



European  
Commission



# RegioStars Awards 2013

Presentation  
of the finalists

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Urban Policy*

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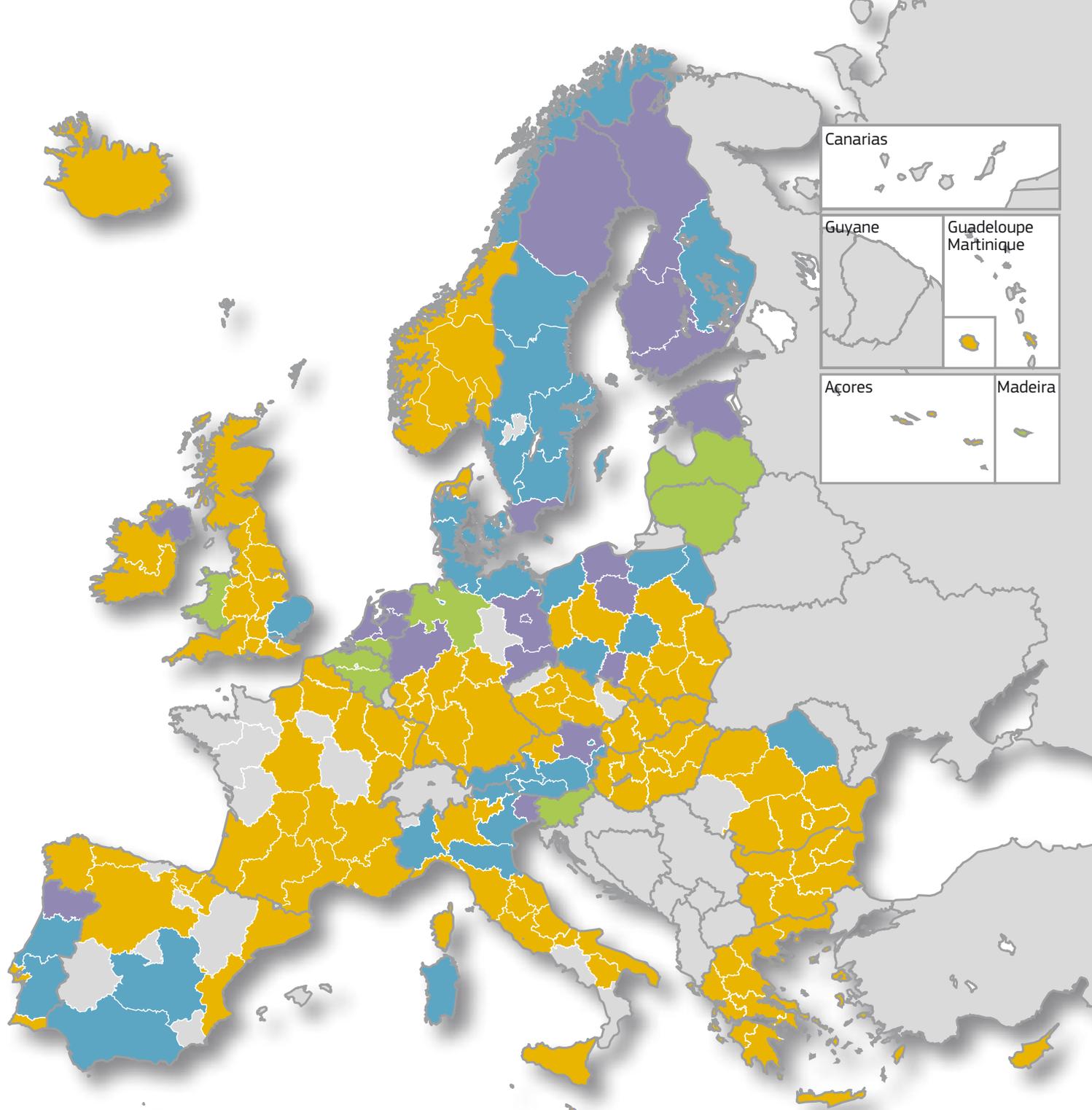
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Number of applicants

- 1-3
- 4-6
- 7-12
- >13

Source: DG REGIO

# Foreword



I am delighted to introduce to you the finalists for the 2013 Regio Stars awards that have been chosen for us by an independent, multi-disciplinary jury.

This year's five awards fall into five categories: 'Smart Growth: Connecting universities to regional growth', 'Sustainable Growth: Supporting resource efficiency in SMEs', 'Inclusive Growth: Social innovation: creative responses to societal challenges', 'CityStar: Integrated approaches to sustainable urban development' and an Information and Communication category: 'Promoting EU Regional policy using short videos'. Applications in the four thematic categories, shortlisted as finalists by the jury, are summarised in this booklet, which also briefly presents the shortlisted projects in category 5.

I am grateful to the jury for bringing their independent views to the table and for bringing us these 27 projects from the 149 projects that were proposed by managing authorities.

Finally, I would like to congratulate all those project promoters and programme managers linked to the finalists described in this publication for being such a valuable source of inspiration for all our regions. It is their efforts, supported by the EU's regional policy, which are delivering the results that our citizens expect and deserve.

A handwritten signature in black ink, appearing to read 'J. Hahn', written in a cursive style.

**Johannes HAHN**  
Commissioner for Regional Policy

# Foreword



I was honoured to be asked by Commissioner Johannes Hahn to chair the jury for the 6th annual awards.

All 27 finalists selected demonstrate extraordinary quality and results on the ground. Choosing the winners from a field of so many outstanding entries requires an intense debate. The jury, reflecting different areas of expertise, focused on regional projects that demonstrated impact and excellence in the EU2020 pathway: a smart, sustainable and inclusive growth. They show a good example of how regions, no matter what their size or location, can learn from each other how to innovate in the broadest sense.

I congratulate the winners of the 2013 RegioStars and I want to thank the members of the jury. It was a pleasure to preside over such distinguished experts.

A handwritten signature in blue ink, appearing to read 'Luc Van den Brande'.

**Luc VAN DEN BRANDE**  
President of the Jury

# RegioStars Jury 2013



**Luc VAN DEN BRANDE – BE**

Special adviser to Regional Policy Commissioner Johannes Hahn for multilevel governance issues in cohesion policy and the EU2020 Strategy, President of the Jury.



**John GODDARD – UK**

Emeritus Professor of Regional Development Studies – Centre for Urban & Regional Development Studies (CURDS) – Newcastle University



**Luis JERÓNIMO – PT**

Gulbenkian Human Development Programme



**Günter SCHEER – AT**

Manager Consultant OAR-Regional Consulting Ltd.



**Grzegorz GORZELAK – PL**

Professor dr hab. at the University of Warsaw

# RegioStars Jury 2013



**Luca BARANI – IT**  
SME environmental policy  
officer, DG Enterprise,  
European Commission



**Karel MAIER – CZ**  
Prof. Ing. arch.  
at the Czech Technical  
University in Prague



**Michal MIEDZINSKI – PL**  
Senior Consultant,  
Technopolis Group/  
Coordinator,  
Eco-Innovation  
Observatory



**Paul CORTHOUTS – BE**  
Cinematographer  
and film maker for  
the Flemish government



**Antonella NOYA – IT**  
Senior Policy Analyst  
and the Manager  
of the OECD/LEED Forum  
on Social Innovations



**Gerald GROSS – AT**  
Managing Director  
of gross.media, Vienna

**Smart growth** • Connecting universities to regional growth

**Helping to turn Lower Austria into a 'land of technology'**

## Technopol Programme of Lower Austria

Three cities with high-tech facilities in the Lower Austria region are working closely together under the highly successful Technopol Programme. Launched in 2004, this programme has contributed to transforming the economy of the region. This structural shift away from rural activities to making Lower Austria a location for high-tech and innovation has already created gross added value estimated at EUR 191 million and several thousand jobs. Part of this success stems from recent Technopol projects involving on-site universities and small businesses.

Technopols are areas which bring together a range of different companies and research institutions concentrating on leading technology in any one of a number of fields. Centred around the capital St. Poelten, Lower Austria's very own 'technopol' has become a true success story over the last eight years – notably thanks to its fostering of open innovation and the active participation of all stakeholders.

*'This programme has been the main instrument for transforming a region's economy from mainly agriculture and tourism to knowledge-intensive services and competencies.'*

*Claus Zeppelzauer, ecoplus,  
The Business Agency of Lower Austria*

The Lower Austrian Technopol Programme is an integral part of the region's Innovation Strategy, which is co-financed by the EU under the ERDF regional competitiveness and employment objective. The programme provides advice and services on innovation and technology, one of the six pillars of this strategy. It aims to do this by developing public and semi-public R&D facilities as places of 'technology-oriented business', as well as by linking R&D and business.

Under this programme, cooperation between co-located research partners, companies and educational institutions – all sharing a central thematic focus – plays a major role. By working together, they form a critical mass that helps to develop the Technopol.

The programme seeks to generate new technological knowledge and to ensure this is put to work by business. It does this by supporting applied research carried out by R&D institutions and by making existing problem-solving expertise available to the commercial sector. Last but not least, it enables open innovation by bringing together researchers, entrepreneurs and students.



The Technopol Program of Lower Austria is co-financed by the European Regional Development Fund (ERDF) and the province of Lower Austria.

The Technopols currently target three technology sectors, aligned with three specific areas where the region has a competitive advantage:

- Technopol Krems for medical biotechnology;
- Technopol Tulln for agrobiotechnology and environmental biotechnology;
- Technopol Wiener Neustadt for modern industrial technologies.

A fourth location is being considered for inclusion in the programme. It is in Wieselburg, and specialises in bioenergy, agricultural and food technology.

The programme has a number of innovative aspects. Among them are development of a common vision and strategy through biannual meetings, sharing of knowledge once or twice monthly in 'breakfast meetings', and organisation of several annual events like 'The Long Night of Research', which has attracted over 20 000 people since 2008 to visit different Technopol facilities.

Students are also a key focus for the programme. Around 5 200 study at the University of Applied Sciences at various Technopol locations and some 5 700 postgraduates are at the Danube University Krems.

There is close collaboration between the companies, research institutions and the University of Applied Sciences at the Technopols. At Technopol Wiener Neustadt this has led to master-level study of 'Surfaces, friction and abrasion' at the university, plus a first-class training laboratory at the Technopol's R&D facilities, all of which result in regional growth. Many students have also found jobs in such facilities.

A 2010 impact study estimated that EUR 119 million, or 62% of the gross added value created by companies at the Technopols, directly benefited Lower Austria. Around 30% benefited foreign countries and 8% other Austrian provinces.

The Technopol Programme has overseen over 100 projects. It is estimated to have created almost 2 200 jobs, more than 400 of which are in start-ups.



Project	Technopol Programme of Lower Austria
Region	Lower Austria (Niederösterreich), Austria
Programme or body	European Regional Development Fund (ERDF) / Regional Competitiveness and Employment
Duration of project	04/2004 – 12/2013
Funding	EUR 6 192 400 of which EUR 2 738 300 is European funding (ERDF)
Websites	<a href="http://ecoplus.at/en/ecoplus/technology-research/technopol-program">http://ecoplus.at/en/ecoplus/technology-research/technopol-program</a>

## CoOPTICS

Thuringia is renowned for its optics and opto-electronics sector, which comprises some 170 companies, mostly SMEs, with a turnover of EUR 2.6 billion. The region's CoOPTICS initiative was established to strengthen this industry and research field. It combined research and development with the production industry, as well as creating or ensuring qualified and innovative jobs within the region. A central feature is the close coordination between the initiative's SMEs and several Thuringian universities and research institutes.

Optical technologies are 'new light technologies' and are predicted to revolutionise our lives this century in much the same way as micro-electronics did in the 20th century. As a cross-sectional technology, modern optics could provide solutions to some of the great challenges of our age, including energy efficiency, climate change, and an ageing society.

Optical innovations are also a key driver for profitable growth for SMEs, thanks to their enabling technology. These innovations depend significantly on the R&D of seven research institutes and four universities in and around the city of Jena.

A major centre for optics within Europe, Thuringia is famous for its symbiosis of research and successful business transfer in this field. The region is also the traditional home of OptoNet, a long-established network of companies and research institutions focused on optical technologies, which operates nationally and internationally.

OptoNet gave rise to CoOPTICS – a three-year initiative that served as a framework for a series of innovative projects in the optics sector. Focused on smart and sustainable growth, these involved many leading optical research institutions across the region.

The seven projects conducted were: 2D3D, FlexOp, CoLight, HOKA, SOLux, NEMO, QualyScan, and BioOptisens. The first one, for instance, involved three companies and concentrated on precision-length measuring of objects or sensors in motion – a technology not yet available on the market. The results of these projects will open new business opportunities for companies involved and thus spur on new investments in R&D.

CoOPTICS was launched essentially to help the region's optical technologies companies move up the value chain. In other words, to strengthen their activities in the systems business, develop technology platforms and broaden their focus beyond established industry. This would for example mean a shift to emerging

*'The CoOPTICS initiative was designed to advance the contribution of Thuringian universities and other research institutions to regional innovation and regional growth in SMEs within the optical industry on a global level.'*

*Mike Boettger, Managing Director,  
CoOPTICS GmbH*



markets, such as energy and environment, safety and mobility, life sciences and medical science.

The initiative aimed to ensure the region of Jena becomes a major innovation driver for optical technologies in Europe. This vision was to be achieved through a strategy which included improving the technology skills of the optics cluster; developing new markets (notably 'green photonics', where sustainable use of light can be used in sectors as varied carbon-neutral power generation, energy efficiency, and safe nutrition and drinking water supplies); and improving qualification levels.

CoOPTICS represented a change from singular technology projects to a strategic, aligned and comprehensive support initiative. It was also innovative in targeting the individual strengths and weaknesses of cluster partners.

The initiative developed a comprehensive cluster management via a separate cluster company, CoOPTICS GmbH. Its role is to bring together the resources of industry and research institutes and universities within the cluster. For research and innovation, partners developed a comprehensive concept, including open-innovation, technology screening, information sharing and consulting with SMEs on new research projects. Lastly, work on education and advanced training resulted for example in the founding of The Abbe School of Photonics plus advanced training programmes at all qualification levels.

CoOPTICS projects helped to ensure jobs for over 19 300 people. They also led to EUR 9 million of additional private investment in R&D in Thuringia.



Project	CoOPTICS
Region	Thuringia, Germany
Programme or body	European Regional Development Fund (ERDF) / Operational Programme of Thuringia 2007-13
Duration of project	03/2009 – 02/2012
Funding	EUR 31 796 900 of which EUR 16 092 600 is European funding (ERDF)
Website	<a href="http://www.cooptics.de">www.cooptics.de</a>

## University-Business Knowledge Transfer (T-CUE)

**A project addressing the weak links between university and business in the Castilla y León region has created a strong partnership (T-CUE) between eight regional universities. Together they encourage companies to take advantage of the knowledge they generate, so as to boost the regional economy and employment.**

A 2008 survey concluded that, as in many other EU regions, the connection between university and business was not as good as it should be in Castilla y León. Many of the results of academic research were not being transferred to companies or transformed into technological and innovative business developments. Moreover the research potential of the region's universities, which bring together over 60% of its researchers, remained largely unexploited.

*'T-CUE has created permanent bridges between universities and the regional economy, through capacity building, and the development of joint activities in research, education and innovation.*

*Beyond its impressive impact on performance indicators, the project initiated a cultural change in which dissemination and social recognition play a fundamental role.'*

*Juan Casado, Secretary-General of Education, Castilla y León*

The survey's authors said this situation was due to both sides – the universities and companies – not knowing enough about each other. Interface structures were still weak and scientific activity did not yet properly target the business world's needs.

A response came in the University-Business Strategy of Castilla y León 2008-13 (U-BS), a key component of the Regional Innovation Strategy. It seeks to build a knowledge economy – by focusing on the interaction between innovation, research and education – and was recognised in 2010 as a good practice by the European University-Business Forum.

A new project, T-CUE (a Spanish acronym for University-Business Knowledge Transfer) was set up to develop the U-BS strategy's main lines in the university sector, by strengthening links between the academic world and business. It also aimed to get companies to see (and make use of) knowledge as a major asset in the regional economy.

Launched in 2008, the project was supported by the ERDF. It initially involved the Knowledge Transfer Offices (KTOs) of the region's five largest universities. Its goals ranged from strengthening the role of KTOs to facilitate university-business interaction, through to matching university technology supply and business demands. Further goals included promoting entrepreneurship and creating technology-based companies.



The project has an innovative 'variable geometry' approach: partners can work towards a common goal, while the needs of each university are met. It also identified the best practices in each university and helped to foster their use among the network's other participants.

Thanks to T-CUE, there is now a coordinated and specialised network of university KTOs, designed to build a strong university-business relationship. Embracing the region's entire university system, this network is closely linked to growth in Castilla y León, a cooperative model which could be extended to other EU regions.

The project resulted in a joint technology offer and strong partnerships with other innovation agents, including businesses, science parks, and the Regional Development Agency. The T-CUE network has also

enhanced the participation of its universities in regional enterprise clusters in strategic sectors for Castilla y León, such as agri-food, biotechnology, mobility and so on.

Under T-CUE, university-business projects have increased. Management of Intellectual Property Rights (IPR) has been reinforced via the stronger KTOs, notably in the form of many more patents and their licences. The project has resulted in several spin-offs, such as for nanobiotechnology and renewable energy, plus prototypes and projects based on emerging technologies.

T-CUE is still active in 2012, with a partnership of eight universities. Its sustainability is ensured through synergies with other EU initiatives, such as INTERREG and FP7, plus agreements with private partners.



Project	University-Business Knowledge Transfer (T-CUE)
Region	Castilla y León, Spain
Programme or body	European Regional Development Fund (ERDF) / Operational Programme of Castilla y León 2007-13
Duration of project	01/2008 – 12/2009
Funding	EUR 14 500 of which EUR 12 300
Website	<a href="http://www.redtcue.es/T-CUE-Publico/queestcue/TCUE1">www.redtcue.es/T-CUE-Publico/queestcue/TCUE1</a>

Smart growth • Connecting universities to regional growth

A catalyst for structural change in the Norte Region

## UPTEC – Parque de Ciência e Tecnologia da Universidade do Porto

The Science and Technology Park of the University of Porto (UPTEC) is a key part of the university's strategy to build on its significant capacity for knowledge creation and the development of human capital. By fostering start-up companies and innovation centres, supported by academia, this ecosystem plays an important role in the sustainable development of Portugal's Norte (North) Region – not least the creation of around 800 jobs.

The Norte Region has traditionally depended on a range of low-tech and export-focused industries, among them textiles, shoes and furniture. With the growing pressures of globalisation, many firms across the region aim to add value to their products by upgrading processes. Others seek to become specialised suppliers in emerging sectors such as scientific equipment, mouldings and information systems. A further challenge for the region is its business sector's great weakness in R&D activities.

Under the Norte Region's Innovation Plan, policy was refocused on specific assets in the region's

economy and universities. Priorities include health, ICT and production technologies, creative industries, marine technologies and other sea-related activities. The UPTEC project neatly matched this plan, thanks to a goal of smart specialisation, contributing to the emergence of a more knowledge-intensive economy.

The project was organised into four poles. UPTEC TECH, the Technology Centre, is the largest. It aims to promote and validate business-oriented projects based on technology – chiefly generated by the knowledge and skills within the University of Porto. It welcomed a group of companies and innovation centres in areas such as energy, energy efficiency, polymers and composite materials, IT and communications, and robotics.

The second pole is UPTEC PINC (Centre of Creative Industries). It calls on the university's creative and cultural expertise by supporting companies in business areas such as film, video and audiovisual, TV and radio, print, design, performing and visual arts, architecture, music, entertainment, and educational software. Its location in Porto's urban centre port is helping to regenerate this area.

*'The University of Porto, the largest research institution in Portugal, created UPTEC as an instrument to respond to its third mission: getting knowledge and business closer together.'*  
Clara Gonçalves,  
Executive Manager of UPTEC



Pole three, UPTEC Marine, contributes to the incubation of technology-based firms linked to the sea, by promoting the development of new goods and services. It builds on the university's expertise in many areas, from fisheries to environment protection, and wave energy to maritime transport and tourism.

UPTEC Bio is the cluster's fourth pole, calling mainly on the university's knowledge and skills in biotechnology. It has supported innovation centres in areas such as biotechnology, pharmaceuticals, health, and chemistry.

Overall, UPTEC is designed to drive long-term structural change in the Norte Region's innovation system. However, it has already achieved a number of impressive results in terms of creating firms and highly qualified staff. In total, it has resulted in some 110 firms,

including 95 start-ups, five large companies and five private innovation centres. These statistics highlight UPTEC's potential for entrepreneurship and its impact as a beacon and attractor for foreign direct investment (FDI) to the region. Of the 800 jobs created, 13% are at PhD level, 23% at master level, and 59% are college graduates.

UPTEC is considered innovative for its multi-poles conception, its open stance on internationalisation, and above all its focus on capitalising on Norte Region's key assets. The project is now being scaled up, possibly to include a fifth pole, bringing further added value to the region. It is a member of several regional and national networks or partnerships for entrepreneurship and incubators, including Spinpark and Portuspark, and works internationally with MIT, Carnegie Mellon, Texas Austin, and Microsoft.



Project	UPTEC – Parque de Ciência e Tecnologia da Universidade do Porto
Region	North of Portugal (Norte), Portugal
Programme or body	European Regional Development Fund (ERDF) / North Regional Operational Programme (ON.2) 2007-13
Duration of project	08/2006 – 06/2011
Funding	EUR 22 000 000 of which EUR 15 400 000 is European funding (ERDF)
Website	<a href="http://www.uptec.up.pt">www.uptec.up.pt</a>

## A driver for smart regional growth

## SLIM III

Three regions in North-Mid Sweden are collaborating through the SLIM project to develop smart, sustainable and inclusive regional growth. Initiated by Region Värmland, the project also includes Region Dalarna and Region Gävleborg, 15 clusters, four universities and national authorities. The project is today in its third phase, focused on managing and transferring knowledge built up over the last decade.

The regions of Dalarna, Gävleborg and Värmland in North-Mid Sweden cover 60 000 square kilometres, but are sparsely populated, with around 820 000 people. They are undergoing long-term structural change, from traditional industry such as pulp, paper, steel and engineering, towards knowledge-based industry.

The SLIM (Systematic Leadership and Innovative Management) project began by promoting existing cooperation between cluster organisations, universities and regional authorities and looked for ways to expand it. The aim is to be a learning platform to stimulate business innovation. SLIM is a good

example of how cluster organisations can be used as a tool to stimulate regional economic growth. Among its benefits are a higher growth rate among the participating companies.

The project includes around 700 companies, with 60 000 employees, gathered in 15 clusters. The companies are encouraged to participate in networking activities and research projects in order to develop new products and services and increase employment. The clusters cover everything from IT and services sectors to the above-mentioned traditional industries. The four participating universities are home to 55 000 students and 3 000 researchers.

In SLIM's first and second phases, partners were brought together and results were assessed to see how they could be used and disseminated. SLIM III makes use of the knowledge acquired in the project and transfers it to others, creating more innovation capacity for Värmland, Dalarna and Gävleborg.

In terms of enhanced learning, social capital and innovation capacity, SLIM III's cluster organisations help to stimulate the individual firms and make them invest time and money in capacity building

*'The SLIM project supports the development of clusters and innovative environments in the Värmland, Dalarna and Gävleborg Regions. These clusters provide competitive platforms for new business concepts, research and development.'*  
Staffan Bjurulf, SLIM Project



REGION DALARNA

and R&D-activities. The project has created new cross-sector contacts, mutual trust and social capital among the different partners. It has also provided several ideas for cross-sector activities between the cluster companies and the university faculties.

Region Värmland has put in place an ambitious research programme, and coordinates with national and international activities. One example is the 'Letter of Agreement', a scheme of ten professorships supported by Region Värmland, Karlstad University and the clusters. They work to ensure coherence in the research interests of the clusters and the university. New courses established at this university include an international cluster management training module, and a PhD course on utilising research results.

The project has resulted in several activities looking at market demands and the clusters' existing strengths and potential. A new cluster room at Karlstad University has hosted hundreds of meetings designed to lower barriers between the business world and academia. Another example is the cluster organisation Compare, which has established an export hub in

Oslo, Norway, to develop cross-border business. The GIS-cluster in Gävle, Future Position X, has established cooperation/partnership with a region in China to expand business and welcome Chinese students to Sweden.

The three participating regions have within the project developed long-term regional strategies for cluster development and regional growth. For example, Region Dalarna has formed a team with the university, regional incubator, the County Administrative Board and other strategic partners. The team aims to involve the clusters in the regional development work and strengthen the regional innovation system for the region's industrial clusters and creative industry. The Triple Steelix cluster has increased exchange of metallurgical knowledge between the university, SMEs and large companies.

SLIM's growth model has been cited as a best practice case for developing innovation strategies by Sweden's government and the OECD. The three participating regions plan to continue their collaboration in this field after the project ends in 2013.



Project	SLIM III
Region	North-Mid Sweden (Norra Mellansverige), Sweden
Programme or body	European Regional Development Fund (ERDF) / Operational Programme of North-Mid Sweden 2007-13
Duration of project	03/2011 – 12/2013
Funding	EUR 3 205 100 of which EUR 1 602 500 is European funding (ERDF)
Website	<a href="http://www.varmland.se">www.varmland.se</a>

## A growing force for regional development

## Innovation In Crops (InCrops)

**InCrops is a regional knowledge transfer project focused on new biorenewables and low carbon products from plants and plant-derived products. Based at the University of East Anglia (UEA) and run by a not-for-profit company wholly owned by UEA, it has supported over 270 businesses and enabled the creation of more than 50 new jobs and 15 new start-ups.**

InCrops has three main goals. In innovation terms, it aims to stimulate the commercialisation of new bio-renewable and low carbon products from alternative and non-food crop feedstocks. For knowledge transfer, the goal is to capitalise on the East of England's world-class research capability in plant and crop science. In terms of low carbon economic growth, it seeks to support the business and commercial sector as well as to stimulate economic growth through supply chain development, market integration and product innovation.

*'InCrops has supported over 270 businesses to develop innovative processes, product and services in the low carbon sector since 2008. Its expertise has also contributed to the birth of other successful projects such as EnAlgae Project, the Centre for Built Environment and the NIAB Innovation Farm.'*

*Dr John French, CEO, Adapt Low Carbon Group, University of East Anglia*

The project fits in with a number of business, innovation and economic strategies at the UK's national and regional levels as well as several EU programmes. The latter include the European Regional Development Fund's Competitiveness Operational Programme, and the European Bioeconomy strategy – 'Innovating for Sustainable Growth: A Bioeconomy for Europe'.

InCrops is unique in having a distributed hub model, with a head office at the UEA in Norwich and project staff based at regional universities and research institutions. This model allows East of England businesses to access and benefit from the region's leading knowledge base in plant research and the use of plant-derived products. For example, SMEs, new start-up businesses or an entrepreneur looking to start a new business are offered up to 14 hours of free specialist business support and consultancy from both the InCrops team and the InCrops partnership.

The project also facilitates engagement between regional businesses and the regional knowledge base, which is currently spread among 13 different academic and research institutions. Future plans for the project include widening the partnership both in the UK and to other EU Member States such as Germany, Italy and Portugal.



Project results are already impressive. Against its first goal, InCrops has boosted the rate of translation of ideas into innovation region-wide. Over 30 successful innovation-related initiatives have taken place in businesses supported by InCrops, and more than 10 businesses have integrated new products, process or services.

For knowledge transfer, the InCrops Enterprise Hub established a team of specialist Business Innovation Managers to bridge the gap between R&D, business and regional growth. The project is supported by 13 academic and research organisations across the region and has set up collaborative relationships with other knowledge bases in the UK and internationally. Since 2009, 40 businesses have been supported in new collaborations with the knowledge base.

Lastly, the project has had a broad impact in terms of promoting low carbon economic growth. It has supported around 170 SMEs in the following sectors: bio-energy; algal technologies; bio-based materials; food, feed and agriculture; and sustainable construction materials.

InCrops is expected to be sustainable beyond the project's end, helped by its trading arm, NeueAg Ltd, and the Adapt Low Carbon Group. Created in January 2012, the latter will develop links to innovation funding and the built environment.



Project	Innovation In Crops (InCrops)
Region	East of England, UK
Programme or body	European Regional Development Fund (ERDF) / East of England Competitiveness Operational Programme 2007-13
Duration of project	06/2008 – 05/2013
Funding	EUR 4 621 900 of which EUR 1 379 500 is European funding (ERDF)
Website	<a href="http://www.incropsproject.co.uk">www.incropsproject.co.uk</a>

## Sustainable growth • Supporting resource efficiency in SMEs

### Developing green master craftsmen to save energy and generate jobs

## Green Business Growth in SMEs

**The Green Business Growth in SMEs project in the region of Southern Denmark is successfully creating new jobs by helping small businesses undertake energy efficiency renovations in residential and office buildings.**

Green Business Growth, which was launched in July 2009, is targeted at small businesses and in particular the master craftsmen, who are being retrained in the techniques of energy-saving renovation.

The project takes its inspiration from the EU Directive on energy efficiency which encourages public authorities and private business to focus on measures to aid energy efficiency and to help achieve the EU's goal of three million new green jobs by 2020.

**'The Green Business Growth master craftsman retraining approach is now well developed and shown to be economically sustainable with a participant fee. The energy fairs are now such great success that exhibitors are willing to pay to join. The ambitious goal of three million green jobs in the EU by 2020 related to energy efficiency and renewable energy can, we believe, be met by adopting whole or partial concepts tested and developed by Green Business Growth.'**

*Lotte Lindgaard, Project Manager,  
Green Business Growth*



Green Business Growth is a public-private partnership between three municipalities and fourteen private partners, covering businesses involved with production, consultancy, entrepreneurship, finance and education.

The local initiative has targeted the energy efficiency of single family detached homes by deploying energy concepts and new business models which support SMEs wishing to work in the energy renovation sector. SMEs showing an interest are offered a full support package designed to provide them with the required skill sets for undertaking energy renovation and the marketing of their services.

The project has targeted the creation of 300 new, green jobs over the period of 2010-2013 within businesses promoting energy efficiency in existing buildings.

In the three municipalities involved (300 000 inhabitants) the retraining approach for local master craftsmen has been tested and refined. The innovative aspect of the strategy is to re-train the master craftsmen so that they can operate as 'energy ambassadors' towards customers and internally within their companies. They are encouraged to develop, innovate and self-manage their business, and also to team up and arrange partnerships cross-professionally.

As part of the service provided by Green Business Growth, energy fairs targeted at private homeowners and owners of large buildings are organised, where potential customers can learn about energy efficiency

and the trained master craftsmen can offer their services through a free energy check-up of buildings.

To support the marketing effort, different demonstration projects have been set up to show potential customers the scope of energy efficiency.

'Project Lowenergy' transforms a 1970s single family detached house to a low energy standard through a radical low energy renovation of the façade, windows, heating and ventilation. Also available is advice on financing and loan options so that each customer only needs one partner to 'energy renovate' all parts of his house. Under 'Project Coathouse' a 1940s two-story brick house has been renovated to low energy standards using locally manufactured glass fibre composite components on the façade.

Ultimately the SMEs should be capable of developing their own business strategy including energy efficiency programmes and products aimed at customers covering private households, companies and public buildings.

'The approach has now been tested and refined and is available for easy adoption by other cities, municipalities or businesses. The up-scaling of this concept to the national level could mean a potential of 6 000 jobs nationwide in Denmark in three years,' says Lotte Lindgaard, Project Manager of Green Business Growth.

By the end of 2011, some 120 master craftsmen will have been trained in energy renovation and an estimated 90 new green jobs created in the municipalities concerned.



Project	Green Business Growth in SMEs
Region	Southern Denmark, Denmark
Programme or body	European Regional Development Fund (ERDF)
Duration of project	7/2009 – 4/2013
Funding	EUR 1 566 400 of which EUR 768 500 is European funding (ERDF)
Website	<a href="http://www.groenerhvervsvaekst.dk/">http://www.groenerhvervsvaekst.dk/</a>

**Sustainable growth** • Supporting resource efficiency in SMEs

**Helping SMEs save scarce resources and become more competitive**

## ENWORKS Resource Efficiency Support

**ENWORKS is a unique, environmental support service that is helping thousands of businesses in the North West of England to use scarce resources more efficiently, reduce their carbon emissions and become more profitable, competitive and sustainable.**

Since 2001, ENWORKS has provided a single source of professional environmental advice and support, through a network of local organisations, for businesses right across the urban and rural landscape of the North West of England.

Prior to ENWORKS, access to environmental advice for businesses in the region was fragmented, with more than 180 small-scale, overlapping projects, and little knowledge transfer from one local project to the next.

*'Our hands-on, one-to-one support has helped nearly 4 000 SMEs in the last few years alone to reduce their consumption of energy, fuel, water and materials, and where necessary, substitute resources with alternatives that have lower environmental impacts. The savings we achieve through simple, low-cost or no-cost efficiency measures go straight onto a business's bottom line, and we then encourage them to re-invest by making further improvements, that will bring even greater, long-term savings.'*

*Samantha Nicholson, ENWORKS Programmes Director*

Within the current round of structural funds (2007-2013), ENWORKS has completed one successful three-year programme and is now delivering a second. The key goals of the EU-supported programmes are to improve the competitiveness and productivity of North West SMEs by reducing their exposure to environmental risks and improving their resource efficiency. Furthermore, they set out to improve the region's skills and knowledge on environmental management and to demonstrate that environmental practice is profitable.

ENWORKS offers support across a wide range of issues, from managing environmental risk through to the rewards of reducing energy, water and material usage, and improving waste management. It addresses the broad spectrum of issues that face business today, including: eco-design, process efficiency, sustainable procurement, carbon foot-printing and climate change adaptation.

Support is tailored to the circumstances of the business concerned. ENWORKS will typically undertake individual on-site reviews to identify environmental risks and resource efficiency improvements. It then provides ongoing technical and change management support in the implementation of improvements.

**ENWORKS**

Every business has free access to the ENWORKS Online Resource Efficiency Toolkit: custom-built software which helps managers to understand, prioritise, track and assess their improvements and savings. ENWORKS also organises training and networking events, and provides regular e-bulletins and online resources, including business case studies, to assist with knowledge and skills transfer into SMEs.

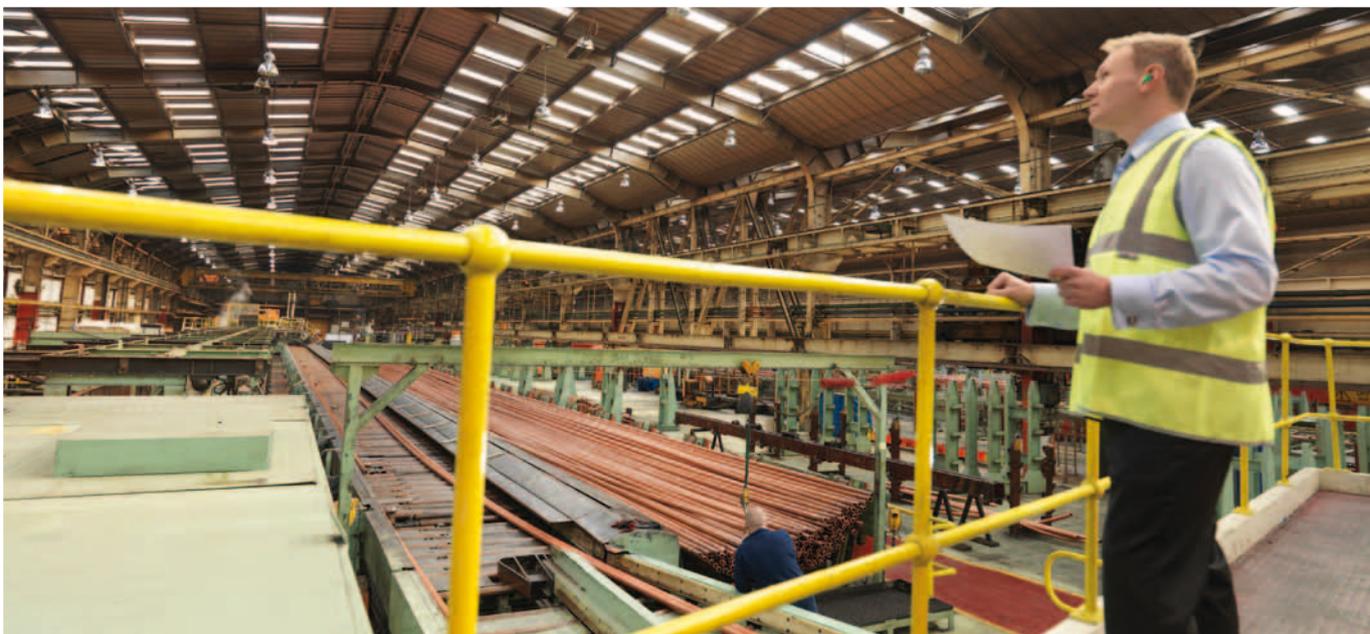
‘Our on-site resource efficiency reviews identify ways in which businesses are exposing themselves to risks associated with resource scarcity, security of supply, climate change impacts, legal non-compliance and rising energy/material prices. We then demonstrate how those risks can be addressed through simple, no-cost and low-cost actions,’ explains ENWORKS Programmes Director, Samantha Nicholson. ‘We take a holistic approach to reducing resource consumption, waste and GHG emissions, and focus on the message that environmental improvements will bring tangible bottom-line benefits.’

A key part of the success of ENWORKS is its strong partnership structure, under-pinned by a governing board made up of regional business leaders and decision-makers from a range of organisations.

Having senior level representation from a wide range of stakeholders provides access to a broad range of knowledge, skills and networks, and ensures that the work is fully embedded within the North West’s infrastructure and strategies.

Through the last two EU-supported programmes, ENWORKS has helped North West SMEs to identify £79 million of annual cost savings through resource efficiency, £13 million of which have been implemented so far. These improvements have saved over 47 000 tonnes of CO<sub>2</sub> emissions, 413 000 m<sup>3</sup> of water and 9 300 tonnes of materials to date. In addition, the environmental improvements have created or safeguarded over 960 jobs, and over £113 million of sales.

ENWORKS has received widespread recognition in the UK and abroad, most recently being named ‘NGO of the Year’ at the UK’s BusinessGreen Leaders Awards (2011). They also regularly share their learning, for example through [www.enworksinbox.com](http://www.enworksinbox.com) and through enabling access to the ENWORKS Efficiency Toolkit to other UK regional bodies, the Welsh Assembly Government and multiple UK government departments.



Project	ENWORKS Resource Efficiency Support
Region	North West England, UK
Programme or body	European Regional Development Fund (ERDF)
Duration of project	10/2007 – 03/2013
Funding	EUR 14 800 000 of which EUR 7 380 000 is European funding (ERDF)
Website	<a href="http://www.enworks.com">www.enworks.com</a>

## Hydrogen Region Flanders-South Netherlands

Sustainable hydrogen is an important element in Europe's efforts to reduce greenhouse gas emissions and to increase energy efficiency and the cross-border region of Flanders-South Netherlands is leading the way in the utilisation of sustainable hydrogen fuel cells.

The regions of Flanders (BE) and South Netherlands (NL) have a huge potential for exploiting the benefits of hydrogen as an economic and sustainable energy source, as the area is home to a number of important and promising players and end-users for hydrogen.

*'Through the hydrogen project the cross-border region of Flanders-South-Netherlands has firmly established itself as a leading international player in the development of advanced hydrogen technologies, focused on non-fossil hydrogen early market applications. The success of the project is leading to wider cooperation with other leading regions on hydrogen and helping to contribute to the realisation of Europe's 20-20-20 targets for green energy.'*  
Adwin Martens, Director, WaterstofNet

The 'Hydrogen Region Flanders-South Netherlands' project was launched in 2009 to expand this region as a knowledge intensive 'hotspot' for the sustainable production of hydrogen and related applications in particular focused on early markets.

The Flanders-led initiative runs parallel to the work of the EU which has recently launched the Joint Undertaking on Fuel Cells and Hydrogen (JU-FCH) to bring together the expertise and resources of the European industry, knowledge centres and regions to undertake demonstration projects. The Flanders-South Netherlands project aims to become a leading player in this programme.

The three year project, which is funded by the EU (ERDF), the Flemish and Dutch authorities and industry, focuses on the development of sustainable hydrogen fuelling infrastructure as well as the efficient use of hydrogen, e.g. produced as a waste-product by the chlorine industry.

It also set out to promote projects involving the efficient use of hydrogen and fuel cells with early adopters in new applications such as logistics, shipping and public transport.

The hydrogen project brings together partners from industry – both large firms and SMEs – research centres, universities and regional development in both regions, coordinated by the non-profit organisation WaterstofNet.



The project encourages and motivates SMEs to develop innovative technical solutions which will make hydrogen applications more efficient, sustainable and competitive. To date 12 demonstration projects have been completed or are in progress. These involve more than 50 players, half of which are SMEs.

A significant achievement is the development at the Solvay plant in the port of Antwerp of the biggest fuel cell test facility for waste hydrogen in the world. The plant converts waste hydrogen, as a by-product of the chlorine production, into 1 MW electricity, enough to supply energy to some 2000 homes. The facility has been delivered by a consortium of SMEs from Belgium, the Netherlands and Germany.

In a further project, a 're-locatable' hydrogen fuelling station, has been installed at the logistics centre of one of Flanders' biggest retailers, Colruyt, and was inaugurated in February 2012. The fuelling station generates green hydrogen from renewable wind and solar energy sources. The hydrogen is used as a fuel for vehicles such as forklift trucks and occasionally passenger cars.

Also being developed under the project are seven maritime and logistic zero-emission demonstration projects. These focus on the conversion of forklift trucks, maritime vessels, a garbage truck, a utility vehicle and a bus to hydrogen.

In conjunction with the demonstration projects, an interactive education programme on hydrogen is being developed with a group of local universities and technical colleges to support the recruitment of new staff by SMEs as they expand their hydrogen business.

Based on the project results, major industrial partners (large firms and also SMEs) are becoming members of the cluster on hydrogen coordinated by WaterstofNet, the regional coordinating programme on hydrogen.

During the period of the project WaterstofNet has become involved in various new European projects including 'HighVLOcity', an EU-supported Joint Undertaking project which promotes the use of hydrogen fuel cell buses in public transport in Scotland (UK), Liguria (IT) and Flanders where they are fuelled by waste hydrogen.



Project	Hydrogen Region Flanders-South Netherlands
Region	Flanders (leading), Belgium; South Netherlands, Netherlands
Programme or body	European Regional Development Fund (ERDF) / INTERREG IV A Programme Flanders – The Netherlands
Duration of project	6/2009 – 5/2012
Funding	EUR 14 100 000 of which EUR 3 000 000 is European funding (ERDF)
Website	<a href="http://www.waterstofnet.eu">www.waterstofnet.eu</a>

**Sustainable growth** • Supporting resource efficiency in SMEs

**Science and marketing help develop new outlets for traditional Mediterranean wool**

## MED-Laine

**The ailing business of wool production in the Mediterranean sheep rearing areas of Sardinia, Tuscany and Corsica has been revitalised through the application of technology and modern marketing to this traditional and rural industry.**

One third of the Italian wool production comes from Sardinia, which is traditionally an agricultural and farming region. Sheep farming represents a significant activity in Tuscany (IT) and Corsica (FR) – Mediterranean regions which are socially and economically closely connected with Sardinia.

The value of the sheep fleeces however has declined so dramatically that until recently it was no longer profitable in these regions to shear the sheep for their wool which became a waste product rather than a source of income.

*'MED-Laine has been able to stimulate interest among the general public and the textile business through ongoing events such as a touring exhibition of woollen prototypes and publicity actions. It has also stimulated increased collaboration between wool growers and manufacturers.'*

*Alessandra Guidici, President of the Province of Sassari, Sardinia*

In the light of the disastrous situation in this traditional sector, MED-Laine was launched to revive the wool business and find commercial outlets for sheep farmers in these regions of France and Italy.

Behind MED-Laine stands a partnership centred on CNR-Ibimet – Italy's National Research Council's Institute of Biometeorology – which has expertise in applied research on natural fibres and wool in particular – and brings together a grouping of regional authorities, research bodies and chambers of commerce specifically selected to integrate scientific and technological expertise into regulatory decision-making and ensure maximum sustainability.

Launched in May 2009 a programme of actions has been developed by MED-Laine to revitalise a tradition-driven sector in Corsica, Sardinia and Tuscany by introducing innovative tools and methods derived from research. A primary goal has been to promote production and marketing innovation in the micro-, small- and medium-sized enterprises which produce traditional high-quality products in the agriculture, handicraft and tourism industries. Three different but related lines of intervention were targeted: wool, native plants and rural tourism.

MED-Laine's first key action was to explore new ways for this sector to improve production, usage and market opportunities. Tests carried out on wool and traditional textiles showed that a wide range of technological and commercial properties were still unexplored and likely to open new business opportunities and applications for wool.



The project has promoted greater supply chain efficiency with widespread dissemination of information to wool producers, manufacturers and retailers. New methodologies have been developed and applied to wool production and management.

New applications of wool have been proposed based on specific technological properties which offer added value in applications such as the green buildings sector.

Genetic testing led to the certification of two new sheep breeds ('Amiatina' and 'Pecora nera di Arbus') with a unique and peculiar gene pattern, offering particular added value.

Another approach has been to promote the use of local and native plants for natural textile dyeing and for medicinal applications. Medicinal plants can be used to produce medical and healthcare wool textiles or functional wool textiles.

Other innovations include the expansion of local wool dyeing to incorporate multifunctional properties such as anti-UV, anti-moth and anti-microbial, alongside natural dyeing which avoids the use of synthetic chemicals.

Two consortia have been created for integrated wool production and trade in Sardinia and Tuscany.

The work of the 30 month MED-Laine project has helped engineer a price increase for raw wool fleeces over the past two years. For example, in Sardinia, there is now a well organised network of 700 sheep farmers who can sell their raw wool for 300% more than in the past. Though partly due to international market trends, actions put in place by MED-Laine at the local level have clearly had a positive impact.

The project's innovative approach combined with renewed design and ideas has turned this neglected heritage into a valuable resource by combining the best of science with knowledge and experience.



Project	MED-Laine
Region	Sardinia (leading), Tuscany, Italy; Corsica, France
Programme or body	European Regional Development Fund (ERDF)/ Cross Border Cooperation Programme Italy – France 'Maritime' 2007-2013
Duration of project	5/2009 – 10/2011
Funding	EUR 857 000 of which EUR 642 800 is European funding (ERDF)
Website	<a href="http://www.medlaine.eu">www.medlaine.eu</a>

**Sustainable growth** • Supporting resource efficiency in SMEs

**Developing decentralised resource management techniques for island communities**

## Cradle to Cradle Islands

Through the Cradle to Cradle Islands initiative techniques and technologies are being developed for the decentralised and sustainable use of resources such as water, energy and materials in isolated communities. The techniques being developed in the islands in the North Sea region can be shared worldwide.

The islands in the North Sea region face many common problems: geographical isolation, a lack of local resources (energy, materials and a limited water supply), declining populations and pressure on resources and the environment caused by tourism.

*'The Cradle to Cradle Islands programme fosters the decentralised and sustainable use of our resources in respect to water, energy and materials. The results of the project are now gaining interest throughout the world and by launching the WISLE web portal, a start has been made with the establishing of a world wide network of interested islands into the C2CI-approach.'*

*Hans van Meerendonk, Province of Fryslân*

Under the Cradle to Cradle Islands (C2CI) project these islands are being used as testing grounds where research institutes and businesses can experiment with new sustainable technologies and approaches which can provide local solutions for water, energy and materials. The innovative and decentralised solutions for infrastructure, closing water cycles, risk management and environmental foot prints being developed have potential application in the islands across the North Sea region and even worldwide.

The C2CI project is being carried out among 12 islands from six countries around the North Sea, led by the Province of Fryslân (Friesland, NL) and includes 22 participants from local and regional governments, knowledge institutions, water boards and private companies.

The three year EU-funded project (INTERREG IVB North Sea Programme) was launched in 2009 to encourage the development of knowledge and exchange of experience in the search for the most sustainable decentralised solutions for resource management.

The joint transnational approach is essential given that the island communities themselves are not able to solve these problems because of their size and lack of knowledge and financial resources. Through the



EPEA

The Interreg IVB  
North Sea Region  
Programme



provinsje fryslân  
provincie fryslân



Investing in the future by working together for a sustainable and competitive region



project a range of innovative sustainable island technologies are being developed.

- The 'Eternal Holiday House' concept on Ameland (NL) is showcasing the latest innovations using closed water cycles and energy technologies which save resources yet do not diminish levels of comfort and health standards. Low water consumption achieved by a recycle shower and a vacuum toilet is part of this concept.
- The partner island of Spiekeroog (DE) has developed a concept for a sustainable swimming pool which has been adopted by the island of Vlieland (NL).
- A 'cargo bike' has been designed by the University of Delft (NL) and this innovative form of transport is now in commercial production and is already being used by IKEA for its customers.

- The island of Samsø (DK) is implementing a plan for the use of biomass and smart grids for energy generation. The island of Texel (NL) is developing a sustainable lighting system using LED lighting powered by solar panels.
- A Cradle to Cradle picnic set made of cork has been developed which will include local products and be offered when renting bicycles.

The 'Wise Islands' web portal ([www.wisle.org](http://www.wisle.org)) has been developed as a worldwide 'C2CI Knowledge Exchange Network' which can distribute and discuss the project results beyond the partnership and to establish a global network of C2C-Islands.

The project has already delivered concrete results and gained serious interest and involvement of parties outside the North Sea region like New York Roosevelt Island, Oulu University in Finland and Taiwan.



Project	Cradle to Cradle Islands
Region	Central Jutland, North Jutland, Denmark; Northern Ostrobothnia, Finland; Hamburg, Lower Saxony, Schleswig-Holstein, Germany; Fryslân (leading), North Holland, South Holland, Zeeland, Netherlands; Southern Sweden, Western Sweden, Sweden; Eastern Scotland, Highlands and Islands, UK; Norway; USA
Programme or body	European Regional Development Fund (ERDF) / INTERREG IVB North Sea Programme
Duration of project	1/2009 – 12/2012
Funding	EUR 4 000 000 of which EUR 1 920 000 is European funding (ERDF)
Website	<a href="http://www.wisle.org">www.wisle.org</a> , <a href="http://www.fryslan.nl">www.fryslan.nl</a>

## Enabling independent living for elderly people

## The Living Lab on Wellbeing Services and Technology

The Living Lab on Wellbeing Services and Technology was a two-year project to test welfare services and technologies in real-life contexts, including old people's homes. Focusing on three regions in Western Finland, it called on a partnership of public and private stakeholders to develop a new and innovative model to support independent living.

By 2050, one-third of Europe's population will be aged 65 or more, putting great pressure on public welfare services. Three-quarters of the elderly suffer from one or more kinds of chronic disease, dementia being among the most common. The project was set up to support elderly people with a memory disorder who live at home.

A 'living lab' is a forum for research and innovation in which businesses, public authorities and citizens work together to create and test new services, business ideas, and technologies in real-life-contexts. It works by integrating people into the development process, to better recognise the every day context and needs of users, whilst also developing business opportunities and cooperation between public authorities.

*'This new Living Lab model offers a systemic change for Public-Private-People cooperation in creating more cost-efficient services and user-friendly technologies for elderly people.'*

*Ulla-Maija Leppäkoski,  
Living Lab Project Manager*

The goal with this Living Lab project was to test, survey and study users' experience of the latest welfare technology installed in real homes. This would enable suppliers to get valuable feedback, so they can develop or re-develop their products, resulting in new user-driven innovations.

The project involved three regions in Finland: Satakunta, Tampere, and South-Ostrobothnia. The partners were the Pori Regional Development Agency Ltd (POSEK), the South-Ostrobothnia Health Technology Development Centre (EPTEK), and the Tampere University of Applied Sciences (TAMK).

The three main test groups were elderly people, relatives and professional carers of the elderly, who were given the opportunity to use the latest technological innovations free of charge. The suppliers trained the testers and provided technical support during the testing process.

In the Satakunta region, the project was carried out in collaboration with the City of Pori and surrounding municipalities, as well as national and international ICT suppliers. They created a functional PPP (public-private-people, i.e. public healthcare staff, suppliers and citizens) partnership, known as the Living Lab



Cooperation Model. The Living Lab Testing Process created in the project was used to test welfare technology that allows elderly people to live longer at home. Among the products and services tested were a mobile emergency response system, a cooker safety solution, and a nurse alarm system. The region also developed ALMA, the Model for Assessing the Economic and Qualitative Benefits of welfare technology prior to decision-making.

In the Tampere region, an innovative digital TV platform was trialled for six months. Run jointly by municipal elderly care services and a technology firm, it provided interactive video and audio connections for senior services such as 'virtual day activities', counselling and guidance. These helped to increase social interaction and reduce loneliness.

In the South-Ostrobothnia region, the project led to the establishment of multidimensional groups (KAT), made up of public and private stakeholders responsible for nursing and care services. They discussed the challenges faced by elderly people and aimed to come up with solutions, technological or otherwise. These groups dealt with more than 110 customer cases, around half of which involved the installation of wellbeing technology which would allow elderly people to continue living at home. Some of the experience generated by KAT was also fed back to local firms and academics.

Each region involved in the project succeeded in creating a new functional and innovative Living Lab structure to produce better solutions for elderly people. This model is considered valuable for all the partners, especially in terms of public healthcare, and will be expanded in future. It could easily be transferred to other regions, as well as national and international contexts.



Project	The Living Lab on Wellbeing Services and Technology
Region	Western Finland, Finland
Programme or body	European Regional Development Fund (ERDF) / Regional Competitiveness and Employment Objective Operational Programme for Western Finland 2007-2013
Duration of project	12/2009 – 04/2012
Funding	EUR 530 000 of which EUR 425 000 is European funding (ERDF)
Website	<a href="http://www.prizz.fi/wellbeinglivinglab">www.prizz.fi/wellbeinglivinglab</a>

## A bridge to job opportunities and further learning

## STRIDES Alliance Partnership

The STRIDES Alliance has tackled deprivation in the Neath Port Talbot area by calling on an innovative multi-agency approach. Thanks to a series of 'simulated working environments', more than one thousand local people currently without a job have either gained a qualification, enhanced their employability skills or been guided on a path to further education.

Parts of Neath Port Talbot suffer from extensive deprivation, such as low employment, low income and poor health. This is due mainly to the decline of heavy industries in the early 1980s. NSA (New Sandfields Aberavon), the project sponsor, is a local regeneration trust set up to regenerate this area and to help reduce child poverty. It does this through innovative methods of 'engaging and progressing' individuals that face a host of employment and further education barriers.

STRIDES Alliance is based in the grounds of a comprehensive school. Its central location ensures that local residents enjoy easy access to all the project's services and facilities.

*NSA STRIDES Alliance has overachieved all outcomes in relation to engagement of unemployed people, who experience multiple disadvantages, by helping them into employment. We did this through an extensive working partnership and strong leadership.'*  
Ian Isaac, Chief Executive, NSA

At the heart of the project are simulated working environments – hair & beauty, construction, ICT, and business administration. Each of these offers training on employment skills, literacy and numeracy, and work clubs. The goal is to attract economically inactive and/or unemployed people and engage them in appealing activities. These activities act as a catalyst for the development of tailored action plans, put together by NSA's employment team. Its trained mentors engage all participants on a one-to-one basis, with an initial evaluation of their circumstances, aspirations and abilities.

Action plans are designed to help each individual achieve their maximum potential, within the scope of the project's service provision, in terms of employment or further learning. Thanks to a multi-agency approach, the project may refer individuals to any of 40 other local organisations capable of providing an appropriate service. It has for example built up a partnership with Neath Port Talbot Jobcentres, the local authority, local colleges, and other European Social Fund projects within the area.

The project provides three levels of support: job-ready participants (Level 1); participants who need support and encouragement (Level 2); and participants who are the furthest away from the labour market (Level 3). These allow individuals to



participate at their own pace, to develop the skills and confidence to apply for, as well as to be successful in and stay in the employment opportunity they have secured. Only participants who fit the requirements of a vacancy and who are job-ready are put forward to an employer. A tracking process, through contact with the employer and employee, ensures that the employment is sustainable.

Project workshops also help to develop participants' 'taste' for learning and to develop their confidence to undertake further learning. This form of progression is made possible mainly by a partnership with local colleges.

The STRIDES Alliance has had a significant impact on the local community. Its workshops have actively engaged more than 1 050 unemployed people and

600 economically inactive people: almost one-third of these were aged 16 to 24. In total, the workshops have secured employment for around 280 people and placed over 260 into further learning; 665 also gained a qualification.

The positive outcomes achieved so far reflect the progression of project participants from inactive members of the community to active participating role models for their children and extended families. The project will have a positive impact on the community's prosperity and individuals' well-being.

The project has plans to develop social enterprise activities and lifelong learning courses. It is also serving as a pilot for an Employability Focused Academy in the area.



Project	NSA STRIDES Alliance
Region	West Wales and The Valleys, UK
Programme or body	European Social Fund (ESF) / West Wales and The Valleys ESF Convergence Programme
Duration of project	01/2010 – 12/2012
Funding	EUR 3 265 000 of which EUR 1 802 000 is European funding (ESF)
Website	<a href="http://www.nsasr.co.uk">www.nsasr.co.uk</a>

**Inclusive growth** • Social innovation: creative responses to societal challenges

**A cool new solution found for jobless 'hot potatoes'**

## Individual Employment Paths

**A new employment model tested in northern Poland supports the long-term unemployed or vocationally inactive in the 45+ age group, while improving the effectiveness of employment services. Originally developed in Finland and adapted for use in the Polish city of Elblag, it includes a general evaluation of each individual with a special focus on their health. Results are very encouraging: 80 % of participants found jobs and 90 % of them were still employed after 15 months.**

Europe's long-term unemployed are seen as problematic and a burden on society. They are sometimes called 'hot potatoes', being passed from one labour institution to another with little success. For people aged 45 and over, this trend is especially hard to reverse. To date, public and non-public labour market institutions have tried to solve this problem through training (equipping people with vocational qualifications) and employment (finding jobs in line with qualifications obtained). But this traditional model fails to offer the necessary psychological support that people who have been out of the labour market for a long time may need in finding and keeping a job.

*'Creation of an employment model that permanently changes the quality of life for the long-term unemployed, including disabled people, is the most significant benefit of this project.'*

*Eliza Popławska-Jodko,  
project coordinator*

In recent years, a growing number of Poland's older citizens of working age have remained unemployed, facing various obstacles in terms of age, health or disabilities. Under the Individual Employment Paths project, a team in Elblag called on tools originating in Finland and adapted them to create an innovative solution to this challenge in its own area. Elblag's Disability Advisory Council (Erkon) and its Poviatski Labour Office cooperated with Kynnys ry Turun toimikunta, a Finnish non-governmental organisation serving people with disability in Turku, as well as with Petrea, a rehabilitation centre in the same city.

Close cooperation among the Polish and Finnish partners – including study visits and the exchange of experts – resulted in the roll-out in Elblag of the 'Supported employment model for people over 45 years of age'. It aims to ensure that participants who have been helped to find a job can also keep it. Only those who, in spite of any health or disability issues, are able to work start the programme. The rest are offered rehabilitation to remove any health barriers they may have and thus increase their employability.



Thirty-two project participants (27 women and five men), all long-term unemployed, received a multi-profile diagnosis under the new model. This led to the establishment of a 'personal development plan' for 28 of them, including vocational training, psychological support and support from a job coach. Almost 80% of these participants went on to find a job. That compares to just 30% for people recruited through standard labour market institutions.

The job coach later succeeded in helping nine out of ten of the newly employed beneficiaries to remain in the workplace beyond 15 months, by improving communication and solving any problems arising between the employer and employee. This process is much easier for employees who no longer have major health problems, which is of course a major goal of the project.

Employers, the project's key stakeholders, also benefit from this new model's extensive support for 'hot potato' jobseekers. As a result, 60% of the employers involved said they would be more interested in recruiting people aged 45 and over.

Now fully operational in Elblag, the supported employment model has proved to be an effective new tool and will be tested on a wider scale by several public employment services in Poland. It is also in keeping with the EU Cohesion Policy goal of fostering economic growth, as it boosts the employability of a section of the population that tends to be excluded from labour markets.

The model has already been disseminated at regional and national levels in Poland. Because it is highly efficient, relatively inexpensive to implement and requires little change in labour legislation, it could also be adapted for use in other EU Member States and for other groups of people who need support in the labour market.



Project	Individual Employment Paths
Region	Warmińsko-Mazurskie, Poland
Programme or body	European Social Fund (ESF) / Operational Programme Human Capital
Duration of project	12/2009 – 08/2012
Funding	EUR 463 200 of which EUR 393 700 is European funding (ESF)
Website	<a href="http://www.erkon.elblag.com.pl">www.erkon.elblag.com.pl</a>

## PASE – Public Policies and Social Enterprises

The PASE project has helped reinforce public authority support for social enterprises, and strengthened their role as a driving force in regional and local sustainable development. With input from nine partners, it has identified 40 social enterprise models and experiences, and come up with a handful of publications to boost support for social enterprises across the EU, targeting both the private and public sectors.

Social enterprises are increasingly recognised for their capacity to tackle major economic and social imbalances, while benefiting their local community in general. However, this entrepreneurship comes in many forms and the deployment of related policies in the project countries is uneven.

PASE, led by Italy's Marche Region, aimed to boost the effectiveness of regional public policies in promoting and supporting social entrepreneurship. Further goals included increasing the capacity of policymakers and local stakeholders to define policies which will encourage social enterprises, as well as to create specific tools to promote social entrepreneurship.

*'PASE has highlighted the importance of exchange and transfer of good practices on the social economy, not only at interregional level but also between institutions and stakeholders.'*

*Mauro Terzoni, head of European Policies Department and Managing Authorities for the ERDF and ESF, Marche Region*



Among the partners were seven public authorities at the regional and local levels, a school of public administration, and a public training centre.

The 40 social enterprise models and experiences identified through PASE are examples of regional and local authorities enhancing cooperation with their local partners, while providing concrete ideas and methods for transferring the 'good practices' from one context to another. Seventeen of these were compiled in a 'Good practices catalogue'.

A report 'New public instruments strengthening the role of social enterprises as driving force in regional and local sustainable development and Guidelines for their implementation in different EU MS' offers ideas on developing new and innovative instruments to foster new kinds of social partnership and procurement models at local public levels.

One of these is an annual school on public social partnerships and public procurement, devoted to networking and training issues. Another, the development of an action plan, is based on the methodology of tested projects, for rolling out guidelines in a given territory.

Another key publication, 'The Resource-integrating state: Development potential vs. the quality of public regulations', looks at the way public authorities use the potential of their local partners to stimulate socio-economic processes. It covers regulations

enacted by public authorities plus ways public authorities and local stakeholders can remove structural barriers.

PASE helped to redefine the relationship between public and private sectors dealing with social services, in terms of their regional policies and strategies for service provision. A key recommendation is to involve social enterprises in the planning, design, management and evaluation of the social services system.

The project also helped to improve regional and local policies on social enterprise, chiefly to remove structural barriers facing public authorities and local stakeholders. In Marche, for instance, a law has been modified to encourage more co-planning between the public and private sectors. In Arges (RO), the council recently made it a strategic goal to promote and support the social economy for the benefit of disadvantaged groups.

Sustainability of the project is ensured thanks to the transfer of good practices, notably resulting in the Polish and Romanian partners forging new policy models for social enterprise. Other PASE proposals to ensure its sustainability at national and European level include allowing Member States to give greater support to their social enterprises and setting up dedicated networks.

PASE results have been presented in international conferences and discussed by European panels on the social economy. The project was also actively involved in the EU discussion on the Single Market Act, as a good practice presented at a Committee of the Regions thematic forum in November 2010. A community of practices has been activated on the project website.



Project	PASE
Region	Brussels, Belgium; Provence Alpes Côte d'Azur, France; Hannover, Germany; Marche (leading), Rome, Italy; Małopolskie, Poland; Arges, Romania; Andalucía, Madrid, Spain
Programme or body	European Regional Development Fund (ERDF) / INTERREG IVC
Duration of project	11/2008 – 12/2011
Funding	EUR 1 834 400 of which EUR 1 399 600 is European funding (ERDF)
Website	<a href="http://www.pase-project.eu">www.pase-project.eu</a>

## Empowering a cross-border workforce

## SUCCES

**SUCCES has developed a cross-border programme of employment support and skills development, reaching out to people that need it most. The project focuses on the '2 Seas' area, including parts of the UK, France and Belgium seriously affected by socio-economic difficulties. Notable achievements include publication of the '10 steps to work' guide and encouraging over 2 500 people to access a wide range of support through Neighbourhood Delivery Centres.**

The SUCCES project seeks to bring European added value to partners' activities through the sharing of innovative ideas and creative solutions, so as to contribute to employment goals and strategies at European, national and regional levels. It takes in three UK neighbourhoods: Medway in Kent, as well as Great Yarmouth and Waveney in Norfolk and Suffolk; Grande-Synthe in Nord-Pas de Calais (FR); and Kortrijk in Flanders (BE). Their collaboration includes everything from staff exchanges to cross-border development programmes.

*'SUCCES is a very tangible answer to many of the socio-economic difficulties that unemployed EU citizens are facing.*

*The project is highly innovative and supports a wide range of skills development to formal qualifications, giving beneficiaries a real advantage in the world of work.'*

*Councillor Jane Chitty, Portfolio Holder for Strategic Development and Economic Growth, Medway Council*



SUCCES spans a range of soft skills development, in order to build beneficiaries' self-esteem, confidence, motivation, and employability skills. It also offers a broad spectrum of sector skills training and qualifications. Taken together, these solutions help people with challenges to do with health, poor (or no) housing, lack of quality childcare, crippling debt, relationship difficulties or domestic violence.

What sets apart this project from other employment programmes – which focus on achieving job outcomes and providing sector skills qualifications – is a commitment to discovering people's talents rather than focusing on their perceived weaknesses. Another innovative aspect is the building of bridges with employers and using partners' skills audit to ensure they link their service provision closely to the needs of employers and to existing vacancies in each locality.

Specific project initiatives include outreach and personalised support for beneficiaries. Partners reach out to them by linking with community activities, collaborating with existing projects and through street work. Contact has already been made with over 34 000 people. Tailored training is also available for groups or individuals, in their own homes if necessary, covering health, housing and work issues. To date, SUCCES has delivered 210 informal 'taster' sessions, with a creative theme to encourage people to get involved in learning.

In Medway, the Council as lead partner for the SUCCES project, has demonstrated an effective partnership collaboration with a local construction company on a social housing/care home project (Rochester Riverside) on one of Europe's major regeneration sites. This has led to a dozen new apprenticeships on-site and the creation of several other construction jobs for local unemployed people.

In Norfolk, the CLIP Drop-In Service is a good example of the project's focus on delivering its services via centralised neighbourhood centres and outreach locations. Its users get help with CVs, online job applications, interviews skills and job searching. In Nord-Pas de Calais and Flanders, project partners are helping on a voluntary basis to teach people to drive, to boost beneficiaries' mobility.

A key achievement is the '10 steps to work guide', which is clear and easy-to-understand, enabling individuals to work on their key steps to progressing back into employment. Written by and for beneficiaries and available in English, French and Dutch, the guide underlines the value of cross-border collaborative working.

Furthermore, the project is helping people to access work placements and volunteering opportunities, so they can develop vocational and sector-specific skills and qualifications, as a pathway to sustainable employment. It has already exceeded targets by supporting around 180 people into work placements and over 260 people into volunteering.

Thanks to the training and use of volunteers, SUCCES-like services are expected to be sustainable beyond the life of the project.



Project	SUCCES
Region	Kortrijk, Belgium; Nord, France; Medway (leading), Norfolk, UK
Programme or body	European Regional Development Fund (ERDF) / INTERREG IVA 2 SEAS (France – England – Flanders – Netherlands)
Duration of project	02/2010 – 06/2013
Funding	EUR 2 711 700 of which EUR 1 355 900 is European funding (ERDF)
Website	<a href="http://www.medway.gov.uk">www.medway.gov.uk</a>

## Using a city's purchasing power to promote local innovation

### WienWin

**The City of Vienna is using the power of its public procurement budget to help support local innovation and entrepreneurs by encouraging them to offer their services to the city and enable Vienna to act as a lead market for innovation.**

The WienWin project in the Austrian capital Vienna, aims at strengthening the location of Vienna as a centre for innovation by using the city's purchasing activity of approximately EUR 5 billion per year to support innovative businesses in the region.

In this way the public procurement authorities of the city administration can function as early adopters or pioneering clients and create a lead market for innovative goods and services offered by local businesses and research institutions.

**'This project has set out to strengthen the business location Vienna through innovation by using the purchasing power of the City of Vienna. Our goal is to foster the public procurement of innovative goods and services as well as common activities in research and development by the city administration, innovative enterprises and local research institutions. WienWin is a useful concept which can be adapted for other cities and regions.'**  
Renate Brauner, Vice Mayor of Vienna

In Austria, demand-driven instruments for technology policy are anchored in the Austrian government's strategy for research, technology and innovation (March 2011). Creating initiatives such as WienWin all over Austria is one of the recommendations of the experts group on the topic 'boosting innovation by public procurement'.

The WienWin project has set out to make Vienna a 'greenhouse' for research and innovation. At its core is a partnership between Vienna's technology agency ZIT – Die Technologieagentur der Stadt Wien GmbH – and the city administration authorities. It also comprises a network of more than 900 experts in city administration and some 200 local innovative companies.

WienWin is politically hosted by the city councillor in charge of finance and economic growth and the councillor in charge of human resources and public procurement to provide a well-coordinated administrative and strategic fit.

At the heart of the WienWin initiative is a database of innovative products and services offered by Viennese entrepreneurs and research institutions. This is provided through the web portal [www.wienwin.at](http://www.wienwin.at) which provides an instant overview of available innovative goods and services.

To ensure high quality standards, the web portal only presents products and services that were either developed with R&D funds from a regional, national or European funding institution or are solutions whose level of innovation has been confirmed by an expert jury.



Some 250 products and services are listed on the platform and the number is steadily growing with at least 500 innovative solutions anticipated by the end of 2013.

Procedures have been set up for the regular exchange of information between the city administration and Viennese innovation drivers. City officials and ZIT experts survey the city's demand for innovation and provide information about suitable local solutions.

When city officials are interested in a particular innovative services and products, the businesses concerned are invited to present their solutions personally in so-called City Talks. More than 50 City Talks with more than 730 participants have taken place since 2010.

'Demand-driven instruments for strengthening research and innovation are gaining increased attention. A great number of studies and guidelines have been published in recent years and WienWin is one of the first initiatives to put these ideas into practice,' says Ms Mag.a Renate Brauner, Vice Mayor of Vienna, in charge of finance and economic growth.

The City can now point to at least 36 success stories or good practice cases, where innovative solutions developed by Viennese companies and research institutions are now being used by the City of Vienna. These WienWin success stories are extensively publicised to encourage more innovators to register what they have to offer through the website.



Project	WienWin
City	Vienna, Austria
Programme or body	European Regional Development Fund (ERDF) / Strengthening Regional Competitiveness and Integrative Urban Development in Vienna 2007-2013
Duration of project	3/2011 – 12/2013
Funding	EUR 1 340 000 of which EUR 671 500 is European funding (ERDF)
Website	<a href="http://www.zit.co.at">www.zit.co.at</a> and <a href="http://www.wienwin.at">www.wienwin.at</a>

## Urban park revitalises deprived city neighbourhood

### Park Spoor Noord

**The development of Park Spoor Noord has seen the creation of one of the most popular recreational parks in the city of Antwerp and triggered a social and economic transformation of the surrounding neighbourhood.**

In the 1990s the Park Spoor Noord (North Railway Park) area of Antwerp (BE) was an old and neglected railway marshalling yard. Its re-development since the year 2000 has been one of the key projects in the process of regenerating the city of Antwerp and represents a standout example of integrated planning and the inclusion of spatial, social, cultural and organisational elements in a major development project.

*'The Park Spoor Noord project is a key example of an integrated and global vision of urban development, whereby physical investments in public spaces go hand in hand with social improvements. The development of housing projects, office space, the new campuses of Artesis and Plantijn University College and a new hospital, ensures that the area around the park will continue to grow as an attractive neighbourhood for living, studying, working and visiting. Through the Parc Spoor Noord project we have created a garden for the locals and a park for the city.'*

*Koen Derkinderen, AG Stadsplanning  
(the Autonomous Municipal Company  
for City Planning)*



The 24 hectare site in the north of the city was abandoned by the National Belgian Railway Company (NMBS) in 2000. Following a series of studies, consultations and negotiations, plans were drawn up in December 2001 to transform most of the area into an 'urban landscape park'.

The transformation of the former railway sidings has been part of a public-private partnership supported by the Objective 2 programme of the European Regional Development Fund (ERDF).

Indeed the commercial aspect of the project has been vital to its success. Key to the development of the park has been the agreement in 2001 between the city, NMBS, AG ANN, and Euro-Immo-Star (i.e. the railway's real estate arm) through which 18 hectares of the site would be used by the city for the development of the park, while NMBS and Euro-Immo-Star received commercial development rights for a 6 hectare plot (192 000 m<sup>2</sup>) on the west of the park.

The transformation of Parc Spoor Noord has resulted in a green, recreational space and residential development allowing more than 30 000 people to live within 800 meters of the park – and it is fast becoming a favourite urban spot for the citizens of Antwerp and many visitors.

The park now connects three areas – Dam, Stuivenberg and Seefhoek – that were previously cut off from each other by the railway site. The city is monitoring the positive overall impact of this project in reducing poverty and the high level of deprivation faced by these quarters in the north of Antwerp.

Indeed, in neighbourhoods adjoining the park, the number of renovation permits has increased from just 11 in 2000 to 47 in 2009 as the whole standing of the area has risen. Private development around the park is on the rise in terms of housing projects (including student accommodation close to the new university campuses) and commercial development.

The city of Antwerp still plays an active role and has appointed a park manager and also programmer to take charge of recreational activities in the park with the active participation of local residents and neighbouring associations, networks and services. This is helping to promote the role of the park as a social meeting and networking place.

The long-term success of Park Spoor Noord is being built on the support of the local community. Generating a strong sense of ownership is important for sustainability and the organisation of events (cultural outings, festivities, sports events, walks, etc) has proved to be extremely effective in mobilising the enthusiasm of local residents and bringing a sense of belonging to a multicultural community.

Further investment is taking place in Park Spoor Noord with the renovation of old railway hangars taking place during 2009-2011 to transform them into a sports hall, co-financed by Artesis University College.

One of the hangars offers more than 5 500 m<sup>2</sup> of space and is now one of the largest covered spaces in the city. In February 2012, the city decided to dedicate the new location to the film and multi-media sector in Antwerp, with the ambition of strengthening the city's creative economy and eventually turning Antwerp into a creative hotspot.



Project	Park Spoor Noord
City	Province of Antwerp, Belgium
Programme or body	European Regional Development Fund (ERDF) / Objective 2 Programme 2000-2006
Duration of project	6/2000 – 6/2009 (Park), 9/2011 (Hangar)
Funding	EUR 41 200 000 of which EUR 14 000 000 is European funding (ERDF)
Website	<a href="http://www.agstadsplanning.be">www.agstadsplanning.be</a>

## Berlin's neighbourhood management project brings decision-making on social development to the local level

### Neighbourhood Management Berlin

The introduction of Neighbourhood Councils in deprived districts of Berlin has strengthened the participation of local residents in decision-making on the selection and financing of projects to improve their living conditions.

To counteract the negative outcomes of social segregation and social issues found in certain areas of Berlin after the reunification of the city, the Neighbourhood Management Berlin intervention strategy was launched in 1999 by the city authorities and, for more than a decade, it has proven to be a valuable tool in the development of the 'Socially Integrative City' of Berlin.

*'Neighbourhood Management Berlin is based on local democracy and empowerment and assigns decision-making power to local panels. The establishment of Neighbourhood Councils in deprived districts has strengthened the participation of residents by giving them the responsibility to decide on the development of their neighbourhood. The success of the project shows how it is possible to motivate residents to take responsibility for their own neighbourhood and their future.'*  
 Philipp Mühlberg, Senate Department for Urban Development and Environment



The socially disadvantaged areas of Berlin have suffered from a demonstrable neglect of public space as well as unemployment, dependence on state aid and the issues arising from a lack of social and ethnic integration. The overriding aim of the EU-supported Neighbourhood Management Berlin (NMB) programme has been to change this situation and create neighbourhoods of solidarity with equal development opportunities for the neighbourhood and its inhabitants.

The key partners in the project are the local residents working in cooperation with the city's Senate Department for Urban Development and the Environment, the local boroughs and the Neighbourhood Management Teams. A vital role is also played by local bodies such as housing societies, schools, businesses and community centres which often provide valuable synergy.

The underlying philosophy behind the NMB is that the local neighbourhoods themselves should become the main actors driving their own development and improving social conditions.

The city administration set out to involve as many people and institutions of a neighbourhood as possible and to assign responsibility to them. In the target areas, Neighbourhood Councils have been set up composed of representatives of local institutions and citizen's associations – usually nurseries, schools and churches – as well as the local police and the local housing societies, which are closely attuned to the needs of the neighbourhood.

All residents and local actors are invited to debate the strengths and problems of an area and to jointly work out the best strategy to consolidate and improve the neighbourhood. They can also submit project ideas to improve the quality of neighbourhood life.

The most popular actions undertaken include support to schools to let them become 'special places' in the area, the refurbishment of public houses to strengthen social cohesion, and the promotion of the neighbourhood culture to establish a new solidarity.

The integration of migrant groups is an important factor in the work of the Neighbourhood Councils, as they face many different challenges. Most deprived areas have a large population with a migrant background, in some cases, up to 79%.

NMB has received support from the European Regional Development Fund both in the 2000-06 and the 2007-13 programming periods.

In particular, since 2005, the participation of local residents within Neighbourhood Councils has been extended through their role in the decision-making process. The spectrum of NMB activities has expanded to also focus on education and job support as well as social and ethnic integration.

NMB is part of a long term strategy of social integration in Berlin and the Senate Department for Urban Development and Environment is aiming to continue the programme in the next European funding period.



Project	Neighbourhood Management Berlin
City	Berlin, Germany
Programme or body	European Regional Development Fund (ERDF)
Duration of project	1/2000 – 12/2013
Funding	EUR 223 500 000 of which EUR 83 500 000 is European funding (ERDF)
Website	<a href="http://www.quartiersmanagement-berlin.de">www.quartiersmanagement-berlin.de</a>

## Integrated strategy transforms a declining industrial zone into the city's international showcase

### Revitalisation of Mill Island

**A run-down industrial area in the heart of the city of Bydgoszcz, Poland, has been entirely revitalised through a smart, sustainable and inclusive urban development programme.**

Mill Island, once the site of the Royal Mint, is a post-industrial enclave covering 6.5 hectares in the very heart of the City of Bydgoszcz, which for more than half a century had become socially, environmentally and economically forgotten and marginalised.

It had been an important economic zone in previous centuries and the main objective of the Mill Island project has been not only to restore the historical features but bring the area back to fully productive use through an integrated strategy aimed at revitalising the economic, and infrastructure qualities of Mill Island while incorporating major added value business and leisure dimensions.

*'The Mill Island project offers considerable potential for self financing or even further development in the mobilisation of public and private funds. The open nature of the project and unquestionable success of the revitalisation is bringing forward more private investors and developers willing to establish new facilities, gastronomy services, and bring new ideas for touristic, cultural and educational activities.'*  
Rafał Bruski, Mayor of Bydgoszcz



The key partners behind this ambitious restoration project are the Municipal Urban Planning Office, the Job Centre, the Leon Wyczółkowski District Museum, the Zawisza Sport Club, the Kujawsko-Pomorski Association of Employers and Entrepreneurs and the City Hall of Bydgoszcz. Groups of private investors, developers and hotel operators are also closely involved in the transformation and regeneration.

The EU-supported revitalisation programme started in 2006 with the restoration of neglected buildings with great historical and heritage value. This has been complemented by the construction of new institutions offering innovative services and facilities for all social groups, particularly the unemployed, new small entrepreneurs and the socially marginalised.

Underpinning this substantial programme is new environmental infrastructure including a modern water supply, sewage networks, gas and power grids. Mobility and transportation has been improved through the renovation of historical streets and the construction of footbridges.

The Mill Island project aims to create a place which strengthens the community identity and social cohesion, whilst also establishing a new modern brand for the city that will help create a post-industrial image of the City of Bydgoszcz.

Important new services have been introduced into Mill Island to support entrepreneurs including a start-up centre, the headquarters of the Association of Employers and Entrepreneurs, a job centre, and offices for business and training facilities.

At the other end of the scale, the leisure and recreational dimension of the island has been developed through the creation of green areas, walking paths, a beach, a boating marina and infrastructure for outdoor activities and waters sports.

Mill Island now welcomes over 20 000 citizens and visitors each year to various cultural, educational and sporting events. Some 3 000 entrepreneurs have received professional assistance through services offered by the Mill Island partners, and a further 4 000 beneficiaries, including unemployed persons, job seekers and prospective micro-businessmen, have received various forms of support such as training sessions, individual consultations, coaching and information.

The Mill Island project has received several awards including the Eurocities Award 2011 (co-operation category), winner of the '7 miracles of the European Funds' competition in 2010 (Polish Ministry of Regional Development) and the 'Modernisation of the Year' award in 2008 (Polish Ministry of Infrastructure).

The revitalisation of this degraded zone is expected to have a long-term impact in terms of upgrading the competitiveness of the area, community identity building, strengthening social cohesion and branding of the city.



Project	Revitalisation of Mill Island
City	Bydgoszcz, Poland
Programme or body	European Regional Development Fund (ERDF)
Duration of project	5/2006 – 12/2012
Funding	EUR 14 500 000 of which EUR 6 100 000 is European funding (ERDF)
Website	<a href="http://www.bydgoszcz.pl">www.bydgoszcz.pl</a>

## Cities join forces to map out sustainable urban development programme for their region

### MalmöLund – Metropolitan Region

**Two former rival cities in Sweden, Malmö and Lund, have created a permanent platform for cooperation and integrated urban development to strengthen the attractiveness and competitiveness of the region as a whole.**

Malmö and Lund form a metropolitan area of more than 400 000 people in the Skåne region of southwest Sweden. The area is part of the cross-border Øresund region, with Copenhagen in Denmark, and with a population of more than 3.8 million is the largest and most densely populated part of Scandinavia.

The adjacent cities have traditionally competed against each other but today face many common issues of strategic importance to the future development of the city region.

In 2011, the two cities engaged in a joint sustainable urban development project, made possible through the support of the European Regional Development Fund. The aim of the 10 month project was to formulate a common policy for strengthening the attractiveness and competitiveness of the city-region and set in train concrete actions to achieve this.

*'The vision, strategy and action plan developed through the project will provide a benchmark for local urban actions and municipal cooperation for many years to come.'*



Some 24 high level politicians – including the Mayors – and 42 civil servants participated in the project from the City of Malmö and the City of Lund. Through this high-level partnership a joint vision has been developed along with a growth strategy and an action plan, based on the challenges identified in the urban region relating to sustainable development.

The agreed objective was to make the cities stronger and more competitive, with the aim of becoming an engine for regional growth. Four growth areas for integrated urban development were prioritised: spatial planning and infrastructure; business and commercial development; city branding and event management; education and labour market issues.

Within each area, a number of fields of intervention have been identified, as well as concrete tasks, activities and projects. In this process it has been essential to learn from the experience of other cities and city-regions in Europe in order to formulate a policy based on best practice.

For each of the four growth areas, a steering committee was set up with representatives from both municipalities under the supervision of the cities' Chief Executive Officers.

A significant outcome of the project is that conditions have been created for interaction between the cities on long-term urban sustainable development issues of a strategic nature.

For the first time a joint broad political platform for cooperation between the two cities and their Chief Executive Boards have been created and new relations have been established between elected representatives in both cities, as well as between a range of officials from the departments in each city concerned.

Strategies have for example been developed within the fields of infrastructure, public transport, city planning, sustainable development, mobility management, triple helix (academia-business-public sector collaboration), public-private partnerships, city branding, event-planning and labour market policy. Behind these strategies there is a determined direction for future cooperation, and a clear political mandate on the strategies within each growth area.

The project will be followed by an implementation phase, with a wide range of joint activities and formation of different cooperation projects within the strategies of the four prioritised urban growth areas.

As an indication of the success and the sustainability of the project and its innovative ways of conducting work, the two cities decided to retain the four Steering Committees after the ERDF funded phase of the project was completed at the end of 2011, and the cooperation activities are being integrated into the regular responsibilities of the municipalities.

The implementation of the strategies will have a sustainable long-term effect on growth and employment in Skåne and the Øresund region, and the cities are now also looking at other areas of cooperation and involving other organisations within the metropolitan area, as well as in the surrounding municipalities.

MalmöLund has been established as a 'new' metropolitan region. The vision, strategy and action plan developed through the project will provide a benchmark for local urban actions and municipal cooperation for many years to come.



Project	MalmöLund – Metropolitan Region
City	Malmö, Sweden
Programme or body	European Regional Development Fund (ERDF) / Regional structural fund programme for regional competitiveness and employment in Skåne-Blekinge 2007–2013
Duration of project	2/2011 – 12/2011
Funding	EUR 151 200 of which EUR 70 600 is European funding (ERDF)
Website	<a href="http://www.malmo.se">www.malmo.se</a>

## Communicating EU funding in West Flanders

## Europe invests in West Flanders

In the short film 'Europe invests in West Flanders' the north-west province of Belgium is illustrating how European funding is being utilised in its territory.

The film, produced by the Province of West-Flanders, sets out to present some 20 projects from the current programme period in an accessible and contemporary manner.

The focus of the film is on projects which contribute to the region's economic development, especially those aimed at innovation. The storyboard groups various projects under three key themes: people, environment and economy.

The projects have been implemented under various EU-funded programmes, including several European Territorial Cooperation programmes.

The film is part of a broader communication plan called 'European Programmes and External Relations in West Flanders'. It targets a broad, multi-language audience and consequently utilises only images and music.

The video is being used in presentations for visiting delegations, at public events and in the educational sphere, to explain in simple terms what Europe does in the province and the positive impact the projects have on citizens' lives. It is also available on the Province of West Flanders website.



Project	Europe Invests in West Flanders
Region	West Flanders, Belgium
Programme or body	European Regional Development Fund (ERDF) / Regional Competiveness and Employment Programme, Flanders 2007-2013
Duration of project	2007-2013
Funding	EUR 29 500 of which EUR 9 800 is European funding (ERDF)
Website	<a href="http://www.west-vlaanderen.be/PROVINCIE/GEBIEDENBELEID/SUBSIDIES/Pages/default.aspx">http://www.west-vlaanderen.be/PROVINCIE/GEBIEDENBELEID/SUBSIDIES/Pages/default.aspx</a>

## Cinema advertising campaign publicises results of EU funding

## Cinema Project Brandenburg

A series of cinema advertising spots has been produced in the Brandenburg region of Germany to publicise the value of EU support to the region.

The three 49-second films have been produced to be shown in cinemas across the region to get the attention of the audience before the start of the movie.

They aim to inform the people of Brandenburg of the social and economic added value of the EU for local regional development.

The three spots have the same structure, but different messages: How much money is provided by European funds for my region? How many projects are co-funded here? And how many people were directly funded in Brandenburg?

Potsdam is one of the capitals of European film production. So it was decided to use the skill and creativity of the university population and a student competition was launched. The films were developed and produced by 25 students of European Media Studies from the Potsdam University for applied sciences.

In producing the cinema adverts, all three funds (ERDF, ESF, EAFRD) and the EU-Funds Coordination Unit worked together to achieve a common communication goal. The costs of the production have been shared between the funds.

The adverts have been shown during Europe week 2011 in 60 cinemas in 30 different cities all over Brandenburg. They were shown for one month, before each movie on every day. All in all the spots were shown over 5 500 times to more than 150 000 people.



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in Ihre  
Zukunft!

Project	Cinema Project Brandenburg
Region	Brandenburg, Germany
Programme or body	European Regional Development Fund (ERDF), European Social Fund, European Agricultural Fund for Rural Development
Duration of project	2010-2011
Funding	EUR 49 200 of which EUR 36 900 is European funding
Website	<a href="http://www.eu-fonds.brandenburg.de">www.eu-fonds.brandenburg.de</a>

## Illustrating EU support in Andalucía

### 25 years of European Funds in Andalucía

A video exploring the profound change Andalucía has experienced in the 25 years since it joined the European Union has been produced to support the current debate on the future of the EU's cohesion policy.

The video, produced by the Directorate General of European Funds and Planning illustrates in a creative way the development of Andalucía thanks to the aid provided by the European Union funds. The video's main idea is how Andalucía is about to converge with Europe.

Using a narrative style, the video tells the story of an old man who decides to travel around Andalucía with a video camera.

On his journey he discovers an emerging, sustainable and socially cohesive land, with developments brought about in strategic areas such as foreign trade, employment, education, GDP, research and development, transportation and renewable energy.

Images and music play a major role in the video which tries to thrill people about the path Andalucía has already covered, and to remind everybody where it used to be, in case this has been forgotten.

The video forms part of the '25 years of European Funds in Andalucía' travelling campaign with two exhibition buses which visited 83 towns in the region.

The video was also distributed to provincial offices of the Regional Ministry of Economy, Innovation and Science with the aim of increasing its dissemination through local TV stations.



Project	25 years of European Funds in Andalucía
Region	Andalucía, Spain
Programme or body	European Regional Development Fund (ERDF) and European Social Fund (ESF) of Andalucía 2007-2013
Duration of project	1/2009 – 12/2012
Funding	EUR 59 300 of which EUR 46 300 is European funding
Website	<a href="http://www.juntadeandalucia.es/economiainnovacionyciencia/fondoseuropeosenandalucia/videoteca01.php?idV=30">http://www.juntadeandalucia.es/economiainnovacionyciencia/fondoseuropeosenandalucia/videoteca01.php?idV=30</a>

## Promoting the employment potential of the deaf in Lithuania

## Towards Work – development of mediation services in recruiting people with hearing disabilities

To develop a more positive opinion among the public and employers in Lithuania about the abilities of the deaf, a series of short video clips have been produced for broadcast on television and the Internet.

The videos form part of a social campaign initiated by the EU-funded project 'Towards Work – development of mediation services in recruiting people with hearing disabilities'.

This three-year project, launched in March 2009, was implemented by the Republican Rehabilitation Centre of the Deaf. The videos target the hearing society, in particular employers, to encourage them to discover the value of deaf people and their employment potential. Its key message is that deaf people live among us and are just like us. All we need is to pay a little more attention to communicate and work together.

During the project specially trained recruitment agents or 'employment mediators' working in a series of pilot job centres helped hearing-impaired people to find suitable work opportunities. They also remained in contact with them for six months, visited them at work regularly and helped to solve a variety of problems, often acting as mediators between employer and

employee. Of the more than 600 people with hearing disabilities actively involved in project activities more than 400 were successfully employed.

The project won the 'European Sails 2010' award as one of the most successful projects in Lithuania in the promotion of social integration category.

These videos were broadcast on a number of Lithuanian national TV channels in 2010.



Project	Towards Work – development of mediation services in recruiting people with hearing disabilities
Region	Lithuania
Programme or body	European Social Fund / Human Resources development programme
Duration of project	3/2009 – 3/2012
Funding	EUR 891 100 European funding only
Website	<a href="http://www.esparama.lt/regiostars">www.esparama.lt/regiostars</a> <a href="http://www.youtube.com/watch?v=4GC-d5Q0vbQ">www.youtube.com/watch?v=4GC-d5Q0vbQ</a> <a href="http://www.lkd.lt/enews/id-35-news-atraskime_vieni_kitus_dirbkime_kartuantras.html">www.lkd.lt/enews/id-35-news-atraskime_vieni_kitus_dirbkime_kartuantras.html</a>

## Managing natural disasters and major incidents in Europe's Northern Periphery

## CoSafe

A new video highlights the work of the EU-funded CoSafe network in coping with major incidents and disasters in the isolated and sparsely populated areas of Northern Europe.

Images of the volcanic eruption in Iceland in March 2010 graphically illustrate the work of the CoSafe network, which includes partners from Iceland, Scotland, Finland and Sweden. They have been working together to minimise the impact of natural disasters in the Northern Periphery. The CoSafe (Cooperation for Safety in Sparsely Populated Areas) project has been at the heart of efforts to improve and co-ordinate disaster management procedures.

Footage from rescue operations and exercises show the difficulties in managing accidents in the remote areas of the Northern Periphery often in harsh weather conditions.

The video was produced and directed by former BBC professionals Ged Yeates and Andrew Cassell in the Western Isles, Scotland.

The video is available on the CoSafe website, Vimeo and Youtube, and has been publicised in the project's newsletter. It can also be found on other websites, such as for the Emergency and Disaster Medical Centre (lead partner) in Umeå, Sweden – [www.vll.se/akmc](http://www.vll.se/akmc).



Project	Cooperation for Safety in Sparsely Populated Areas – CoSafe
Region	Västerbotten (leading), Sweden; Northern Ostrobothnia, Northern Savonia, Finland; Highlands and Islands, UK; Iceland
Programme or body	European Regional Development Fund (ERDF) / INTERREG III B Northern Periphery Programme 2007-2013
Duration of project	2008-2011
Funding	EUR 4 000 of which EUR 2 400 is European funding (ERDF)
Website	<a href="http://www.cosafe.eu">www.cosafe.eu</a>

**INTERACT Programme spreads the word on European Territorial Cooperation**

## Building Bridges: 20 years of Territorial Cooperation

The video 'Building Bridges: 20 Years of Territorial Cooperation' shows the achievements of European Territorial Cooperation by showcasing selected flagship stories from across Europe, representing cross-border, transnational and interregional cooperation.

The video was produced alongside a series of events and publications celebrating 20 years of European Territorial Cooperation. The chosen projects highlight the added value of cohesion policy and show how:

- the construction of a cross-border hospital between France and Spain improves access to healthcare services in scarcely populated mountainous areas;
- a transport project in the Baltic Sea contributes to sustainable development in Europe;
- former mining regions across Europe can work together to find new and innovative employment opportunities for their citizens.

The main message of the three minute video is that, through all these projects financed by the EU's Territorial Cooperation programmes, the obstacles, which borders between European countries can pose, have been eliminated and the lives of many Europeans have improved.

The video is available in English and French and has been shown at many different events throughout Europe. It is also available on the INTERACT website and through social media (Facebook, YouTube, Vimeo, etc). A longer version of the film has been distributed on DVD to more than 1 000 stakeholders across Europe, including traditional media.

**INTERACT***Sharing Expertise*

Project	Building Bridges: 20 Years of Territorial Cooperation
Region	EU-wide
Programme or body	European Regional Development Fund (ERDF) / INTERACT II
Duration of project	2010-2011
Funding	EUR 14 500 of which EUR 12 300 is European funding
Website	<a href="http://www.interact-eu.net/videos_etc/teaser_20_years_etc/452/7332">http://www.interact-eu.net/videos_etc/teaser_20_years_etc/452/7332</a>

## **RegioStars Awards 2013**

RegioStars is an annual event to recognise and reward innovative projects supported by EU cohesion policy.

The Awards have been organised by the European Commission since 2008.

RegioStars 2013 has seen a record of 149 applications from project promoters and regions.

This year three awards are on offer in important themes for the Europe 2020 strategy: Smart growth, Sustainable growth and Inclusive growth. Two additional awards are linked to 'CityStar' and Information and Communication theme.

The RegioStars Jury selected 27 finalists. They are invited to showcase their projects before an independent jury during the annual European Week of Regions and Cities – OPEN DAYS 2012.

The Award Ceremony will take place in Brussels in early 2013.

More details on these projects can be found on the Inforegio website:

**[http://ec.europa.eu/regional\\_policy/index\\_en.htm](http://ec.europa.eu/regional_policy/index_en.htm)**