introducing a system of cost control for recycled waste. It is estimated that the new system will reduce refuse production by 50% and significantly decrease waste management charges.*

### Increased environmental awareness

An important anticipated output of the environmentally focused projects includes increasing the public's environmental awareness, through campaigns:

- The Dortmund project envisages an extensive public campaign with press and leafleting activities. The emphasis on involving local residents in the project is expected to have a positive impact on increasing environmentally friendly behaviour, and to lead to the successful implementation of the waste management concept that is being piloted by the project.
- The UPP in Falun and Borlänge is expected to increase environmental awareness in the local community, particularly among the local SMEs that will be targeted. Through encouraging energy efficiency and recycling activities in local businesses, the project hopes to contribute to long-term environmental sustainability of the area.
- An important objective of the Leicester UPP is to raise environmental awareness among the city's businesses and residents. The project will invest in a programme of measures to alert local businesses to energy saving devices and clean technologies. The UPP will also support a demonstration "Eco-House", that illustrates how pollution and energy consumption can be reduced in the home as well as in the work-place.



The Granada project aims to increase significantly its tourist potential through a number of different measures:

- the restoration of the "Plaza de Santa Isabel la Real" (see picture);
- the development of "La Dalahorra" as an exhibition space and meeting place;
- the renovation of the Arab city walls and the surrounding area;
- the creation of a museum, an archaeological display, a craft centre and a leisure area.



Leipzig's UPP, entitled "System of Careful Urban Renewal", attempts to address the serious problems caused by its poor housing stock and stimulate the process of housing renewal. Although the City of Leipzig will fully manage the project, the partnership also involves the regional authority and local actors such as landlords, tenants and SMEs in the construction sector. One of the ultimate aims therefore is to encourage local investors and firms to take an interest in the area and thus increase private sector investment.

### *Increased tourism opportunities*

Investment in cultural and tourist sites is expected to bring increased tourism activity cities. For example:

- It is estimated that in Granada, in the medium term, 1,500 extra tourists a day will flow from the tourist 'hot-spot' of the Alhambra Palace, to the target area of El Albaicín, creating demand for an additional 100 hotel beds.
- Through investment in the port area, where 'transit' tourists congregate, and through environmental improvements to the corridor that leads from the port to the city's historic core, the Brindisi project aims to regenerate, socially and economically, the old city centre. The improvements should help prolong the stay, and increase the expenditure, of tourists in Brindisi.
- Located on the periphery of the Porto metropolitan area, Vila do Conde aims to attract visiting tourists in its own right, through developing a series of cultural and leisure activities based around a maritime theme. The project includes the creation of an exhibition, construction of a wooden replica of a historic ship, and setting up a documentation centre. It is anticipated that the complex will take on a national and international significance, and will attract tourists and specialists from around Europe.

### *Increased private sector investment*

One of the "classic" reasons for public sector intervention in specific urban localities is to generate positive "externalities" that improve the prospects and viability of private sector investment in the physical fabric. Several of the projects plan to achieve this. For example:

- In Bordeaux, the high-profile re-investment along the river-front is expected to stimulate private sector investors to develop the area further. As a direct result of UPP interventions, private property owners are expected to make commitments to real estate in the area, in order to achieve commercial returns in the longer term.
- It is anticipated in Granada that an initial injection of public investment will create a favourable atmosphere for private sector interest to further redevelop an area that has previously been neglected by private interests.

## Implementation Arrangements and Partnerships

Successful urban regeneration projects depend heavily upon the process of implementation. The projects are characteristically multifaceted and will require a corresponding range of managerial resources. The projects must also remain pertinent to the needs of direct beneficiaries, residents and local economic actors if they are to be effective. A wide variety of approaches are envisaged.

The charts illustrate the projects' management and partnership arrangements. Around a quarter of UPPs have established new bodies in order to manage project activities, while a third of projects are managed by existing management agencies. Just under a half of projects are managed from within the local authorities responsible, while two of them do so in co-operation with an existing or new management agency. Compared with the first phase UPPs, there is a trend towards setting up new bodies, or the delegation of management functions to bodies with some independence from the local authorities responsible for the projects. This arrangement can offer greater flexibility, stronger management, and better targeting of the area and beneficiary groups.

It can also reflect in some cases the broad partnerships sought, a feature that characterises the majority of projects. This is especially true for UPPs which are made up of a series of sub-projects, where each is managed by different actors. Partnerships can add value to a project by bringing a range of local actors on board and encouraging wide consultation with potential beneficiaries. Partnerships can also increase the chances of a project's sustainability, by generating interest in the project at a range of political levels, as well as with local community and business groups.

Most UPPs involve the private sector. This is a larger proportion than with the first phase UPPs. The private sector involvement takes various forms. For example, in projects concerned with stimulating economic development, the private sector provides advice and implements project activities related to the support of SMEs and the generation of employment and training. In the Friedrichshain and Leipzig UPPs, the private sector is directly involved in the provision of personalised employment counselling for unemployed people, and of start-up advice to new businesses. In projects concerned with environmental actions or the revitalisation of historic town centres, the private sector is involved in carrying out conservation and building rehabilitation measures, designed to accommodate new business activities. In the León, Brindisi and Utrecht UPPs, the private sector will participate in the rehabilitation of historic city centres, aiming to increase economic activities, particularly in tourism related industries.

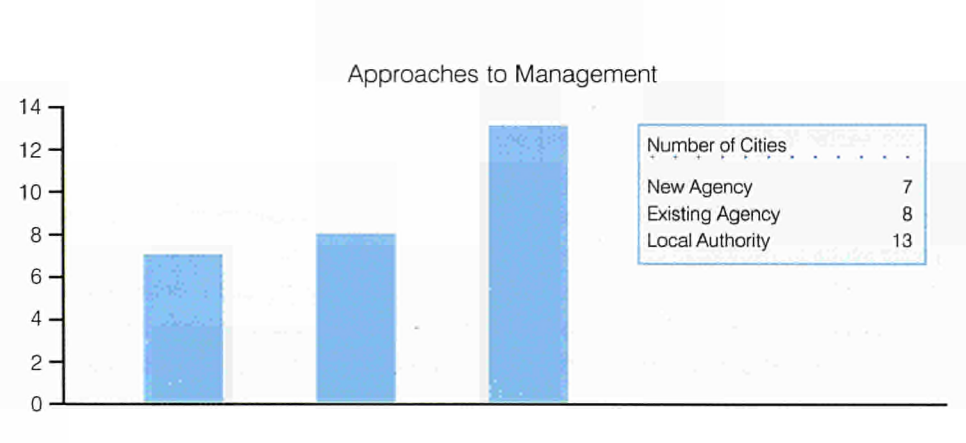
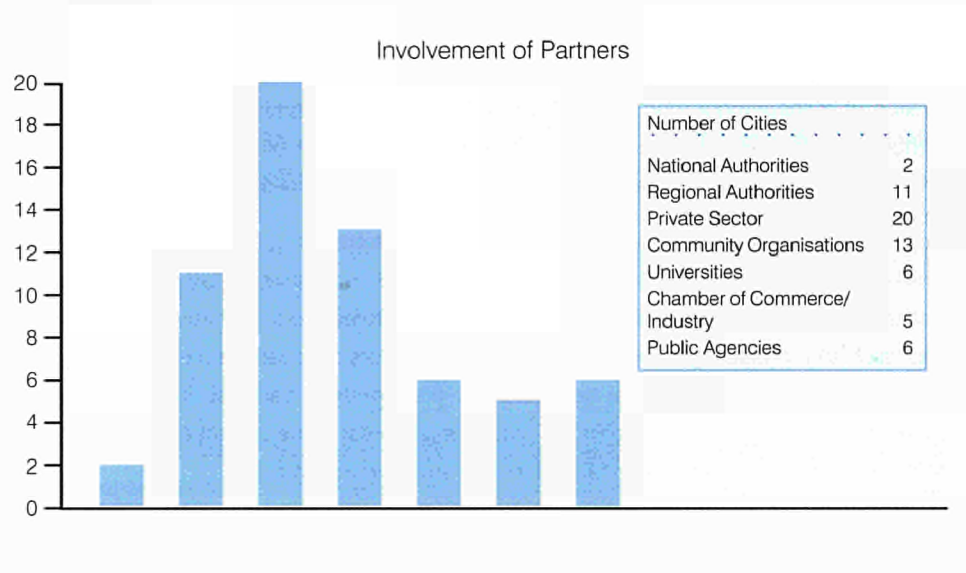
Universities and Research and Development institutes are involved in around a third of projects. They are able to add value to the partnerships through, in particular, their specialist technical knowledge. This participation is greater where the UPP is concerned with the implementation of new technologies in the areas of communications, information and the environment. In the Falun/Borlänge UPP, the strong involvement of local research institutes will contribute to environmental sustainability by encouraging companies to introduce environmental technologies into their working practices.



*The "Two Banks of Bordeaux" project focuses on the revitalisation of the district along the Garonne riverbanks. The Municipality of Bordeaux has appointed a local joint public and private company, "Bordeaux Métropole Aménagement" (BMA) to manage and implement the Urban Pilot Project. BMA is made up of a multi-disciplinary team which will be in charge of the long-term development plans for the banks of the Garonne.*

Those UPPs concerned with enhancing the economic or environmental situation in areas with social problems typically involve community organisations in the partnership structures. For example, in the Turin UPP, a "social contract" has been signed involving a wide range of community organisations in the economic and social regeneration of the Porta Palazzo area. In general community organisations are expected to participate at different stages of a project's design and implementation. Their participation is designed to ensure the active support of beneficiaries and local residents.

Just under half the UPPs involve regional authorities and a number also involve the national governments in their partnership. Regional and national authorities are involved both because of their responsibility for the use of Community funds and for their importance in realising the projects' demonstration potential at a regional and national level.



## Innovative Aspects and Potential Demonstration Effects

The co-funding mechanism of ERDF (Article 10) used to support the UPPs enables the Community via the European Commission to fund innovative approaches. Innovation was an important criterion in the selection of the UPPs. Innovation can take place at different levels: local, national and EU. In the context of urban regeneration it can also concern strategies involving “product” or output innovation, that is, the pursuit of new activities, or “process” innovation, that is, new ways of organising urban regeneration. Even if the concepts are not always new, the context, mechanisms and partnerships set up to deliver the projects make for an innovative approach to the problems addressed. Typically the projects are part of wider strategies within the localities concerned. They also have a potential demonstration effect beyond their existing context.

The second phase UPPs only began in mid 1997. Hence, the following observations are based upon what is anticipated to take place rather than what has actually happened. The monitoring process over the next 2-3 years will help identify the lessons which can be applied more widely.

### *Innovative strategies*

Often in previous projects, different urban issues such as employment, culture or the environment have been treated separately. By addressing several urban challenges in a combined and integrated way, projects in the second phase have adopted innovative approaches, applying new interdisciplinary solutions. For example, in southern Spain, the integrated area-based approach adopted by Granada is highly innovative in a national context. Similarly, the strategy adopted by Graz, placing a strong emphasis on cultural and recreational facilities, presents a new approach to urban regeneration in that context.

The strategy pursued by Huddersfield, tackling urban regeneration through stimulating creativity is innovative at an EU level. The strategy is built upon investing in creative people, ideas and activities, as a means of exploiting the potential of a city’s human resources, improving life chances, and generating interest in the activities of the city.

Innovative strategies are also being developed to bring the benefits of tourism to urban regeneration. The Granada UPP focuses on the large number of tourists that currently visit the tourist “hotspot” of the Alhambra Palace, and intends to redirect them to other areas in the city, notably the historic Moorish quarter of *El Albaicín*. Similarly, Brindisi aims to exploit the “transit” tourism trade, by encouraging tourists passing through the city on their way to Greece or the Middle East, to explore and to spend time in the city.



*The Granada UPP will integrate a number of different activities such as restoration and construction works, environmental improvements, setting-up of school, the development of tourist routes and the production of dissemination material for the regeneration of El Albaicín giving an example of a highly innovative strategy to tackling urban regeneration in Spain.*



*The West Athens area faces severe transport related problems. A significant part of the project consists of introducing of a highly innovative mini-bus line to improve the accessibility of two metropolitan district centres (Aegaleo and Aghii Anargyri) and to reduce traffic pollution.*



*The Utrecht project includes the redevelopment of the Oude Gracht and Ledĳg Erf, involving the restoration of the unique wharf-side cellars along the canals and the surrounding infrastructure. To attract new commercial activity to the cellars, the project will award start-up grants for new enterprises in the cellars, such as galleries and shops.*

### *Innovative methods*

Some UPPs are piloting new innovative methods to achieve their objectives. For example, projects are making use of modern technologies in the fields of information and communication to further develop their strategies of urban regeneration. The West Athens UPP uses modern technology to improve the traffic congestion in two of Athens' sub-metropolitan centres. An "Inter-municipal Centre for Information Management" will control a traffic management system for a fleet of mini buses and a "Global Positioning System" will allow buses to be monitored and provide them with information on the least congested routes. Similarly, Naples will use new methods involving modern information and communication technologies, to provide quick access to information for SMEs and to enhance communication, while the Helsinki UPP intends to exploit the potential of new information technologies by introducing new economic and cultural activities.

Projects aiming to enhance the urban environment often make use of renewable energies, new ways of protecting the environment or energy saving measures. In order to reduce waste collection charges, the Dortmund project will experiment with new systems to allow the calculation of the individual residents' waste collection fees, thus motivating residents to participate in the project's recycling and composting measures.

Other new methods are being piloted by Utrecht and Friedrichshain. Utrecht will establish a "low financial regulation" zone in its city centre in order to attract private sector investment and to allow new SMEs to become established. The Friedrichshain UPP aims to integrate long-term unemployed people into the labour market. However, going beyond the scope of traditional employment services, the project allows the long-term unemployed to develop at their own pace and capacity, taking account of individual needs and instilling the motivation to under-go training.

### *Innovative processes*

The successful implementation of a project is in part dependent upon the management structures and partnerships. Many projects are experimenting with new implementation processes, to discover ways of working that maximise the chances of success. The Gran Canaria UPP will, for example, create a new form of institutional partnership involving municipal authorities, the University, the private sector and representatives of the local community. Relevant municipal and regional institutions will delegate responsibilities to the new partnership in order to facilitate the implementation of the project.

Innovation is also to be achieved in UPPs where local actors are used to working separately on initiatives, with little co-ordination between them. For example, the Friedrichshain UPP emphasises the networking of local bodies, through co-ordinating the work of different local economic actors. The collective "wisdom" of these actors will be used to provide support and advice to SMEs. In Turin, a mixed public and private management company, the "Porta Palazzo Project Committee", has been established to run the project. As the first example of its kind in Italy, this body is fully legally responsible for the project. Although the local authority itself has ultimate responsibility, the new body allows for greater flexibility and quick decision-making.

### *New target groups*

Many UPPs are also innovative in that they work with target groups which have been overlooked by previous urban regeneration projects. In many urban contexts, regeneration projects have often focused on large-scale infrastructure projects or on investments which have little regard for the social impact they may have on the local community. The projects in Leicester, Turin and Graz strongly emphasise the need to integrate their immigrant communities. In all three of these UPPs, urban regeneration goes hand-in-hand with providing economic and cultural opportunities for ethnic minorities. Similarly, Alexandroupolis will provide training for Pontian refugees as part of its overall strategy. In Milan, the elderly are the focus of the project. It addresses their social and health problems with a view to integrating them more fully into the community and to promoting their participation in the economic life of the city. While the Brussels, the "Recyclart" project aims to integrate young "marginal" artists (for example, graffiti artists), and musicians, and to provide space and facilities for the expression of "young urban creativity".



*Adopting the theme "Living not Leaving", the Turin UPP aims to regenerate the Porta Palazzo district, characterised by high unemployment, abandoned and neglected buildings, dwindling numbers of businesses and a declining population. The project's main target group are young immigrants. It is anticipated that training and information programmes will improve their integration and employment possibilities.*

# Key Characteristics of the Urban Pilot Projects





## Alexandroupolis Greece

This project aims to improve the economic competitiveness of Alexandroupolis, a relatively isolated city at the extreme east of the EU, by strengthening the city's international links using information technology. The project involves the restoration of a building into a Network Information Centre which will specialise in economic development activities with Balkan and Black Sea countries. In addition, it is proposed that internationally ecologically important features such as the Evros Delta, the forest of Dadia and the Drana Lagoon will be protected. The development of a Natural History Museum Information Centre will help ensure that people are aware of the significance of these habitats. The initiative also aims to improve the skills of two socially excluded groups - Pontian Refugees and young local unemployed people.

**Responsible authority:** The Municipality of Alexandroupolis  
**Implementing authority:** The Municipality of Alexandroupolis  
**Timescale:** 1 July 1997 to 30 September 2000<sup>1</sup>  
**Total cost:** 3.382316 MECU  
**ERDF contribution:** 2.536737 MECU (75% of eligible cost)  
**Contact:**

Mayor  
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 306 Demokratias Ave  
 GR-68100 Alexandroupolis  
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 Fax: 0030 55 1 262 64  
 E-mail: alexpoli@compulink.gr

## Besançon France

Besançon is a town whose architectural and historical heritage is generally overlooked and undervalued. The project aims to support local commercial and cultural activity and reinforce the town's role as a regional capital. Within the town centre there is an urgent need to reduce traffic congestion whilst not discouraging people from visiting the centre and its shops. A number of actions are aimed at improving the Saint Jean District, including the purchase of commercial buildings, the redevelopment and construction of a covered market area and cinema complex, and the development of the arts and crafts sector. The Time Museum, based on the city's watch-making tradition, will also be restored and links will be created with other Museums. A study of commercial development opportunities and a visitors survey will also be undertaken.

**Responsible authority:** Ville de Besançon  
**Implementing authority:** Ville de Besançon  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 14.27185 MECU  
**ERDF contribution:** 3.168093 MECU (22.2% of eligible cost)  
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 Tel: 0033 3 816 150 46  
 Fax: 0033 3 818 287 60  
 E-mail: jean-luc.matthey@besancon.com

## Bilbao Spain

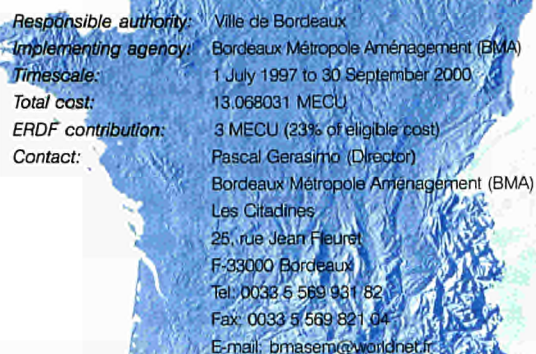
Bilbao's project tackles the social, economic and environmental problems of Otxarkoaga, a peripheral neighbourhood of the city of Bilbao. The district consists of an area of unplanned, dense social housing dating from the 1950's, which suffers from economic and social degradation, high unemployment, a lack of economic activity, drugs and crime. This situation is compounded by the peripherality of the district. The UPP plans an integrated package of measures targeted at: (a) the area's environment (establishment of a recycling centre, environmental enhancements, and optimisation of green spaces); (b) the lack of economic activity (a study of local commerce, initiating training activities and a business interest group, and the restoration of a shopping area); and (c) high unemployment (vocational training and other labour market integration measures).

**Responsible authority:** Ayuntamiento de Bilbao  
**Implementing authority:** Ayuntamiento de Bilbao  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 4.9625 MECU  
**ERDF contribution:** 2.48125 MECU (50% of eligible cost)  
**Contact:** Ricardo Barkala / Joseba Egia  
 Ayuntamiento de Bilbao - Lan Ekintza SA  
 Uribitarte 18 - 4.º ocha.  
 E-48001 Bilbao  
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 Fax: 0034 4 420 53 13  
 E-mail: lan-ekintza@sarenet.es

<sup>1</sup> End dates refer to deadline for submission of final report and request for final ERDF payment.

## Bordeaux *France*


The project focuses on a dilapidated industrial and port area along the Garonne river with severe economic and social problems, including high unemployment and a large proportion of immigrants. The aim of the project is to improve the district, revitalise the economy and develop the area both socially and culturally. The project is part of an overall strategy for local development. The actions include a number of quay-side developments (building demolition and renovation, and creation of open spaces), a number of training initiatives for young people, and a number of social and cultural/tourist events, including theatrical tours, festivals, the creation of a viewpoint, the introduction of cruise ships, the renovation of a youth hostel and creation of a social centre.



**Responsible authority:** Ville de Bordeaux  
**Implementing agency:** Bordeaux Métropole Aménagement (BMA)  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 13,068,031 MECU  
**ERDF contribution:** 3 MECU (23% of eligible cost)  
**Contact:** Pascal Gerasimo (Director)  
 Bordeaux Métropole Aménagement (BMA)  
 Les Citadines  
 25, rue Jean Fleuret  
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 Tel: 0033 5 569 931 82  
 Fax: 0033 5 569 821 04  
 E-mail: bmasem@worldnet.fr

## Bremerhaven *Germany*

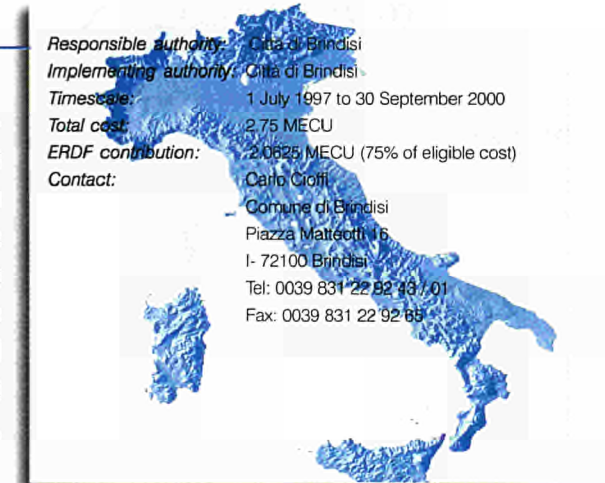
The overall aim of the Bremerhaven project is to regenerate Grünhöfe, a neighbourhood of 12,500 inhabitants characterised by high-levels of unemployment and social exclusion. It attempts to integrate, in a coherent manner, a number of mutually-reinforcing measures under four main themes: the stimulation of economic activities; environmental improvements and community safety; social and cultural activities; and training. There are several interrelated actions planned including: the development of a marketing and public relations office, a TV station and a migrants office; the creation of a training site, week-end market, youth workshop and training company; and, a counselling service encouraging women into self employment opportunities.



**Responsible authority:** Senator für Wirtschaft, Mittelstand, Technologie und Europaangelegenheiten der Freien Hansestadt Bremen  
**Implementing authority:** Seestadt Bremerhaven  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 4.14 MECU  
**ERDF contribution:** 2.07 MECU (50% of eligible cost)  
**Contact:** Norbert Friedrich  
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 Postfach 21 03 60  
 D-27524 Bremerhaven (Bremen)  
 Tel: 0049 471 590 32 25  
 Fax: 0049 471 590 20 79

## Brindisi *Italy*

This project focuses on the restoration of the old town of Brindisi and develops appropriate services for transit tourists. It is believed that the provision of new opportunities for tourists who have a few hours to spend in Brindisi will bring about the necessary private sector funding for the revival of economic activity in the old town of Brindisi. The project aims to create a new Tourist Office to be housed in an old building to be restored for this purpose, and to give incentives to companies providing tourist services. A new company will be established to enhance the redevelopment of the local handicraft and tourist industries. The project is expected to have a significant employment impact, both in terms of temporary and new/permanent jobs.



**Responsible authority:** Città di Brindisi  
**Implementing authority:** Città di Brindisi  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 2.75 MECU  
**ERDF contribution:** 2.0625 MECU (75% of eligible cost)  
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 Piazza Matteotti 16  
 I- 72100 Brindisi  
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 Fax: 0039 831 22 92 65

## Brussels

### Belgium

The target area of the Brussels project is the "Gare de la Chapelle" district, situated between the "Gare du Midi" and the "Gare du Nord". A large proportion of its population live on social benefits; there are large numbers of immigrant families, as well as an ageing and poor population. The district's inhabitants will participate in the project which includes: the restoration of the station to incorporate workshops, a café and meeting places for young artists; development of squares and public spaces in the district; training and employment for young people and the unemployed; and support for local business. The latter includes promoting the arts and crafts market and the organisation of cultural and artistic activities (sound and light, musical and theatrical activities, etc). An agency will be created to carry out and manage the project.

**Responsible authority:** Ville de Bruxelles  
**Implementing agency:** Recyclart a.s.b.l.  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 5.9505 MECU  
**ERDF contribution:** 1.78515 MECU (30% of eligible cost)  
**Contact:** Wim Embrechts (Director)  
 Recyclart a.s.b.l.  
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 B-1000 Brussels  
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 Fax: 0032 2 502 64 03  
 E-mail: recyclart@skynet.be

## Dortmund

### Germany

The Scharnhorst-Ost area of Dortmund consists of a 1960s development of 3-7 storey apartment blocks, with 15,000 inhabitants. The area has a high concentration of deprived households, a high influx of immigrants from Eastern Europe and above average unemployment rates affecting, in particular, young people. Environmental pollution is high with no strategy for waste management: insufficient facilities for the collection and treatment of waste and no recycling facilities. The project sets out to improve the handling of waste through an integrated approach, addressing at the same time the social and economic problems affecting the area. A public campaign aims to involve the residents in the implementation of the project, and there is a strong emphasis on creating permanent jobs for local residents.

**Responsible authority:** City of Dortmund  
**Implementing agency:** IFAU Umweltberatung GmbH  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 2.835548 MECU  
**ERDF contribution:** 1.388115 MECU (48.95% of eligible cost)  
**Contact:** Gisela Bartholomä  
 City of Dortmund  
 Department for Urban Planning  
 Katharinenstrasse 9  
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 Tel: 0049 231 502 56 04  
 Fax: 0049 231 502 57 88

## Dublin

### Ireland

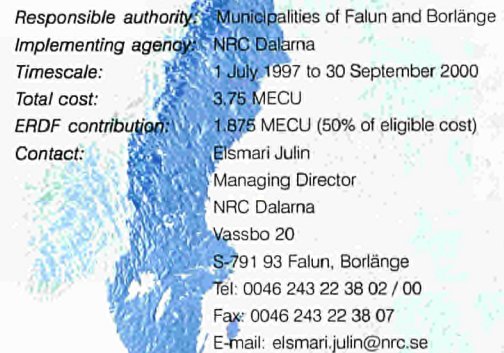
This project covers two segments of Dublin (North and South City Centre) which have buildings of high architectural value. As part of the project an inventory will be undertaken, including a database and illustrated record of buildings built before 1900 and significant post-1900 buildings. A strategy for regeneration will be developed in partnership with community, business and other interests. A new Building Advice Centre will provide conservation advice and produce technical guidance leaflets. The project involves the preservation of traditional craft restoration skills such as window making, lime pointing and lead work, and the training of guides/curators. Public/tourist access to the area will also be improved and the project will support a series of refurbishments of architecturally important buildings for community benefit.

**Responsible authority:** Dublin Corporation, Planning Department  
**Implementing agency:** Dublin Civic Trust  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 2.639672 MECU  
**ERDF contribution:** 1.979754 MECU (75% of eligible cost)  
**Contact:** John O'Sullivan / Emer Singleton  
 Dublin Civic Trust  
 4 Castle Street  
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 Ireland  
 Tel: 00353 1 475 65 89  
 Fax: 00353 1 475 65 81

## Falun/Borlänge

### Sweden

Falun and Borlänge are two neighbouring towns which function increasingly as a single urban area. Their project involves the further development of the Natural Resource Centre - an environmental technology centre - to stimulate the economic restructuring of a traditional industrial area, and to help convert the region into a model of sustainable development. This will be achieved through relevant research and support to environmental SMEs. New environmental businesses will be established and existing companies will be persuaded to incorporate sustainable environmental practices. The project will also stimulate awareness and understanding of sustainable issues.



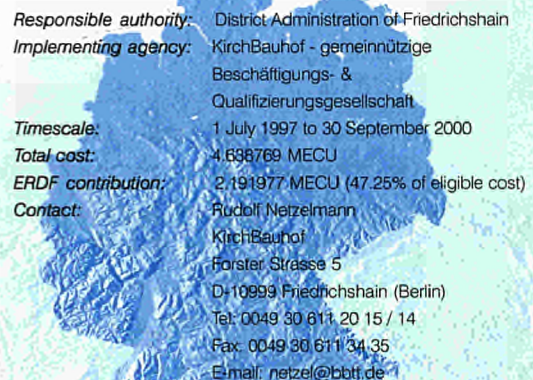
**Responsible authority:** Municipalities of Falun and Borlänge  
**Implementing agency:** NRC Dalarna  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 3.75 MECU  
**ERDF contribution:** 1.875 MECU (50% of eligible cost)  
**Contact:** Elsmari Julin  
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 S-791 93 Falun, Borlänge  
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 Fax: 0046 243 22 38 07  
 E-mail: elsmari.julin@nrc.se

## Friedrichshain

### (Berlin)

### Germany

The project consists of an integrated series of measures to socially and economically rejuvenate the Friedrichshain municipality of Berlin which is suffering from job losses in the industrial sector. In the short and medium term, the project sets out to improve the environment for SMEs through the development of a "Consultation Agency for SMEs". The project also aims to provide vocational training for unemployed people and to develop cultural/recreational facilities (including an adventure playground) for the district's residents. In the long-term, a private body will be created to ensure the continuity of project activities beyond the end of the UPP programme.



**Responsible authority:** District Administration of Friedrichshain  
**Implementing agency:** KirchBauhof - gemeinnützige Beschäftigungs- & Qualifizierungsgesellschaft  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 4.638769 MECU  
**ERDF contribution:** 2.191977 MECU (47.25% of eligible cost)  
**Contact:** Rudolf Netzelmann  
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 Fax: 0049 30 611 34 35  
 E-mail: netzel@bbt.de

## Granada

### Spain

The project aims to revitalise the historic Moorish centre of Granada, "El Albaicín", and secure its medium and long-term development. The centre includes the famous monument of the Alhambra Palace, designated a human heritage site by UNESCO. The area suffers from accessibility problems, an ageing population, the gradual deterioration of buildings and a general lack of economic and cultural vitality. A set of actions will be undertaken in the following areas: tourism, education, culture and business. These include restoration and renovation work (with environmental improvements on, and around, the ancient walls and tourist routes), the setting up of a University of European Restoration and a tourism school, the establishment of a craft centre and archaeological displays, and economic incentives to set up businesses.

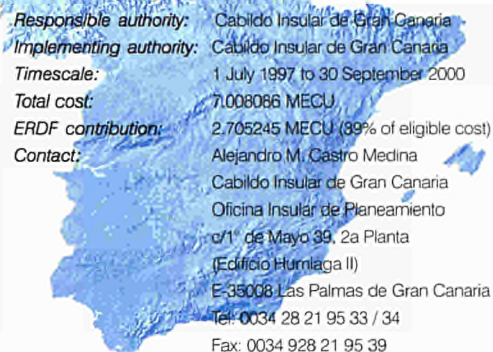


**Responsible authority:** Ayuntamiento de Granada  
**Implementing authority:** Ayuntamiento de Granada  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 6.05114 MECU  
**ERDF contribution:** 2.953897 MECU (48.82% of eligible cost)  
**Contact:** Ayuntamiento de Granada  
 Departamento De Rehabilitación - Area de Urbanismo  
 Escudo del Carmen 3  
 E-18009 Granada  
 Tel: 0034 58 24 81 32  
 Fax: 0034 58 20 46 12

## Gran Canaria

### Spain

This project consists of a set of pilot environmental improvement measures to be undertaken in a peripheral area of the city of Las Palmas de Gran Canaria. Through these measures, the project aims to stimulate environmentally friendly economic activities. The target area is located in a park in the river basin of the Guinguada River, an area of high ecological value. This planning-oriented project attempts to find a solution to the challenges on land use from urbanisation, declining agriculture and conservation. It comprises a pilot phase for future actions. The project will concentrate on those areas mostly under pressure from urbanisation. A number of environmental awareness activities are also planned.

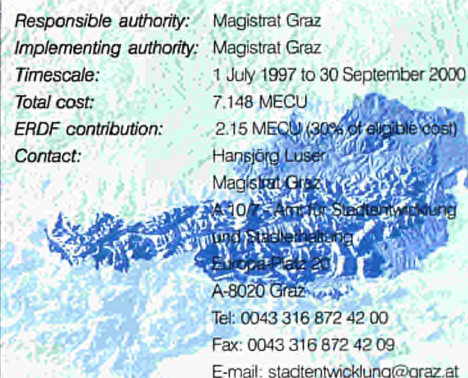


**Responsible authority:** Cabildo Insular de Gran Canaria  
**Implementing authority:** Cabildo Insular de Gran Canaria  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 7.008086 MECU  
**ERDF contribution:** 2.705245 MECU (39% of eligible cost)  
**Contact:** Alejandro M. Castro Medina  
 Cabildo Insular de Gran Canaria  
 Oficina Insular de Planeamiento  
 C/1<sup>o</sup> de Mayo 39, 2a Planta  
 (Edificio Humilaga II)  
 E-35008 Las Palmas de Gran Canaria  
 Tel: 0034 28 21 95 33 / 34  
 Fax: 0034 928 21 95 39

## Graz

### Austria

Investment in culture will be used by this project to rehabilitate the run-down of inner city district Jakomini. The district has a population of 30,000, with a high proportion of students, ethnic minorities and elderly residents. The project aims to amalgamate three existing arts organisations - a cinema, a theatre and a museum - in one central location in order to stimulate the regeneration of the area and encourage synergy between arts facilities. The overall approach is integrated, with employment training measures complementing infrastructure works and local economic promotion measures building on public-private partnerships.



**Responsible authority:** Magistrat Graz  
**Implementing authority:** Magistrat Graz  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 7.148 MECU  
**ERDF contribution:** 2.15 MECU (30% of eligible cost)  
**Contact:** Hansjörg Luser  
 Magistrat Graz  
 A-1070 - Amt für Stadtentwicklung  
 und Städtebau  
 Europa-Platz 20  
 A-8020 Graz  
 Tel: 0043 316 872 42 00  
 Fax: 0043 316 872 42 09  
 E-mail: stadtentwicklung@graz.at

## Helsinki

### Finland

The main focus of the project is the restoration and refurbishment of the Lasipalatsi building to a Film and Media Centre. The new centre will support the arts, provide a cinema, and enable free access to the Internet as a part of an information service designed for young people. Located next to the Olympic Stadium and the central railway station, the Lasipalatsi building was built in 1936 for the Olympics. It is a landmark work of modern architecture of national and international importance. The broader aim is the regeneration of the surrounding neighbourhood which is at the hub of the city's transport system. The project will restore public spaces around the building to attract new leisure activities and exhibitions.



**Responsible authority:** City of Helsinki  
**Implementing authority:** City of Helsinki  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 9 MECU  
**ERDF contribution:** 2.7 MECU (30% of eligible cost)  
**Contact:** Marjatta Raurila  
 City of Helsinki  
 Pohjoisesplanadi 11-13  
 FIN-00170 Helsinki  
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 E-mail: marjatta.raurila@kkansl.hel.fi

## Huddersfield (Kirklees) *UK*


The focus of Huddersfield's Creative Town Initiative is the support of creative industries. It forms part of a long-term integrated strategy to reinforce, nurture and sustain Huddersfield as a creative town by capturing, developing and harnessing the creative potential of its citizens. The project focuses on a prominent, but functionally obsolescent, sector of the town centre which is currently blighted by several redundant former premises. The UPP fits within the council's strategy to regenerate this area as a "creative quarter" with a mixed use development of office, light industrial, retail and cultural activities and a series of support measures.



**Responsible authority:** Kirklees Metropolitan District Council  
**Implementing agency:** Huddersfield Pride Ltd  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 10,29985 MECU  
**ERDF contribution:** 2,92678 MECU (28.42% of eligible cost)  
**Contact:** Phil Wood  
 Programme Manager  
 The Creative Town Initiative  
 Huddersfield Pride Ltd  
 Standard House, First Floor  
 Half Moon Street  
 UK-HD1 2JF Huddersfield  
 Tel: 0044 1484 22 66 09  
 Fax: 0044 1484 22 65 85  
 E-mail: phil@creativetown.com

## Leicester *UK*

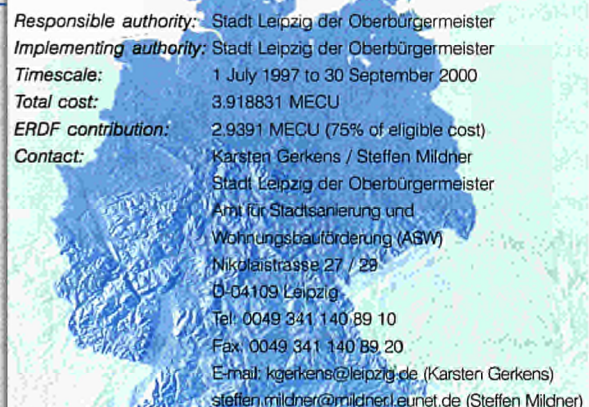
The project offers an integrated package of measures to support sustainable economic development and urban regeneration. It aims to ensure that SMEs recognise the competitive advantage of applying environmental management techniques. The project focuses on 14 inner city wards which are characterised by a decline in industrial employment, social exclusion, a lack of business confidence and substantial ethnic minority communities. The UPP has three key elements: measures supporting urban regeneration and environmental improvements; measures supporting economic development, employment and SMEs (particularly amongst the Asian and African-Caribbean community); and measures supporting social cohesion and combating exclusion, racism and xenophobia.



**Responsible authority:** Leicester City Council  
**Implementing authority:** Leicester City Council  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 6,479,155 MECU  
**ERDF contribution:** 1,939,855 MECU (29.9% of eligible cost)  
**Contact:** Ian Lindley / Jet Miller  
 Policy Co-ordination Team  
 Leicester City Council  
 New Walk Centre, Welford Place  
 UK-LE1 6ZG Leicester  
 Tel: 0044 116 252 64 63 / 0044 116 252 64 59  
 Fax: 0044 116 255 63 85  
 E-mail: envteam@ed02lcc.demon.co.uk

## Leipzig *Germany*

Leipzig's project attempts to address the serious problems caused by its poor housing stock and stimulate the process of housing renewal. It provides support for the construction industry which has been badly affected by the downturn in office-related construction. Neither private tenants nor property-owners can afford the high costs of housing renewal and there is no tradition of active tenants' associations in Eastern Germany. Learning from lessons in Frankfurt and Birmingham, the project hopes to stimulate co-operation between tenants and empower tenants'/residents' groups. As well as support for local construction firms, the programme consists of series of support and training measures for landlords and tenants.



**Responsible authority:** Stadt Leipzig der Oberbürgermeister  
**Implementing authority:** Stadt Leipzig der Oberbürgermeister  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 3,918,831 MECU  
**ERDF contribution:** 2,939,1 MECU (75% of eligible cost)  
**Contact:** Karsten Gerkens / Steffen Mildner  
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 Amt für Stadtsanierung und  
 Wohnungsbauförderung (ASW)  
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 E-mail: kgerkens@leipzig.de (Karsten Gerkens)  
 steffen.mildner@mildner.leunet.de (Steffen Mildner)

## León Spain

The project's objective is to regenerate the historic city centre of León through an integrated package of regeneration actions. The target area lies within Roman and Medieval walls and is of high historic and cultural value. However, it is suffering from the combined problems of vehicle access, out-migration, an ageing population, poor housing, a decline in craft and retail activities, and the spread of night time leisure activities. The project aims to revitalise the area by increasing its resident population and economic activity. The measures include the installation of an innovative refuse collection system, rehabilitation work (interior and exterior) and environmental improvements (including the renovation of a square) and training actions.



**Responsible authority:** Ayuntamiento de León  
**Implementing authority:** Ayuntamiento de León  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 7 567 544 MECU  
**ERDF contribution:** 3 MECU (39.6% of eligible cost)  
**Contact:** Cecilio Vallejo Fernández  
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 Plaza de San Marcelo, s/n  
 E-24071 León  
 Tel: 0034 87 89 55 24  
 Fax: 0034 87 89 55 05  
 E-mail: ayurban@dvnet.es

## Milan Italy

This project aims to create an integrated system of services for the elderly and their families. It aims, in particular, to develop local partnerships to address the specific problems experienced by elderly people and to revitalise the local community. The project targets Zone 9 of Milan (Niguarda-Cà Granda-Bicocca-Prato Centenaro), an area characterised by significant socio-environmental problems, an ageing population and run-down buildings. There are series of measures planned which will enhance co-operation between health and social services, and improve the quality of, and access to, facilities and services for the elderly. Day-time care will be improved and a training programme in elderly care implemented.



**Responsible authority:** Comune di Milano  
**Implementing authority:** Comune di Milano  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 3 356 883 MECU  
**ERDF contribution:** 1 007 065 MECU (30% of eligible cost)  
**Contact:** Matteo Fibre / Francesca Feraboli  
 Comune di Milano  
 L.go Treves 1  
 I-20121 Milan  
 Tel: 0039 2 685 54 03 / 0039 2 620 868 41  
 Fax: 0039 2 657 05 46

## Naples Italy

This project tackles the problems of unemployment and social exclusion in Naples through a wider use of telematics and multimedia by local citizens and enterprises. It involves two urban areas of Naples, the historical centre and the eastern part of the city. The creation of two "telematic piazzas" or computer suites will form the focal point for the project. These facilities will offer numerous opportunities for Information Technology development; they will include a reception area, a workshop, a multimedia centre, an Internet club area, meeting and video-conferencing facilities and a commercial area. The project will be managed by a joint public/private venture created by the City Council. The Council hopes to improve the city's image through enhanced telematics provision, training and citizens' access to information.

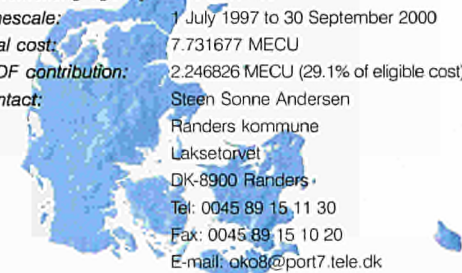


**Responsible authority:** Comune di Napoli  
**Implementing authority:** Comune di Napoli  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 4 007 394 MECU  
**ERDF contribution:** 2 966 75 MECU (74% of eligible cost)  
**Contact:** Naples City Council  
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 I-80133 Naples  
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 Fax: 0039 81 251 40 86  
 E-mail: comassru@unina.it

## Randers

### Denmark

The project builds on the success of the Kulturkaelderens Non-government Organisation which has developed training programmes targeted at immigrant and refugee women. The project involves the setting up of a new market place offering small workshops, shops and cafes in the style of a bazaar. The project will encourage greater integration and employment of the immigrant population in Randers. It will capitalise on cultural diversity whilst developing the city's run-down Østergade district. The project will also support a training course for entrepreneurs.



**Responsible authority:** Municipality of Randers  
**Implementing agency:** Underværket  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 7.731677 MECU  
**ERDF contribution:** 2.246826 MECU (29.1% of eligible cost)  
**Contact:** Steen Sonne Andersen  
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 Laksetorvet  
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 Tel: 0045 89 15 11 30  
 Fax: 0045 89 15 10 20  
 E-mail: oko8@port7.tele.dk

## Turin

### Italy

This project aims to enhance economic opportunities for the residents of Turin's Porta Palazzo/Borgo Dora District, which is located in the historical part of the city and houses the largest market area in Europe (with around 1,000 market traders and 200 permanent shops). The project aims to improve the neighbourhood's security and environmental conditions and to promote its physical revitalisation. The market place will be refurbished with parking and transport facilities being re-organised. A business support service will be established (identifying new business opportunities, offering training, etc.), and a programme of waste recycling and energy conservation will be undertaken. In addition a training programme and information service will be created to promote social inclusion and to enhance community participation.




**Responsible authority:** Città di Torino  
**Implementing authority:** Porta Palazzo Project Management Committee  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 5.069316 MECU  
**ERDF contribution:** 2.530186 MECU (49.9% of eligible cost)  
**Contact:** Ilda Curti  
 Head of International Department  
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 Via San Francesco d'Assisi 3  
 I-10100 Torino  
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 Fax: 0039 11 54 58 84  
 E-mail: international.affairs@comune.torino.it

## Utrecht

### The Netherlands

Utrecht's Museum Quarter will be subject to a set of regeneration actions through this project. The district is one of Utrecht's historic neighbourhoods, but it shows signs of decline: economic activities have relocated to decentralised neighbourhoods. There are traffic problems in the area and public spaces are being neglected. Moreover, museums and other cultural attractions are being under-utilised. The objective of the project is to improve the quality of life in the Museum Quarter, by supporting the development of high-quality tourism. This will be achieved through restoration, business support and marketing actions. It is hoped that the project will contribute towards creating an attractive cultural and historical district with a unique identity.



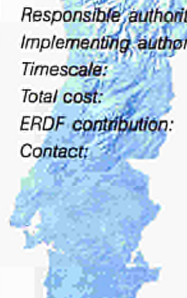
**Responsible authority:** Municipality of Utrecht  
**Implementing authority:** Utrecht Inner City District Office  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 12.586084 MECU  
**ERDF contribution:** 2.981246 MECU (24% of eligible cost)  
**Contact:** District Manager  
 Utrecht Inner City District Office  
 Wijkbureau Binnenstad  
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 NL-3512 BS Utrecht  
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 Fax: 0031 30 286 39 66  
 E-mail: pmbureau@utrecht.nl



## Vila do Conde

### Portugal

The suburbanisation of Vila do Conde has created the need to renew the town's identity. The project aims to build on the historic significance of the ancient maritime port of Vila do Conde, which is increasingly being integrated into the greater metropolitan area of Oporto. It will therefore help maintain and develop the identity of Vila do Conde. It will offer 1.2 million people (inhabitants of the greater metropolitan area) access to a valuable cultural maritime centre, based in the restored customs office. In addition: environmental improvements will be undertaken on the riverside area; a replica ship from the 'discovery era' will be built; and a documentation centre on shipping will be established. It is anticipated that the town will develop "international" links and that the number of visitors will increase.

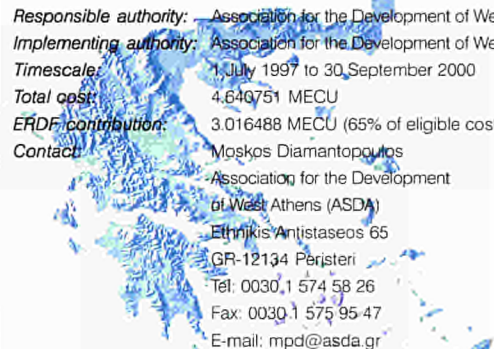


**Responsible authority:** Câmara Municipal de Vila do Conde  
**Implementing authority:** Câmara Municipal de Vila do Conde  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 5 066 MECU  
**ERDF contribution:** 2.9992 MECU (59.2% of eligible cost)  
**Contact:** Mário de Almeida  
 Câmara Municipal de Vila do Conde  
 Rua da Igreja  
 P-4480 Vila do Conde  
 Tel: 00351 52 64 25 00  
 Fax: 00351 52 64 19 00

## West Athens

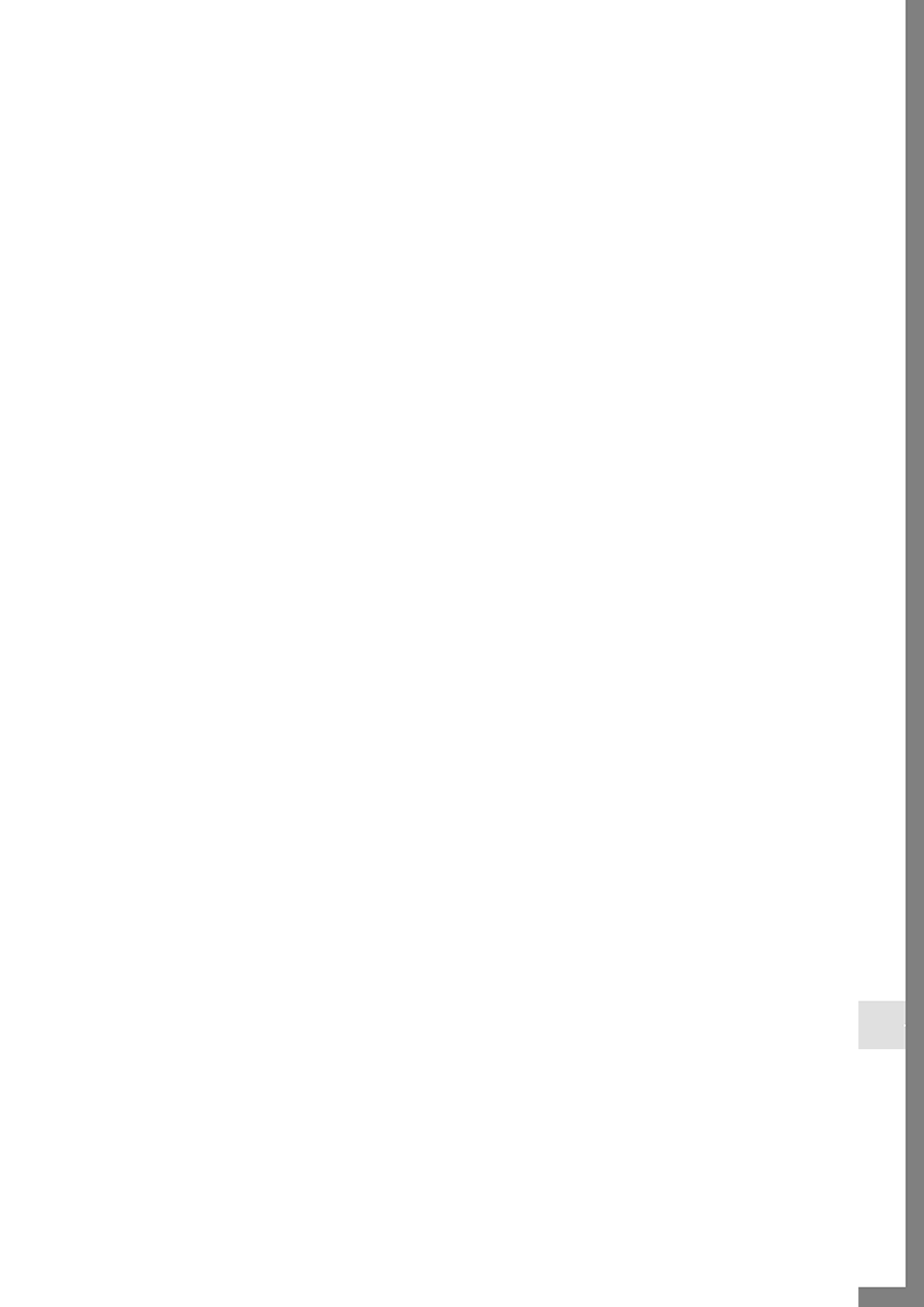
### Greece

The project comprises of a series of integrated actions aimed at addressing common problems faced by the nine municipalities of the West Athens area. The area is characterised by high levels of unemployment and a high proportion of immigrant and repatriate communities. In addition the area has severe transport related problems. Five intervention packages are proposed, aimed at the establishment of an International Centre for Information Management, the creation of an SME support unit, and a series of environmental improvement measures. New technologies, especially telematics and renewable energies sources, are the key elements of this project which aims to improve competitiveness of SMEs, via a teleworking centre, and mobility, through the creation of a mini-bus line.



**Responsible authority:** Association for the Development of West Athens  
**Implementing authority:** Association for the Development of West Athens  
**Timescale:** 1 July 1997 to 30 September 2000  
**Total cost:** 4.640751 MECU  
**ERDF contribution:** 3.016488 MECU (65% of eligible cost)  
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