

GOOD PRACTICES COLLECTION

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1. SPRILUR (Partner 1)

GP1. Industrialdeak Programme

Title of the Practice	The Industrialdeak Programme
Precise theme/issue tackled by the practice	Engagement with businesses
Objectives of the practice	Industrial promotion, employment creation, provide industrial pavilions at an available price.
Location	ES 211 ARABA- ES212 GIPUZKOA- ES213 BIZKAIA ES21 BASQUE COUNTRY
Detailed description -	<ul style="list-style-type: none"> - The Industrialdeak Programme, now in existence for 27 years, guarantees an extensive supply of industrial premises and offices spread throughout the three historical territories: Araba, Bizkaia and Gipuzkoa. - Number of industrial sites, located enterprises, new employment, consolidated surface area and occupation data for the industrial estate managed by the industrialdeak companies. Agreement between different institutional partners. - From 1982 till now. - Basque Government, County Council and Town Council. - Access to ownership of this kind of modular industrial premises is facilitated at a perfectly assumable and non-speculative cost. The chief advantages lies in its financing, through a system of leasing with a purchase option, by means of which the entrepreneur opts for ownership after 9 years. -Public Financing through Share Capital and Bank Loans.
Evidence Base	Lack of surfaces, high prices, urbanisation difficulties. Lack of Industrial Park management.
Evaluation and baselines	<p>The commitment to inter-institutional cooperation by the Basque government, regional Government and Municipal Councils has been used to direct efforts mainly to areas requiring preferential attention. The investment proposals carried out for revitalisation of disadvantaged areas included in the Inter-Institutional Economic Promotion Plan 2000-2003.</p> <p>These districts have suffered from last industrial growth followed by rapid decline and consequently have been punished with high unemployment rates and contaminated land. After some years, they require a treatment involving urgent environmental regeneration so that they can be reindustrialised. Institutional involvement has been essential for several years, with important resources being assigned, both</p>

	economic and technical, in their decontamination and revitalisation process. SPRILUR, S.A. holds shares in a total of 26 companies, with a majority stake in 22 and a minority stake in 4.
Lessons learnt from the practice	The inter-institutional participation of Municipal Councils and Regional Governments, together with SPRILUR, favour the simplification of urban planning negotiations and procedures and, therefore, substantially reduces the economic conditions of the supply of urbanised land and industrial premises.
Contact information	SPRILUR, S.A. Urkijo Zumarkalea, 36 – 3. 48009 BILBAO Tfno.: 944236118 Fax: 944234779 moregi@spri.es

GP 2- Catepi Programme

Title of the Practice	CATEPI Project Creation of Technology Antennas in Industrial Areas
Precise theme/issue tackled by the practice	Innovation
Objectives of the practice	<ul style="list-style-type: none"> • Converting parks in developing agents of the region due to technology and knowledge transfer. • Improving the competitiveness and modernisation of industrial areas near to parks. • Developing a communication system based in the RCE website. It will distribute information between all the participants and it will help industrial areas enterprises to work in network and to cover all the needs they have.
Location	ES213 BIZKAIA ES21 BASQUE COUNTRY
Detailed description -	<p>-The project's aim is to promote the entrepreneurial cooperation and technology transfer among companies located outside the bounds of the Technological Parks with the aim to improve the SMEs competitiveness. It will also promote the tech development, modernisation, competitiveness, the entrepreneurial spirit and a commercial improvement.</p> <p>- Share the advantages and benefits with the BAIPS in his area of influence.</p> <p>- Networking and collaboration with innovation agents.</p> <p>- May/ December 2008</p> <p>- Ministry of Industry , APTE (Spanish Technological Park Association),</p>
Evidence Base	The technologic antenna provides continuous support and advice to the companies in order to start their innovation projects as well as to find technologic members and public aids for innovation subjects.

	The companies located in such Technological Parks would obtain benefits such as modernization, competitiveness and commercial growth through management cooperation activities and competitiveness.
Evaluation and baselines	<p>It was an initiative of Ministry of Industry, Tourism and Trade that was executed by APTE (Spanish Technological Park Association) in order to translate the innovation of Science and Technology Parks enterprises to Industrial areas.</p> <p>By the end of 2008 there were 360 companies involved in this pilot project, 44 members concerning the activity of the antennas and 5 technological Parks.</p>
Lessons learnt from the practice	The real possibility to extend the advantages of being located in the Technological Park to other SME companies located in other BAIPs in the field of the state of the art and transference of technology. The need to add resources to the organisations for a correct application of the Programme.
Contact information	<p>Parque Tecnológico de Zamudio Ibaizabal Bidea - Edificio101 48170 ZAMUDIO Tfno.: 944039500 Fax: 944039510 Marián Ibarrondo mibarrondo@parque-tecnologico.net</p>
Other background information of interest	-

GP 3- Guide urbanisation building works

Title of the Practice	Guide for the sustainable development in urbanisation building works.
Precise theme/issue tackled by the practice	Planning, design and re-designing Environment, energy and waste
Objectives of the practice	<p>Allow to get a sustainable development in urbanisation building work.</p> <ul style="list-style-type: none"> - To create the industrial area integrated in town life - Take care of effects caused in nature and neighbours by the development area. - Use of natural and energy resources when the project carries out.
Location	ES213 BIZKAIA ES21 BASQUE COUNTRY
Detailed description	<p>- Guide of good practices for the development of urbanizations.</p> <p>- To get good integrated areas with a better use of natural resources, built in a sustainable form and using synergies between the industrial enterprises.</p>

	<ul style="list-style-type: none"> - As long as the urbanization is working. - The civil services, public companies, plans and cost developer, constructors, customers, managers, architects, engineers, layers... - Nowadays we are developing the tool. - City planning laws, environmental laws, Public sectors dealing - With the use of this tool we try not to increase the cost of the develop of the area.
Evidence Base	<p>At the moment there are a lot industrial areas that do not operate well, because there are not a right maintenance of their facilities. The industrial activities don't share resources.</p> <p>While the industrial activity is developing, there is no control of pollution, and when the activity finishes another activity can no use the same plot or area because of the pollution.</p> <p>The use and the organization of the industrial area is not right There is a higher expenditure for owners in order to maintain the facilities. Huge waste of time cleaning the soil, and apart from that appears the necessity to face an expensive and complex process.</p>
Evaluation and baselines	<p>In EU there is a general framework of environmental laws, Public sectors contract laws, that lead Sprilur and other similar societies to pursuit the targets above described.</p> <p>Every year new environmental and city planning laws are promulgated in order to manage the daily problems of industrial areas in a better way.</p> <p>We can demonstrate the owners of the plots have less problems, being more satisfied with the industrial area in which they are settle down when the area is organized like the guide says.</p> <p>The conscience that better industrial areas are necessary. To develop an industrial area according to the environment and taking advantage of the use of the land in a more sustainable way.</p>
Lessons learnt from the practice	<p>In the long term the measures adopted in order to develop sustainable industrial areas area successful and well considered by both, the entrepreneurs and the society.</p>
Contact information	<p>SPRILUR, S.A. Urkijo Zumarkalea, 36 – 3. 48009 BILBAO Tfno.: 944236118 Fax: 944234779 José Miguel Artaza / Aurkene Niño jmartaza@spri.es / anino@spri.es</p>
Other background information of interest	<p>www.sprilur.es It is possible to download the information from the link.</p>
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GP 4- Ekosan Micro

Title of the Practice	EKSOCAN MICRO Responsible environmental management in industrial estates. It is a project to support small enterprises and it is aimed at a legal compliance and implementation of simplified systems of environmental management.
Precise theme/issue tackled by the practice	Environment.
Objectives of the practice	Arouse the interest of the companies located in an industrial area in relationship to the responsible management of the environment. Solution or minimization of the main environmental problems of the enterprises located in industrial estate was established.
Location	ES212 GIPUZKOA ES21 BASQUE COUNTRY
Detailed description -	<ul style="list-style-type: none"> - It consists of a free service giving basic advice to companies with which it seeks to arouse their interest in the responsible management of the environment. - Lack of environmental legislation applicable to companies, bad management of industrial waste. The activity of the company has already started when it becomes aware of its obligation to take corrective measures in order to obtain the business license. - The Project started in 2002-2003. - SPIRLUR, S.A., IHOBE (Basque Government's Environmental Company), Zumarraga's Town Hall, UGGASA (Regional Development Agency), Mirandaola Environmental Services (External Consultant). - The methodology applied for the project implementation in Argixao Industrial Park, consist on a free service which gives basic advice to companies with which it seeks to arouse their interest in the responsible management of the environment. - The project was funded by IHOBE (Basque Government's Environmental Company).
Evidence Base	Small businesses are not aware of the environmental legislation that applies to them. Public bodies have problems approaching the small enterprise sector because it is so fragmented, so other agencies are needed to work near them.
Evaluation and baselines	<p>Due to the good results achieves, the experience has been developed in Another Industrial Estate in the same County, with the participation and involvement of ell the District Concils.</p> <p>There was established a solution or minimization of the main environmental problems of the enterprises located in an industrial estate.</p>
Lessons learnt from the practice	<p>Networking is shown as an effective tool that allows the efforts of different agencies to be directed towards a common goal.</p> <p>The sati satisfaction of the companies participating in the project is high</p>

	thus increasing their confidence in public bodies.
Contact information	Urola Garaiko Industrialdea, S.A. Polígono Argixao- Edificio Oficinas - Buzón 0 20700 ZUMARRAGA Tfno.: 943724766 Fax: 943724971 zumarraga@industrialdea.spri.es
Other background information of interest	

2. PBN (Partner 3)

GP 1. Szengottárd

Title of the Practice	Szentgotthárd – Heiligenkreuz Industrial Park is the only establishment in Europe extending over the border
Precise theme/issue tackled by the practice	Image and territorial marketing
Objectives of the practice	Promotion of Establishments, sale of land Ensure optimal conditions for business operations. Participate in the international transportation and logistics.
Location	Hungary Transdanubium (NUTS level One) West-Transdanubian Region (NUTS level Two) Vas County (NUTS level Three)
Detailed description -	<p>The development of the industrial area started back in 1990; the first factory established was the one of Opel. The idea of creating an industrial park in the suburb of the city was born in 1995, and the title of 'industrial park' was granted in 1997. The collaboration was realized with the help of the Hungarian Phare CBC and the Austrian Interreg II programs.</p> <p>During the preparation phase the support was provided by professional teams and the local government, and there was a need for administrative authorizations. The implementation happened with the intervention of the water directorate, the railway directorate and different ministries. The realization was similar in Austria.</p> <p>The two parks have started operation in a geographically integrated manner in close co-operation, however as separate legal entities with an individual structure. The Hungarian side used to be owned by the local government, and from 2000 the main shareholder of both industrial parks has been the Austrian WIBAG Rt. (<i>Public Company</i>) (Eisenstadt). The infrastructure is complete both on the Hungarian and the Austrian sides. The logistic centre operating on both sides favours those companies that are willing to build a connection between their eastern and western</p>

	<p>markets.</p> <p>The biggest part of the income derives from the sale of land, where the local government supports the reinvestment of a portion of the corporation tax through developmental support.</p>
Evidence Base	-The co-operation was realized with the help of economic and social relations.
Evaluation and baselines	<p>- Area n.1: 50 acres, built-in, most of the area was purchased at the beginning, but not all of it is utilized (32 companies).</p> <p>- Area n.2: the sale of the land parcels with existing infrastructure and public utilities is ongoing, settlement is typically moderate.</p> <p>- Well-trained and qualified manpower, good relationship with the local government, business-friendly co-operation, full support to new companies' settlement, legal and financial consulting: from the foundation through the realization to the occupation.</p> <p>- Unfavourable design of tenders, there is a low number of tenders called for industrial parks with low support, the control is complicated and there is non-confidence.</p>
Lessons learnt from the practice	<p>- The "Industrial Park's Services" are important, the companies should realize that using the industrial park's services (e.g. incubation house, office services, security service...etc.) is cost effective.</p> <p>Collaboration with the companies, daily contact with the Austrian side.</p>
Contact information	Takáts József, Szentgotthárd Industrial Park Economy- and Investment Development Ltd.9970 Szentgotthárd +36 30 268 2524 sztgip97@sztgip.axelero.hu
Other background information of interest	www.ip.szentgotthard.hu/ -

GP 2- Innonet

Title of the Practice	INNINET Innovációs és Technológiai Központ
Precise theme/issue tackled by the practice	Added value services
Objectives of the practice	Support to small- and medium-size enterprises, improvement of their competitiveness (Business Development) Innovation, technology transfer, generation of research and development projects
Location	Hungary

	<p>Transdanubium (NUTS level One) West-Transdanubian Region (NUTS level Two) Győr-Moson-Sopron County (NUTS level Three)</p>
<p>Detailed description -</p>	<p>Innonet was founded in 1997 by 7 Institutes: Kisalföld Business Development Foundation, Győr City with County Rights, Győr-Moson-Sopron County, Universitas Győr Foundation, Chamber of Commerce and Industry, Hungarian Association for Innovation, and Industrial Park Győr. Currently it has only 4 members: the local government of Győr, which holds 85% of the ownership, the Universitas Győr Foundation, the Chamber of Commerce and Industry and the Association for Innovation.</p> <p>They won a 1MM Euro support under the PHARE CBC Program and an additional targeted support for regional and economic development, which forms an approximate 90% support of the project. The 2300-square-meter Centre for Innovation and Technology was built with this support. In the second round, in 2006 they applied for a Slovakian-Hungarian PHARE CBC to support building operations on a 240-square-meter area.</p> <p>Main management activities: operation of the infrastructure, filling the offices with innovative businesses (utilization of almost 100% of the capacity), with the main activity of creating innovative projects both inside and outside the country. These are the supports and projects that form the financial resource (1 billion forint, ROP Program with a 4MM forint support).</p> <p>Future plan: establish Technonet by 2010: extension of services, competency centre e.g. special measurement laboratory, and support of businesses with technological knowledge.</p>
<p>Evidence Base</p>	<p>There was a lack of innovation and underdeveloped regions, that being the reason why the project was needed.</p> <p>The need analysis was based on a feasibility study and a supply-demand analysis.</p>
<p>Evaluation and baselines</p>	<p>At the justification of the project the certain regional and political objectives (regional innovation strategy, country strategy and EU politics) are taken into consideration. Correspondence with the requirements is fundamental.</p> <p>The nature of the problem did not change, development is needed, it is needed on an even higher level after the crisis, and a higher added value needs to be created, since these are the businesses to survive.</p> <p>Possible success factors: favourable geographic position, proximity of highway, Audi plant to be established, technological development. High utilization is typical from the start.</p> <p>The centre is built based on a western standard. Having an innovation centre in the Industrial Park, the willingness to invest will be increased by the synergic effects it generates.</p>
<p>Lessons learnt from the practice</p>	<p>A development plan needs to be defined and it needs to be realistic. Proper management and the right professionals are key. They typically prepare their own applications by themselves, which means that they are knowledgeable and experienced. Relationship management both within</p>

	the country as well as in Western-Europe.
Contact information	Budavári László ,Centre for Innovation and Technology Ltd. Győr 9027 Gesztenyefa u. 4. +36 96 506 902, lbudavari@innonet.hu)
Other background information of interest	http://www.innonet.hu/
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GP 3- Pannon Business Network

Title of the Practice	Pannon Business Network, a project of industry parks in the West Pannon region
Precise theme/issue tackled by the practice	The theme tackled by the project is: How to improve the efficiency of the Industry Park facility management in the most cost effective way
Objectives of the practice	Overall objective: Improving the facility management of Industry Parks
Location	Hungary West Pannon region HU22
Detailed description -	<ol style="list-style-type: none"> 1) The aim of PBN is to integrate many company groups representing the West-Pannon Region in Hungary, so as to establish a network of Industry Parks, which would be cost-effective and representative in terms of regional sectors, geography and in terms of size of companies. This integration can be realized by Industry Parks in case of Hungarian small and medium sized companies. 2) Pannon Business Network was established with the co-founding of clusters, and with core founding of the industrial parks. 3) Number of improved Industry Parks in the West Pannon region, number of companies involved in the project. 4) 2006-2011 5) 7 regional clusters, 25 Regional Industry Parks, 5 Business Development organizations (ITD Hungary, West Pannon Regional Employment Office, etc) 6) The legal framework is given by the Founding Charter of the Association 7) The financial framework is given by the Regional and National Development Agencies, and European Business development projects.
Evidence Base	Due to the Global Economic Recession we have been realized a market failure in our region in the field of the Industry Parks. There has been less companies settled in the Industry Parks. Therefore even more interest has been realized towards the effective management of the IP s.

	The scale of the problem is rather big, since the selling of the IP territories has been stopped, and also the unemployment has been increased.
Evaluation and baselines	<p>Pannon Business Network has been developed the West Pannon regional policy of the Industry Parks management. It also has been contributed to the assessment of the National Development Plan, relevant to other Hungarian regions. This policy is strongly linked to RIS (Regional Innovation Strategy) of the West Pannon region.</p> <p>The project is still under evaluation, there has been evidence given by the Industry Park managers. Since 2006, no fundamental shift has been happened compare to the initial programme.</p> <p>More than 8 Regional Industry Park Conferences has been organized by the PBN, where the results has been presented.</p> <p>Difficulties have been encountered by the Project Management due to the Global Economic Recession: Very weak interest of companies for settling in the industry park in the last 1 year!</p>
Lessons learnt from the practice	The Industry Park accreditation system developed by the PBN can be a good best practice for every business development organizations working in this field.
Contact information	<p>Mátyás Lazáry Pannon Business Network Association H-9027 Győr, Gesztrenyefa str. 4. Tel: +36 94 505 003 Fax: +36 94 505 004 Email: lazary@pbn.hu</p>
Other background information of interest	<p>www.pbn.hu</p> <p>-</p>

GP 4-Nagykanizsa

Title of the Practice	Nagykanizsa-Sormás Industrial Park and Logistics Centre - the opportunities nearby the motorway
Precise theme/issue tackled by the practice	Image and territorial marketing
Objectives of the practice	There is a high potential for the development of Nagykanizsa due to its geopolitical position (it is situated in the center of the North-Southern and East-Western Highways and commercial railway routes. Part of these are already equipped with full infrastructure, others are under development and will be fully equipped in a mid-term period of 10 years). There are five capital cities situated within a 250km radius of Nagykanizsa, out of

	<p>which four are part of the European Union, and the fifth one, Zagreb in Croatia, is also entering the EU shortly. It could be an ideal distribution point of those Far-Eastern products that are reaching the EU through the Adriatic ports towards the Balkans and Central Europe. We started the development of the region with readiness for the possible development opportunities, and somewhat anticipating them.</p>
Location	<p>HUNGARY NUTS1 West Pannon Region NUTS2 Zala County NUTS3 Nagykanizsa District NUTS4 Sormás NUTS5</p>
Detailed description -	<p>The short history of the Nagykanizsa-Sormás Industrial Park goes back to the beginning of the decade. Most of the area became property of Real-Amnon Kft. (Ltd.) in 2002 forming a coherent 40-acre property on the administrative boundary between Nagykanizsa and Sormás, on the side of Sormás. The development to industrial area started in 2006. The legal and technical requirements are settled by now, thus we are able to offer industrial areas with greenfield for investment. On 21st June we obtained the title of 'Local Logistics Service Center'. The inhabitants are allowed to apply for targeted support funds through this title.</p> <p>Regarding the ownership, it is an entirely private project. Real-Amnon Kft. is the owner and the Kanizsa Terra Kft. is responsible for the management.</p> <p>The local government has always been supporting us, and we are part of the Association of Hungarian Logistics and Service Centers and the Pannon Business Network.</p> <p>Until now 400 million forint has been spent on the area. There is a presence of two groups of companies with 7 member companies and 150 employees.</p>
Evidence Base	<p>The development of the area is in line with the existing community development concept. The area is able to host production companies as well, as the community's population of 120,000 people offers a solid background of qualified workforce. The working culture is appropriate as well, as the previous and existing companies operating in the city have built up a right foundation for the working culture formation. (GE) Due to the crisis and the European Union's ban on traditional light bulbs, a significant workforce experienced in electronics and mechanics is released.</p>
Evaluation and baselines	<p>Difficulties:</p> <p>Bureaucracy Everything is over-regulated, and it takes loads of efforts to fight bureaucracy and to get through the administration.</p> <p>Corruption is present not mainly locally, but on a national level in the administration and politics. Unfortunately it is not the true performance that is getting acknowledged, and decisions are not taken considering the same by the above mentioned authorities.</p> <p>The constant changes to the tax system make it non-transparent and very difficult to follow. The tiny little regulations are blocking the development and they make it unreasonable and uneconomic. This is</p>

	rendering the attraction of especially foreign investors difficult. High and various parafiscal charges Financing practices of banks
Lessons learnt from the practice	
Contact information	Mr. Gábor Szányi Nagykanizsa – Sormás Industrial Park and Logistics Center H – 8881 Sormás, Ipartelep Mobile: +36 20 225 9616 E-mail: gabor@nagykanizsa.hu
Other background information of interest	www.ipls.hu

3. Rzeszow RDA (Partner 4)

GP1 . Podkarpackie Science and Technology Park

Title of the Practice	“The support of the Podkarpackie Science and Technology Park Management”
Precise theme/issue ed by the practice	Excellence in management
Objectives of the practice	<p>The overall aim of the project was to promote excellence in the management of Podkarpackie Science and Technology Park – AEROPOLIS, and achieved by:</p> <ol style="list-style-type: none"> Elaboration of : <ul style="list-style-type: none"> A Management Strategy for the Podkarpackie Science and Technology Park AEROPOLIS, A Promotional Strategy for the Podkarpackie Science and Technology Park AEROPOLIS Realigning the structure of Rzeszow Regional Development Agency to the AEROPOLIS needs and specifically the creation of AEROPOLIS Management Centre Improvement of the skills and qualifications base of the AEROPOLIS employees Ensuring that the service was aligned to market demand Promotion of AEROPOLIS services and provision Analysis of local SMEs’ needs and potential Attracting investors onto the AEROPOLIS.
Location	Country : Poland NUTS Level 1 *WSCHODNI NUTS Level 2 *Podkarpackie Voivodeship NUTS Level 3 *Rzeszowsko-Tarnobrzanski

Detailed description	<p>The project supported the management of the Podkarpackie Science and Technology Park AEROPOLIS, by preparing staff working for the Park to become more effective at administrating AEROPOLIS. It provided the staff with the skills as well as the tools for attracting both foreign and domestic investment projects to the park.</p> <p>The direct beneficiary of the project was AEROPOLIS Management Centre (which is now a department within the Rzeszow Regional Development Agency).</p> <p>The indirect beneficiaries of the project were :</p> <ol style="list-style-type: none"> 1. Local government of Podkarpackie Voivodeship 2. Rzeszów County Office 3. The City of Rzeszów 4. The Rzeszów University of Technology 5. The University of Rzeszów 6. Inward Investment Centre, Technology Transfer Centre, MIASTOPROJEKT Design Centre (these are departments within the Rzeszow Regional Development Agency) 7. The communities located around the Podkarpackie Science of Technology Park AEROPOLIS; namely, Trzebownisko, Głogów Małopolski, and Świlcza <p><i>Legal framework:</i> The legal and organisational framework was the regional operational programme and specifically the ERDF rules and objectives within the Sectoral Operational Programme's Appendix: Improvement of the Competitiveness of Enterprises.</p> <p><i>Financial framework:</i> Project co-financed from Sectoral Operational Programme – Improvement of the Competitiveness of Enterprises, measure 1.3. "Creation of favorable conditions for enterprises development" Total budget: 560,857.50 PLN (~136 521, 46 EUR). ERDF co-financing: 490,750.31 PLN (87.5%) (~ 119 456,28 EUR).</p> <p>Project was implemented within 18 months (i.e. from 1st September 2006 to 30th April 2008).</p>
Evidence Base	<p>This project developed organisational and institutional capacity in the effective management of the industrial transition within the region. Many investors were interested in the region but there was little or no professional public service capacity to provide a tailored response to their enquiries and assist them with their location decision.</p>
Evaluation and baselines	<p><i>Results:</i></p> <ol style="list-style-type: none"> 1. No. of Policy documents elaborated: 2 (A Management Strategy for the Podkarpackie Science and Technology Park AEROPOLIS, and A Promotional Strategy for the Podkarpackie Science and Technology Park AEROPOLIS.) 2. No. of Investor Guide designed and produced: 1 3. No. of Thematic workshops organized: 9 4. No. of promotion events organized: 4 5. No. of websites prepared : 1 (www.aeropolis.com.pl) 6. No. of study visits organized and participated in: 4

	<ul style="list-style-type: none"> • Ireland: National Technology Park Limerick (Shannon), Technology Park at University of Galway, Ireland West Airport Knock; • Spain: Science and Technology Park of Gijon, • Finland: TECHNOPOLIS • Norway: Science and Technology Park <i>IPark</i> <p>7. No. of press releases: 7 8. No. of science and industry fares organized :1 9. No. of job posts created in the management unit as a result of the project: 3 10. No. of companies that were set up in the Podkarpackie Science and Technology Park AEROPOLIS in the first year of project implementation: 9 11. No. of employees involved in AEROPOLIS management processes: 8 12. No of Parks/ Incubators with whom cooperation links were created: 11</p>
Lessons learnt from the practice	<p>This project shows how to effectively:</p> <ol style="list-style-type: none"> 1. Stimulate innovation in enterprise activity by facilitating and providing access to the high standard of service provided by management of the Park. 2. Provide and facilitate access to a range of funding sources. Investing in Podkarpackie Science and Technology Park AEROPOLIS makes the company more reliable while it applies for some UE grants. 3. Influence the competitiveness of enterprises in the region by supporting links between science and business sector 4. Facilitate of capability of successful implementation of innovative projects 5. Increase the numbers of and support students interested in setting up their own business
Contact information	<p>Katarzyna Chlebek, Jolanta Skrzypkowska Rzeszów Regional Development Agency Szopena 51 35-959 Rzeszów Tel. (+48 017) 85 24 376 Fax (+48 017) 85 24 374</p>
Other background information of interest -	<p>www.aeropolis.com.pl Locations of study visits were picked on the basis of previous contact with these Parks.</p> <p>No reports and studies are available.</p>

GP 2- Aeropolis

Title of the Practice	Podkarpackie Science and Technology Park AEROPOLIS Council
Precise theme/issue tackled by the practice	Excellence in management
Objectives of the practice	Improvement of decision making structures for the management of Podkarpackie Science and Technology Park AEROPOLIS is concerned.
Location	Country : Poland NUTS Level 1 *WSCHODNI NUTS Level 2 *Podkarpackie Voivodeship NUTS Level 3 *Rzeszowsko-Tarnobrzanski
Detailed description -	<p>Podkarpackie Science and Technology Park AEROPOLIS Council is an advisory body that helps to select the best investment projects to be set in the Park.</p> <p><i>Timescale</i> The first session of the Council took place in 12th April 2007. The council is called by Rzeszow Regional Development Agency when it is needed and it is still active.</p> <p><i>Bodies involved :</i></p> <ol style="list-style-type: none"> 1. Marshall Office of Podkarpackie Voivodeship 2. Rzeszów Starost Office 3. Rzeszow City 4. Industrial Development Agency - branch office in Mielec 5. Trzebownisko Community 6. Głogów Małopolski Community 7. Rzeszow Regional Development Agency 8. Rzeszow University of Technology 9. Rzeszów University 10. Aviation Valley Association 11. Asseco Poland S.A. <p><i>Process and detailed content of the practice:</i></p> <ol style="list-style-type: none"> 1. The Council members are appointed by the board of Rzeszow Regional Development Agency. 2. The tenure of the Council is 2 years with the number of Council members being defined by the Board Management Board of Rzeszów Agency of Regional Development Co. 3. The Council is composed of representatives of scientific, economic and local government in the region. 4. The Council gives its opinion on new investment projects and decides whether they are in accordance with the strategic aims and ethos of AEROPOLIS. 5. The Council takes its decisions by voting or by reaching

	<p>a consensus.</p> <p>6. Council meetings are held when necessary, or at least once every quarter.</p> <p><i>Financial framework:</i> All members of the Council work voluntary basis.</p>
Evidence Base	<p>The Podkarpackie Science and Technology Park AEROPOLIS Council was established to address the problem of sifting through the huge variety of companies interested in locating their investment projects within AEROPOLIS but which might dilute the overall purpose and function for which the park was established.</p> <p>Because Podkarpackie Science and Technology Park is the most attractive investment area in whole region it is highly attractive but it is not possible to allow every company which wishes to locate there to do so.</p> <p>Investment Projects that are planned to be set up on the area of Podkarpackie Science and Technology AEROPOLIS and which fulfill the park's criteria (listed below), are given priority inviting them to locate on the park. The primary location criteria are:</p> <ul style="list-style-type: none"> • High level of innovativeness, • Employ large numbers of highly qualified staff, • Are in one of the strategic sectors targeted in the area's development; i.e. aviation industry, IT, automotive, electro-machining, biotechnology and chemistry, • Focus on environmental protection issues. <p>The investor's project proposals' correspondence with the aims and profile of the Park and the above criteria are assessed in a two stage:</p> <ol style="list-style-type: none"> 1. In the first stage the investment projects are assessed by the Management Board of Rzeszów Agency of Regional Development Co. Projects which the Board considers to meet the park's ethos and selection criteria are then assessed by the Council of the Podkarpackie Science and Technology Park. The latter is drawn the region's scientists, local politicians, economists and acts as an advisory body to the Managing Board of the Rzeszów Regional Development Agency Co. 2. In the second stage the Management Board of Rzeszów Regional Development Agency Co acts on the Council's advice and approves the final decision providing permission for the company to set up in Podkarpackie Science and Technology Park AEROPOLIS on. This decision makes it possible for the commencement of the process of selling a site to the company. On the areas that are incorporated into the Special Economic Zone the tender procedure is conducted by SSE EURO-PARK MIELEC.
Evaluation and baselines	<p><i>Possible demonstrated results (e.g. through indicators):</i></p> <p>14 meetings have taken place. 34 positive location decisions have been made. 32 negative location decisions have been made</p>

	<p><i>Difficulties encountered :</i></p> <p>The Council's membership and representatives are drawn from a range of different institutions and sometimes this can make it very difficult to reach consensual decisions on selecting the most appropriate companies for the park.</p>
Lessons learnt from the practice	<p>The establishment and functioning of the Council presents a good way of providing additional advice and quality assurance in the management of BAIPs that are focused on particular specialisation. The council improves the decision process for selecting the most appropriate projects that should be located on the park.</p>
Contact information	<p>Katarzyna Chlebek, Jolanta Skrzypkowska Rzeszów Regional Development Agency Szopena 51 35-959 Rzeszow Tel. (+48 017) 85 24 376 Fax (+48 017) 85 24 374</p>
Other background information of interest	<p>The Park application form - every company applying to locate and invest in the Park has to complete the form: http://www.aeropolis.com.pl/en/how-to-invest-in-aeropolis/ Podkarpackie Science and Technology Park Council Regulations: http://coi.2.ires.pl/en/porta_inwestycyjny/podkarpackie_region/science_and_technology_park/how_to_invest_in_aeropolis/</p>

GP 3- Academic Preincubator Podkarpackie Park

Title of the Practice	The Academic Preincubator of the Podkarpackie Science and Technology Park as a platform for establishing and developing co-operation on innovation.
Precise theme/issue tackled by the practice	Collaboration and connections
Objectives of the practice	The main task of the Academic Preincubator is to create connections between the science and business sectors in Podkarpackie Voivodeship and to stimulate the creation of innovative, technologically based businesses.
Location	Country : Poland NUTS Level 1 *WSCHODNI NUTS Level 2 *Podkarpackie Voivodeship NUTS Level 3 *Rzeszowsko-Tarnobrzanski
Detailed description	<p><i>Executive Summary of the project.</i></p> <p>The main aim of the project is to strengthen co-operation between scientific institutions and entrepreneurs and to promote the development of innovative business activity in the Podkarpackie Voivodeship.</p>

	<p><i>Process and detailed content of the practice :</i></p> <p>The main initial task was to establish the Academic Preincubator at the Podkarpackie Science and Technology Park so that it could provide business support services for its core target groups: students in their final years, graduates of the schools of higher education from the region, and young scientists, to start their activity in the Preincubator.</p> <p>In the Preincubator, a training programme called: “<i>Run your business</i>” was established for students and graduates of the regional university. The Preincubator offered consultation on law, finance and business support issues.</p> <p><i>Timescale:</i></p> <p>Between December 2006 and February 2008 the project was primarily financed by European Social Fund. Subsequently the Preincubator’s activities have been financed by Rzeszow Regional Development Agency.</p> <p><i>Legal framework:</i></p> <p>The project was supported by European Social Fund, under measure 2.6; namely <i>Regional Innovation Strategies and Transfer of Knowledge</i>.</p> <p><i>Financial framework:</i></p> <p>The project value was 401,746. 81 PLN (~ 97 791,44 EUR)</p>
Evidence Base	<p>A research baseline was established prior to the project launch and it showed that the key problems were:</p> <ul style="list-style-type: none"> • Lack of capacity and an institution whose main task was to support students and graduates to develop their own business • Insufficient financial and business support services for start-ups companies created by students and graduates (high cost of office renting, accountancy service, law advisory service) • Weak connections between science base and the business sector <p>The Academic Preincubator was created to overcome these problems.</p>
Evaluation and baselines	<p>The Academic Preincubator strengthened connections between the science and business sector. It supported better understanding, linkages the mutual exchanges between these two sectors and particularly the transfer of innovative ideas into the region’s business sector.</p> <p>Between December 2006 and February 2008 the project has assisted 150 individuals who have been provided with professional advice and support on setting up in business. This has been delivered through workshops, and a one-to-one professional advisory service.</p> <p>By 2010 11 companies, 1 association and 1 laboratory have been established in the Preincubator.</p> <p>The Academic Preincubator organised and hosted the region’s first Innovation Fair. At the event local business leaders and representatives of newly established firms, presented examples of business successes that were based on innovative ideas and technologies.</p>

	<p>The fair also created an opportunity for a direct exchange of information and ideas on innovation and new technologies between entrepreneurs and scientific workers. The event also provided an opportunity for businessmen to present job offers to university students and graduates.</p> <p>Finally, the Academic Preincubator additionally held competitions for new businesses; for instance, a prize for the most innovative business plan. In the first edition the three best companies got financing for chosen analysis and some in-kind rewards. In the second one (in progress), some in-kind rewards are supposed to be granted.</p>
Lessons learnt from the practice	<p>There are more than 70 000 students in the Podkarpackie Voivodeship, many of whom are considering starting up their own business. There appears to be a strong need of supporting young people particularly students to develop their enterprise ideas. The Academic Preincubator offers a good model and system for helping student and graduate entrepreneurs to develop a business proposal and set up in business.</p>
Contact information	<p>Katarzyna Chlebek, Jolanta Skrzypkowska Rzeszów Regional Development Agency Szopena 51 35-959 Rzeszow Tel. (+48 017) 85 24 376 Fax (+48 017) 85 24 374</p>
Other background information of interest	

GP 4-Aviation Valley Association

Title of the Practice	Aviation Valley Association
Precise theme/issue tackled by the practice	Collaboration and connections
Objectives of the practice	Clustering and Specialisation
Location	<p>Country : Poland NUTS Level 1 *WSCHODNI NUTS Level 2 *Podkarpackie Voivodeship NUTS Level 3 *Rzeszowsko-Tarnobrzeski</p>
Detailed description	<p><i>Executive Summary of the Project:</i></p> <p>The Aviation Valley Association was started on April 11, 2003, as a not-for-</p>

	<p>profit organisation, and as a means of furthering the rapid development and growth of the aerospace industry in southeastern Poland. This strategic decision and formal organization of the Association was developed and implemented by a group of leading aeronautic producers, suppliers and businessmen.</p> <p>Currently “The Aviation Valley Association” comprises 76 companies and organisation from the region; chiefly:</p> <ul style="list-style-type: none"> • 73 aerospace industry companies • 1 University of Technology • 2 Regional Development Agencies <p>Its most important short and medium term goals are:</p> <ul style="list-style-type: none"> • To improve the existing manufacturing base • To create a strong and reliable network of subcontractors and a low-cost supply chain • To attract foreign investment • To develop a relationship with other European centers of the aerospace industry • To promote joint cooperation of the industry with universities of technology, and research centres <p><i>Legal frameworks:</i></p> <p>Aviation Valley Association is a not-for-profit organization consisting of 76 members.</p> <p><i>Financial frameworks:</i></p> <p>Significant funding for the Association was provided by Pratt & Whitney a world leader in the design, manufacture and service of aircraft engines. The other source of funding is through membership fees paid by Association members annually. The Association also participates in projects financed by the European Union.</p>
Evidence Base	<p>South-eastern Poland is famous for its aerospace industry and pilot training centres. This region has a heavy concentration of aerospace industry, scientific research centres, as well as educational and training facilities. Aviation Valley is one of the best places in Central Europe for the development and implementation of aerospace projects. It has been created in order to improve the cooperation between suppliers and to promote the regional clustering of aerospace industry activity.</p>

Evaluation and baselines	<p>Possible demonstrated results:</p> <ul style="list-style-type: none"> • Organizing a low-cost supply chain for the aerospace sector • Creation of favourable conditions for investment in and the promotion of Polish aerospace industry • Development of collaborative aerospace research, cooperation with technological universities and the promotion of new technology ideas, which has created the "Aeronet-Aviation Valley". The Aviation Valley hosts Poland's leading technology universities and R&D companies. • Aviation Valley cooperates also with the Podkarpacki Science and Technology Park AEROPOLIS and attracts foreign investors from the aerospace industry • Aviation Valley is one of the 24 European Clusters that has signed a Letter of Intent: "European Aerospace Cluster Partnership", to build a platform for the exchange of good practices, policy, learning and cooperation.
Lessons learnt from the practice	<p>The main idea was to create the cluster, which would help transform the Podkarpackie Region into Europe's leading aerospace regions able to provide a diverse cross-section of products and services for the most demanding clients in the sector. Close cooperation between Aviation Valley and the Park makes it possible to attract foreign investors from aviation sector to invest in this location. Strong and active contacts across the world has allowed the Aviation Valley to attract aviation companies to the region and to provide them with rich opportunities offered by close proximity to suppliers and R&D facilities. The management of the Park provides the complementary function of delivering potential investment sources for the aerospace businesses.</p>
Contact information	<p>Katarzyna Chlebek, Jolanta Skrzypkowska Rzeszów Regional Development Agency Szopena 51 35-959 Rzeszow Tel. (+48 017) 85 24 376 Fax (+48 017) 85 24 374</p>
Other background information of interest	<p>www.dolinalotnicza.pl</p>

4. Lubelskie Voivodeship (Partner 5)

GP1 . Swidink Industrial Regional Park

Title of the Practice	<p>SWIDNIK Industrial Regional Park - infrastructure <i>The revitalisation of park infrastructure to attract and retain companies in the location and to ensure the long-run sustainability of the development</i></p>
Precise theme/issue	<p>Infrastructure; Innovation; Specialist BAIPs</p>

tackled by the practice	
Objectives of the practice	Revitalise the park's infrastructure in and to create improvement in the operating environment for existing companies as well as enhance its attractiveness to new investors.
Location	Poland (NUTS 1) The Lubelskie Voivodeship (NUTS 2) Swidnicki district (NUTS 3) Swidnik (NUTS 4)
Detailed description -	<p>The park origin's date back to 1999 as a result of the restructuring of PZL Swidnik S.A., Polish Aviation Works, a large helicopter and aircraft component manufacturer. Following the collapse of the Warsaw Pact, about 80,000 m² of the production and storage space became surplus to PZL's needs, so the company offered 30% of its production premises on the open market for redevelopment.</p> <p>In 2004 the local and regional authorities of Swidnik, in partnership with the Polish government and private companies, decided to form a regional industrial park. The production and storage infrastructure available were in good enough condition to be rented out. These facilities were finally sold to new investors and the park was filled with new companies.</p> <p>With Poland's accession to the European Union in 2004 additional opportunities arose. It became possible to access extra money from structural funds to finance new projects. The partners who established the original park, decided to set-up a special <i>not-for-profit</i> company to develop the new project and to apply for EU structural funds. In 2008 the new company, RPP Swidnik Ltd, began a new project revitalising road and other infrastructure networks on the park site.</p> <p>The specific infrastructure construction works included:</p> <ul style="list-style-type: none"> a) 2604 m - underground heating pipelines b) 1620 m -heating pipelines on pylons c) 6020 m - water pipelines d) 3835 m - waste and sewage pipelines e) 3021 m - roads f) 118 - new street lamps g) 2984 m² - new parking places h) 2565m - underground ducts for new telecommunication infrastructure <p>Beyond the park boundaries another important development project is projected; namely, plans to develop a regional airport on the site of an airfield that has been used since the 1930s.</p> <p>2008 - 2010. Approximately 30% of the construction works have been completed.</p> <p>In 2004 SWIDNIK Industrial Regional Park Ltd., plus the founders of the Park – PZL Swidnik S.A., Swidnik Municipality, Swidnik District and Tool Plant Ltd decided to set-up a special <i>not-for-profit</i> company to develop the new project and apply for EU structural funds.</p>

	This project will cost over €10 million with 90% of the total costs being eligible for support from EU structural funds.
Evidence Base	The existing infrastructure, offered by the PZL attracted a number of new companies in the park. However, that number has stagnated at 30 businesses as existing companies located there were experiencing difficulties due to the poor and deteriorating infrastructure such as roads, water and waste pipelines which were affecting the companies' functioning and profitability. The future of these companies was at risk
Evaluation and baselines	<p>Revitalisation plans and funding prospects for the park has renewed interest and confidence in local investors, and in last 12 months the number of companies operating on the park increased from 29 to 42. Most of new investors are SMEs.</p> <p>Difficulties encountered: The complicated, bureaucratic and lengthy process involved in developing project funding applications for EU structural funds and the process for getting the proposals approved.</p>
Lessons learnt from the practice	A good quality transport system and infrastructure is a decisive pre-condition for attracting new investors' interest in an existing park. Public or "para-public" bodies have a vital role to play in developing and improving infrastructure on parks.
Contact information	Mr. Eugeniusz Hyz e.hyz@park.swidnik.pl, al. Lotnikow Polskich 1, 21-045 Swidnik, Poland, phone +4881 7226022
Other background information of interest	www.park.swidnik.pl
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GP 2- Swidink Industrial Regional Park II

Title of the Practice	SWIDNIK Industrial Regional Park – innovation <i>Providing the infrastructure for engineering works centre as the support for new, innovative companies establishment</i>
Precise theme/issue tackled by the practice	Planning, designing and re-designing an innovation
Objectives of the practice	To establish local innovation support facilities to support the incubation and development of small, innovative and technologically based firms that will be in the knowledge-based economy
Location	Poland (NUTS 1) The Lubelskie Voivodeship (NUTS 2) Swidnicki district (NUTS 3) Swidnik (NUTS 4)
Detailed description	The park origin's date back to 1999 as a result of the restructuring of PZL Swidnik S.A., Polish Aviation Works, a large helicopter and aircraft component manufacturer. Following the the collapse of the Warsaw Pact, about 80,000 m ² of the production and storage space became surplus to PZL's needs, so the company offered 30% of its production
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	<p>premises on the open market for redevelopment.</p> <p>In 2004 the local and regional authorities of Swidnik, in partnership with the Polish government and private companies, decided to form a regional industrial park. The production and storage infrastructure available were in good enough condition to be rented out. These facilities were finally sold to new investors and the park was filled with new companies.</p> <p>With Poland's accession to the European Union in 2004 additional opportunities arose. It became possible to access extra money from structural funds to finance new projects. The partners who established the original park, decided to set-up a special <i>non-profit</i> company to develop the new project and apply for structural funds. In 2008 the new company, RPP Swidnik Ltd, began a new project revitalising road and pipelines networks in the park. Approximately 30% of the construction works have been completed and the project is scheduled to be completed by the end of 2010.</p> <p>A key element of the project task is the construction of new multi-functional 2500 m² innovation centre. The centre will house an engineering support facility with state-of-the-art engineering workstations equipped with the latest engineering analysis tools equipped with the latest peripherals and technical equipment to enable <i>rapid prototyping</i>. These facilities will be complemented by a certified aviation education and training centre also located in the building.</p> <p>2008 – 2010. Approximately 30% of the construction works have been completed.</p> <p>SWIDNIK Industrial Regional Park Ltd., also as the founders of the Park – PZL Swidnik S.A., Swidnik Municipality, Swidnik District and Tool Plant Ltd.</p> <p>The centre will house an engineering support facility with state-of-the-art engineering workstations equipped with the latest engineering analysis tools as well as being equipped with the latest peripherals and technical equipment to enable <i>rapid prototyping</i>. These facilities will be complemented by a certified aviation education and training centre also located in the building.</p> <p>In 2004 the partners who established the original park, decided to set-up a special <i>not-for-profit</i> company to develop the new project and apply for EU structural funds</p> <p>This project will cost over €10 million with 90% of the total costs being eligible for support from EU structural funds.</p>
Evidence Base	<p>The project represents a major opportunity to stimulate local endogenous growth in innovative new firms and activity. In Swidnik there are hundreds of engineers with excellent aviation design and analysis experience. [Are there any background studies or analysis that can be quoted or referred to here on in the section below? For example, what is the local unemployment level? Is there an unemployment problem amongst graduates or skilled workers? Is there a population loss through</p>

	emigration or a brain drain from the area?]
Evaluation and baselines	<p>The project represents a major opportunity to stimulate local endogenous growth in innovative new firms and activity. In Swidnik there are hundreds of engineers with excellent aviation design and analysis experience. Many of the engineers have been engaged by the companies from outside the Swidnik region to provide high-end technical support and skills. Individual engineers as well as small groups of engineers will be assisted and encourage to set up new engineering design and development companies. This will encourage the development of a new generation of private research and development based companies and the centre will provide the supportive environment to start up and grow in. It will help the region to move towards achieving the Barcelona objective (i.e. namely, dedicating 3% of a country's Gross Domestic Product to research activity by 2010 as compared to 1.9% in 2009 and the majority of R&D companies and activity to be private sector led).</p> <p>[As per above is there any statistical baselines or data? For example, is there any data on the size of the local knowledge based economy as per the OCED definition of the enterprise having 25% of its workforce trained to graduate or postgraduate level? Is there any data in the Regional Operation Programme document that can be referred to or used?]</p>
Lessons learnt from the practice	Local endogenous growth and innovation is of vital importance to transforming an area and this project is aimed at achieving major change for this part of the region. In a globalised world the new digital economy means that the aviation market can be much more footloose. Improving innovation facilities and support is a vital component of encouraging more new high technology local firms to go into business and to remain in this region.
Contact information	Mr. Eugeniusz Hyz e.hyz@park.swidnik.pl, al. Lotnikow Polskich 1, 21-045 Swidnik, Poland, phone +4881 7226022
Other background information of interest	www.park.swidnik.pl

GP 3- Science and Technology Park of Lubelskie

Title of the Practice	Science and Technology Park of Lubelskie Voivodeship
Precise theme/issue tackled by the practice	Business networks and the management of the BAIP
Objectives of the practice	The construction of five segments of Science and Technology Park of Lubelskie Voivodeship
Location	Poland (NUTS 1)

	The Lubelskie Voivodeship (NUTS 2)
Detailed description -	<p>The Science and Technology Park of the Lublin Voivodeship (Lubelski Park Naukowo-Technologiczny – LPNT) was established on 15th February, 2005. The company's stockholders are: Lubelskie Voivodeship the regional government (95%) and the University of Life Science in Lublin (5%).</p> <p>The Lubelskie Voivodeship carried out the construction of the infrastructure of the science and technology park. The project includes the construction of a multi-function building inclusive of the necessary infrastructure, and comprising the construction, equipping and provision of 10,000 m² of space for business and R&D activity.</p> <p>The project is divided in two parts:</p> <ol style="list-style-type: none"> 1. The construction of segments IV and V (completed). The project is carried out in the framework of resources from the 2004 and 2005 Voivodeship Contracts and the funds of the Lubelskie Voivodeship. 2. The construction of two segments of the park equipped to be used as laboratories. <p>2008-2011. The laboratory segments are under construction. The Science and Technology Park of the Lublin Voivodeship Ltd., the Lubelskie Voivodeship</p> <p>The project is carried out by Lubelskie Voivodeship within the Operational Programme Development of East Poland 2007 -2013, Measure 1.3: Supporting innovations.</p> <p>The project budget is €4.36 millions (€3.70 million ERDF support) and is now under construction. The cost of constructing segment III is covered by the Lubelski Park Naukowo-Technologiczny.</p>
Evidence Base	<p>The Lublin Science and Technology Park project is one of the key elements of the development strategy of the Lublin Region and Regional Innovation Strategy. The project extends its influence beyond the Lubelskie region. Together with other similar projects located in surrounding regions it will help to increase economic potential of the area particularly in terms of innovative and technologically based economic activity.</p> <p>[Is there any statistical baselines or data on the science and technology base of the area and region? For example, as per previous GP: is there any data on the size of the local knowledge based economy as per the OECD definition of the enterprise having 25% of its workforce trained to graduate or postgraduate level? Is there any data in the Regional Operation Programme document that can be referred to or used?]</p>
Evaluation and baselines	<p>The investment process started in 2004. So far one of five segments has been completed. The Lubelskie Voivodeship is responsible for gaining funds for investments and carrying out public procurement procedures. In the first quarter of 2009 after the construction of the first segment was completed the Lubelskie Voivodeship contributed its ownership rights to the building to the park. The LPNT become the official owner of these premises. The cost of the building was €6.5 millions.</p>

	<p>The priority for further activities is to complete the investment process without any delay.</p> <p>Possible success factors: The ownership solution implemented during the construction of the park's infrastructure helped to gain better access to sources of funds. The Lubelskie Voivodeship as a regional authority has wider options to apply for funds both EU and national. Also better financial liquidity and status during the public procurement procedures allows to implement the construction process more effectively.</p> <p>Difficulties encountered: The lengthy and bureaucratic process involved in accessing structural funds; lengthy public procurement procedures. Bureaucratic processes due the project being implemented by a public body.</p> <p>[Again as per above - Is there any statistical baselines or data on the science and technology base of the area and region? Is there a lack of technology-based businesses and employment in the area or region? As per previous GP: is there any data on the size of the local knowledge based economy as per the OECD definition of the enterprise having 25% of its workforce trained to graduate or postgraduate level? Is there any data in the Regional Operation Programme document that can be referred to or used?]</p>
Lessons learnt from the practice	Build an effective co-operation between the regional authority and the park authority in order to provide modern and innovative infrastructure for a key business park.
Contact information	Jaroslav Momot President of the Board jmomot@lpnt.pl 00 48 534 61 00
Other background information of interest	www.lpnt.pl

GP 4-Opening the laboratory and office segment

Title of the Practice	Development and provision of laboratory and related space in a science and technology park Sustainable development of a business network to improve the science and technology park.
Precise theme/issue tackled by the practice	Excellence in management of a technology specialised section of a BAIP
Objectives of the practice	To improve the renting and management of office and laboratory space on the Park.
Location	-Poland

	-Lubelskie Region (NUTS II)
Detailed description -	<p>The investment process started in 2004. So far one of five segments has been finished. The cost of constructing segment V was approximately €6.5 millions. Lubelski Park Naukowo-Technologiczny (LPNT) became the official owner of these premises in the first quarter of 2009.</p> <p>Laboratories, offices and 5 conference rooms are located in this segment of the park. Office and laboratory space was put on the market as soon as the building was completed. Currently the premises are fully rented and occupied. Offices and laboratories are rented to companies in the IT and consultancy sectors as well as to the universities.</p> <p>The main objective in this period is to provide high quality services for tenants in the building. The building is fully equipped with all necessary high technology systems, and it is classed as a so-called 'intelligent building'.</p> <p>Offices of over 10 soft EU projects are located on the premises. This is not clear. Do you mean: The offices of 10 local EU funded project are located in the building. – What type of project are they? Projects are carried out by park's tenants as well as two infrastructure projects.</p>
Evidence Base	<p>[Is there any evidence from regional or the Regional Operational Programme document?]</p> <p>[Can we add some key facts? For example: % of the area's working population are graduates and postgraduates, but there is a lack of private sector business activity in high-value added or knowledge-based economic activity.]</p>
Evaluation and baselines	<p>[Again as per above: Is there any evidence from regional or the Regional Operational Programme document? Can we add some key facts? For example: % of the area's working population are graduates and postgraduates, but there is a lack of private sector business activity in high-value added or knowledge-based economic activity.]</p> <p>Success factors: Gaining EU funds was a significant success element for the project.</p> <p>Difficulties: Modern and innovative solutions integrated in the building which were designed by the architect are not always convergent with expectations of lessees. It requires costly renovations to adopt premises to tenants needs.</p> <p>[Is there any evidence from regional or the Regional Operational Programme document?]</p> <p>[This section and the one above could benefit from additional information and material. It could also benefit from material that would give it greater differentiation from the previous GP.]</p>
Lessons learnt from the practice	<p>The development of bespoke packages of support (technical, financial and business services) and office space for the potential tenants of a science and technology park.</p>

Contact information	Jaroslav Momot President of the Board jmomot@lpnt.pl 00 48 534 61 00
Other background information of interest	www.lpnt.pl

5. West Regional Development Agency Romania (Partner 6)

GP 1. Uta Arad Industrial Park

Title of the Practice	UTA Industrial Park UTA Industrial Park is a distinct legal entity in its own right and directly owned and controlled by the following private enterprises: SC UTA SA, SC Dumivest SRL, SC Activ Consmet SRL, SC Lavinamix Construct SRL, and SC Strabag SA. It is a completely private initiative developed without any public funds.
Precise theme/issue tackled by the practice	
Objectives of the practice	Objectives: 1. to create a profitable and sustainable industrial park, and 2. to put in place state-of-the-art business support infrastructure that offers clients high quality services
Location	Romania Region Vest – NUTS II Arad County – NUTS III
Detailed description -	<p>The UTA Industrial Park was developed since 2007 by the Arad Real State Development, a company owned by several private financial funds.</p> <p>The key outcomes of the project were the creation of an industrial space equipped with all necessary utilities where companies can rent or buy individual plots. The park has a total surface area of 145,800 m² - sqm (lettable space: 135,200 m² - sqm).</p> <p>The most important reasons for the creation of this business support structure were the high demand for industrial places in the period of real estate market peak in 2005-2007. Additional factors were: the presence of a large number of companies in the area and good transport linkages.</p> <p>The main facilities offered within the park are: access to the electricity, water, and gas networks, access to internet, and provision of a secure environment.</p>

	<p>Companies can get access in the park by renting or buying of plots. Currently, there are 6 companies in the park using approximately 32% of the park's lettable space. These companies are active in logistics, construction, services and light industry.</p> <p>Although a private initiative, the UTA industrial park has managed to obtain the certification of industrial park, according to governmental ordinance 325/2007.</p>
Evidence Base	<p>The development and provision of a well structured and equipped industrial space clearly met market demand in the period of rapid economic growth 2002-2008. Thus the Arad Real Estate Development can be seen as a successful example of the development and marketing of industrial park space in the Arad area. However, it should be noted that following the economic difficulties of 2008 the demand for industrial spaces has dramatically declined. [Do you have data to illustrate this?]</p>
Evaluation and baselines	<p>As the UTA Industrial Park is a private initiative it is not directly part of any public policy framework; it has been driven by a private sector response to the demand for good quality industrial space in the region. Nevertheless, the fact that local entrepreneurs are filling a supply gap or ostensible market failure reflects a general policy shift within Romania and the Romanian regions of placing a higher emphasis on private sector and market driven developments. In this sense the UTA Industrial Park can be considered a genuine example of a policy success of encouraging a more entrepreneurial response to market needs within the Romanian regions.</p> <p>The UTA Industrial Park's development was entirely driven by the business considerations and decisions of the private investors who funded the creation of this industrial space.</p> <p>The current economic crisis with less domestic and international investment activity is a major constraint on the further development of the UTA Industrial Park.</p>
Lessons learnt from the practice	<p>The necessity to accurately analyse and assess the business dynamics and demand for industrial space within a local and regional economy.</p> <p>The capacity and potential to create the conditions where the private sector will directly intervene and drive the development and creation of new industrial and commercial space for businesses.</p>
Contact information	<p>Mos Florin / Dana Costa, SC UTA SA, Str.Poetului.nr.1/c, Arad, 0721356746, 0257-289810, florin.mos@ared.ro</p>
Other background information of interest	<p>www.ared.ro</p> <p>-</p>

GP 2- West Arad Industrial Zone

Title of the Practice	WEST ARAD INDUSTRIAL ZONE (WAIZ) Development of an extensive infrastructure for business support in an emerging market
Precise theme/issue tackled by the practice	Infrastructure
Objectives of the practice	<p>The main objective of the WAIZ was to create a business support infrastructure capable of supporting and attracting investors in the city of Arad.</p> <p>Accordingly, WAIZ has the following specific objectives:</p> <ul style="list-style-type: none"> i) to support the development of economic activity in the City of Arad, ii) to support the re-location of companies from within the city to the periphery of the city urban area, and iii) to facilitate the attraction of investment to the area
Location	<p>Romania (NUTS level 1)</p> <p>West Region (NUTS level 2)</p> <p>Arad County (NUTS level 3)</p>
Detailed description -	<p>The West Arad Industrial Zone is a project initiated by the Arad City Council with the aim of creating an industrial territory capable of attracting substantial investments in the Arad area and of exploiting the comparative locational advantages of this area (proximity to the Hungarian border, good transport linkages and infrastructure, availability of a pool of skilled and relatively low-cost labour).</p> <p>Key Outputs: In WAIZ a total surface of 150 hectare were developed for industrial usage which achieved the attraction and settling of 29 companies (most of them the subsidiaries of large multinational companies), with a total of approximately 15,000 employees on the site.</p> <p>Timescale: WAIZ was established in the period 1998-2000</p> <p>Bodies Involved: The Arad City Council, and the Regional Development Agency – West Romania (the latter as the institution responsible for the monitoring of PHARE projects which part financed the tram line connecting the WAIZ with the rest of the city tram network).</p> <p>Process: In order to promote the development of a new industrial territory in the western part of the Arad city urban area and to facilitate the settling or re-location of the businesses in this area, the Arad City Council funded the extension of essential infrastructure (electricity, gas, water, sewage, etc.) in the area of the future industrial zone.</p> <p>An extension of the city tram network to the WAIZ was funded through a PHARE project implemented by Arad City Council. Private investors can</p>

	<p>rent or buy land surfaces within the WAIZ and then create their own industrial premises.</p> <p>The main services offered by WAIZ are: access to electricity, water, and gas networks, sewage, and a secure environment. The maintenance of these services is provided by Arad City Hall, Technical Direction, Office for the Management of Industrial Zones, which is responsible for managing all the infrastructure facilities in the WAIZ.</p> <p>Legal Framework: At the time when the WAIZ was created, an innovative legal aspect was that the Arad City was willing to sell the plots in the future industrial area, and not only to rent or lease these plots (as it was the usual practice in Romania at that time). The Arad City Council was the first large municipality in Romania to start selling land for industrial development. As a result of this innovative initiative a large number of investors were willing to invest in the WAIZ.</p> <p>Financial Framework: Financially the WAIZ proved to be a success, as eventually the costs incurred by the Arad City Hall were recovered through the selling of land plots in the WAIZ. The revenues generated by the taxes paid to the municipality by the companies located in the park are fully compensating all the costs associated with the maintenance services provided in the WAIZ by the Technical Direction of the Arad City Hall.</p>
Evidence Base	<p>There were two main reasons behind the Arad City Council Decision to initiate the creation of the WAIZ:</p> <ol style="list-style-type: none"> 1) the insufficient supply of industrial areas endowed with essential services, and 2) the necessity to relocate companies from the city area to the peripheral city areas, according to the new national and European regulation. <p>Apart from the political support for this project idea, other favouring factors for the creation of WAIZ were the presence of a large pool of skilled and relatively low-cost labour, proximity to border, and good transportation linkages and facilities.</p> <p>However, as no firm would undertake the task of extending the electricity, water, gas and sewage networks to a new large location outside the city areas. Arad City Council stepped in to overcome this market failure and funded the linking of these infrastructures into the site of the future industrial zone. This provided the impetus to propel the development of the park and the economic regeneration outcomes that resulted, notably the attraction of investors and the creation of new jobs.</p>
Evaluation and baselines	<p>The successful experience with the WAIZ encouraged Arad City Council to initiate the creation of another two similar industrial zones. Although of a smaller scale than the WAIZ these initiatives were also successful.</p> <p>The creation of industrial zones in the Arad City Area is a part of the Local Development Strategy of the Arad City.</p>

	<p>Since the creation of WAIZ, the significance of these problems was diminished, as companies located or settled at the periphery of the city urban area and a large number of new jobs were created by the companies located in the WAIZ.</p> <p>The main success factors for WAIZ were: the willingness of the public authorities to sell land to companies locating on the park, the openness of the local administration towards investors' needs, the proximity to the Hungarian border and excellent transport linkages in and to the area.</p> <p>The main difficulties encountered were beyond local control; namely, the overall dynamic of the economy and of the investment flows, the unstable legislative framework at national level, and more recently: the effects of global economic crisis. Nonetheless, to date there have been no major re-location of businesses, nor lay-offs of workers from the businesses located in the park.</p>
Lessons learnt from the practice	<p>The successful experience of Arad City Hall with the development of this and other industrial zones has served as a model for other municipalities in Romania. Since 1999 other Romanian local authorities have commenced development of industrial zones along the same lines as the practices first used in Arad.</p> <p>At international level, Gyula City Hall from Hungary has shown interest in adopting a similar approach to that used in Arad in order to create industrial areas in Gyula.</p>
Contact information	<p>Razvan Popa Arad City Hall Tel. +40 257 281850 Fax: +40 257 284 744 pma@primariaarad.ro</p>
Other background information of interest	<p>www.primariaarad.ro</p>

GP 3- Humendoara Industrial Park

Title of the Practice	<p>HUNEDOARA INDUSTRIAL PARK (HIP)</p> <p>HIP is a local project aimed at overcoming the negative aspects of the industrial restructuring process in a previously highly industrialized area.</p>
Precise theme/issue tackled by the practice	<p>Infrastructure</p>
Objectives of the practice	<p>The Industrial Park Hunedoara was established to support the process of industrial restructuring in Hunedoara area and the realization of the following objectives:</p>

	<ul style="list-style-type: none"> i) to contribute to the industrial recovery and the creation of jobs in Hunedoara area, ii) to offer appropriate sites and premises for potential investors, and iii) to provide high quality services to client firms in the park.
Location	<p>Romania (NUTS level 1) West Region (NUTS level 2) Hunedoara County (NUTS level 3)</p>
Detailed description -	<p>The IPH was opened in 2003, as a project of the Hunedoara City Council and the Trade Union "Iron Metallurgy Worker" Hunedoara, with the support of the Romanian Government.</p> <p>Key outputs: The IPH has a total surface of 203,655.75 m² sqm (of which 146,606.92 m² is lettable space). Currently, there are 19 companies located in park. Approximately 700 new workplaces [jobs?] have been created in the IPH.</p> <p>Timescale: 2002-2003</p> <p>Bodies Involved: the Romanian Government, the Hunedoara City Council and the trade union: "Iron Metallurgy Worker" Hunedoara.</p> <p>Process: As part of the process of extensive industrial restructuring in Hunedoara area and as an active measure against the massive job losses incurred in this area, the Romanian government has supported the initiative of the Hunedoara City Council and of the trade union "Iron Metallurgy Worker" by creating an industrial park which would host new enterprises and new employment. The establishment of IPH was financed with public funds and benefitted from the governmental grant programme: "Industrial Parks". Some of the money used for the creation of the IPH came from privatization of the previously state-own very large metallurgy company in Hunedoara.</p> <p>The main services that the IPH provides on the site include electricity, gas, water, telecommunications networks, and security. The IPH team offers advice and information to potential inward investment clients as well as facilitating relations and interaction with local public authorities.</p> <p>Companies can get access in the park by buying plots of land within its boundaries from IPH.</p> <p>Legal and Financial Framework: The main legal framework for the creation of IPH was provided by the Governmental Ordinance 65/2001, concerning the creation and functioning of industrial parks. The IPH is officially accredited as an industrial park and functions according to the legal norms regulating the establishment and working of industrial parks in Romania. Within the limits established by law, companies locating on the park can benefit from several types of tax exemptions. [Such as?]</p>
Evidence Base	<p>Hunedoara area was one of the most industrialized areas in Romania, with a strong presence of metallurgy, heavy industry and mining. Following the industrial decline of the 1990s, the closure of many firms</p>

	<p>and the overall reduction of economic activity unemployment rates were very high in this area.</p> <p>IPH was build as a business support infrastructure in a depressed industrial area and benefitted from a series of governmental programs and measures targeting areas undergoing industrial restructuring.</p> <p>Given the scale of industrial restructuring and the overall deep economic decline of the area, private companies could not provide the necessary framework conditions for the creation of an industrial area where new enterprises would be located. Accordingly, the Romanian government, in co-operation with the Hunedoara City Council and the trade union “Iron Metallurgy Worker” Hunedoara decided to step in to overcome this market failure and to create a new business support facility that could contribute to the re-launching of economic activities in the Hunedoara area, and to use public funds for creating an industrial park in this area.</p> <p>The creation of IPH helped to mitigate this initial problem, as a certain number of new workplaces were created and valuable expertise was accumulated.</p> <p>Nevertheless unemployment remains and weak economic activity continues as a key problem in the Hunedoara area.</p>
<p>Evaluation and baselines</p>	<p>The creation of IPH was part of the overall policies pursued by the Romanian Government in early 2000s with the objective to complete the industrial restructuring process and to help solve the unemployment problems appeared in the context of this process.</p> <p>The creation and management of IPH is directly connected with the Local Development Strategy of the Hunedoara Area. Following the success of IPH, Hunedoara City Council has created a company whose exclusive aim is the fostering of economic activity and the creation of new industrial spaces in the Hunedoara Area. There are two specific spaces in the Hunedoara area already earmarked for the creation of new industrial parks. Given the persistence of unemployment in Timisoara, the creation of new business support infrastructure is a key priority for Hunedoara City Council.</p> <p>The main success factors: initial political support from Romanian government, as well as availability of funds from central government providing the original capital investment.</p> <p>The main difficulties encountered stemmed from:</p> <ol style="list-style-type: none"> 1. the weak financial resources of the Hunedoara City Council, which is also a consequence of the economic restructuring as a result of its declining revenue base, 2. the restrictive legislative framework which impaired the capacity of IPH to apply for European Funds, and 3. the lack of continuing support from central government, which has shown a decreasing interest in the support for industrial parks as a policy priority. <p>As a result of restrictive eligibility criteria the IPH has not been able so</p>

	far to apply for funding from the Regional Operational Programme. Efforts are being made to vary the current legal and eligibility framework so that the IPH is able to apply for access to funding earmarked for remediation and rehabilitation of former industrial sites as well as to access funds for the development of infrastructure suitable for new business.
Lessons learnt from the practice	<p>IPH's development trajectory and experiences highlight a number of aspects that may be of interest for other BAIPs:</p> <ol style="list-style-type: none"> 1. the necessity of having a flexible procedure for the division of plots to render it possible to rent or sell adjoining plots to a single investor, 2. an improvement and modernisation of the electrical power station could be useful as the availability of good electricity supply capacity would make the location attractive to large energy intensive investments, 3. the necessity of having the active support and involvement of the most powerful local authorities from the earliest possible stage (the development of IPH was slowed down by the lack of early involvement of the Hunedoara County Council in its development).
Contact information	MIHAIL KLUSCH – administrator, PARCUL INDUSTRIAL HUNEDOARA, HUNEDOARA, JUD. HUNEDOARA, DJ687 NR.2, 0354416553, 0724332563; 0354416555; kluschmihai@yahoo.com
Other background information of interest	www.parcindustrialhunedoara.ro
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GP 4- Timisoara software business incubator

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6. SOPRIP (Partner 7)

GP 1. Marconi Eco Industrial Park

Title of the Practice	MARCONI – Eco industrial Park A project to restructure and renew a brownfield industrial park. “National programme to restructure derelict and heavily polluted industrial areas in Italy.”
Precise theme/issue	Business network and sustainability

tackled by the practice	
Objectives of the practice	<p>The project has two interrelated aims:</p> <ol style="list-style-type: none"> 1. development of a sustainable industrial territory; 2. improvement of the competitiveness of enterprises located in an industrial park through the provision and support of innovative activities.
Location	<ul style="list-style-type: none"> - Italy, NUTS 1 - Emilia Romagna Region, NUTS 2/ ITD 5 - Province of Parma, NUTS 3/ ITD52 - Municipality of Fidenza
Detailed description -	<p>Key outputs and outcomes of the project:</p> <p>The remediation of industrial land for new uses, revitalisation of the space, the creation of new firms and jobs, and formation of new skills in the town of Fidenza.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. guarantee an improvement in the environmental quality and 'livability' of working spaces within the municipality; 2. strengthen the relationship of working and living spaces within the urban areas; 3. improvement of linkages between services, people and companies; 4. creation of multifunctional spaces suitable for a wide range of productive uses; 5. creation of efficient technological infrastructures; 6. enhancement of environmental standards. <p>Timescale: 4 years: 2008 – 2012.</p> <p>Bodies involved: National Government, Emilia Romagna Region, Province of Parma, Municipality of Fidenza, civil society representatives, companies of the area.</p> <p>Process and detailed content of the practice: The environmental renewal and the reutilization of the Marconi Area complements the national strategic programme of environmental preservation, industrial re-organization and economic and social development. Locally a key strategic role is the development of a consensual agreement between the different actors: public authorities (local and national), civil society, companies and development agency. In the Emilia Romagna region the BAIP Manager plays an innovative role by contributing to the development and implementation of this agreement, notably in the following areas:</p> <ul style="list-style-type: none"> - agreement amongst local, regional and national authorities of the guidelines for the industrial parks' environmental policies; - drawing up of an "Environmental Programme" for the Park inclusive of systems for energy saving, pollution reduction, water

	<p>and waste recycling, and interaction with the town of Fidenza;</p> <ul style="list-style-type: none"> - agreed designation of a Manager of the Park with responsibility for the implementation of the Environmental Programme, its key activities and targets; - drawing up a Monitoring and control programme to check progress against. <p>Legal framework: Italian national law, regional law, municipality law provide the legal rules, objectives, and method for the management of the project. The exact scope and detail of the agreement between the individual companies and BAIP Manager is yet to be finalised.</p> <p>Financial framework: National government and the Emilia Romagna region provide the investment funds for decontamination and for ecological remediation, whilst the companies are responsible for any investment necessary at their factories or on their sites.</p>
Evidence Base	<p>The problem of pollution and urban decay in the Marconi Area has generated a gap in the quality of environmental standards and services for the town, local people and businesses.</p> <p>The pollution problem from the Marconi Area is a significant problem for Fidenza town.</p>
Evaluation and baselines	<p>The practice is integral to national and regional policies; the public authorities are involved in every phase of the project.</p> <p>The project has already commenced and the monitoring of targets and performance is being carried out on a regular basis to ensure that the project's evolution achieves the goals and results specified in the original plans (economic outputs, policy targets, financial controls, public consultation objectives, etc).</p> <p>Success factors: The strong coordination between the different public authorities and at different levels; and the technical role and competency of the development agency Soprip.</p> <p>Difficulties encountered: The length of time from the project's inception and the time required to take the project from development to realization.</p>
Lessons learnt from the practice	<p>The importance of cooperation amongst the key actors and stakeholders, the development of new relations between the urban and industrial area, and the provision of environmental services to companies as a catalyst and tool for economic and social development.</p>
Contact information	<p>Architecte Gilioli - Municipality of Fidenza</p> <p>0039 0524 517111</p>
Other background	<p>www.comune.fidenza.it</p>

information of interest

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GP 2- Consobiomed Biomedical Pole of Mirandola

Title of the Practice	CONSOBIOMED BIOMEDICAL POLE OF MIRANDOLA
Precise theme/issue tackled by the practice	R&D, Innovation
Objectives of the practice	To provide biomedical companies in Mirandola with services necessary to maintain the highest quality in technology, research and innovation centres, as well as complementary support in marketing, relations with public sector and government, and training.
Location	<ul style="list-style-type: none"> - Italy NUTS 1 - Emilia Romagna Region NUTS 2/ITD5 - Province of Modena NUTS 3/ ITD 54 - Municipality of Mirandola - Municipality of Medolla
Detailed description -	<p>In the 1960s the Mirandola area attracted companies working in the biomedical sector and within a short time these companies became leaders in Italy for producing disposable and electro-medical machines and devices. The companies are characterized by a very strong innovation capacity. Within a few years the initial small group of biomedical enterprises was enriched by the location of the production facilities of multinational companies, and by a growing supply chain network of local firms.</p> <p>Key outputs: To strengthen and maintain the competitive advantages of the Mirandola cluster through the creation of the “Consobiomed” consortium which will provide innovation and other support services to biomedical enterprises to ensure the reputation for competitive “excellence” of the biomedical cluster is maintained.</p> <p>Timescale: Consobiomed has been in development since 1990.</p> <p>Bodies involved: Biomedical companies in the Mirandola area, the region of Emilia Romagna, universities, hospitals, and Consobiomed.</p> <p>Processes: Initially Consobiomed worked to help companies improve their quality systems, to adopt international quality standards and to obtain the necessary quality certifications.</p>

	<p>To achieve these objectives Consobiomed offered specialist advice and assistance to the companies, organised training courses, and maintained relationships with institutions and unions, as well as providing quality assurance checks of companies' productions.</p> <p>The second key activity of Consobiomed was supporting the companies' marketing activity in Italy. Since 1999 Consobiomed has become a consortium supporting foreign trade activity.</p> <p>Paralleling the activities of companies and Consobiomed, the Emilia Romagna Region selected the Biomedical Pole of Mirandola as a "Cluster of Excellence". The Emilia Romagna Region continues to contribute to the biomedical cluster's development by fostering research and innovation activities, and by implementing a programme to develop relationships between research laboratories in the area with those in universities, hospitals, as well as national and European facilities.</p> <p>The initial process of the development of Consobiomed was led by local entrepreneurs and essentially a typical 'bottom-up' approach. The presence of some multinational companies with their strategic planning experiences and with their rich investments in R&D has greatly enhanced the general development of the biomedical cluster.</p> <p>The second important element has been the development of linkages with university research centres and hospitals.</p> <p>Last but not least; the role of Emilia Romagna Region. The Region has not only invested in the Biomedical cluster through its R&D Programmes but has also provided a major methodological contribution by transforming what was a spontaneous project into a much more in depth and developed programme of support.</p> <p>Legal framework: The Consortium was set up as a limited company where the shareholder members pay an annual fee.</p> <p>Financial framework: The companies pay an annual fee which varies according to the specific level of services they require.</p>
Evidence Base	<p>The Biomedical Cluster is now well established in the Mirandola area, and has generated the co-location of complementary supply chain production activity, as well as very high level skills and professional people. There is now a dynamic exchange with the territory.</p> <p>The Mirandola Biomedical cluster represents a major opportunity to further develop the area.</p>
Evaluation and baselines	<p>Development of a legal and financial framework for the companies of the Cluster.</p> <p>The Consortium and Emilia Romagna Region carried out an economic and strategic analysis in 2005, which showed that the biomedical cluster consisted of:</p> <ul style="list-style-type: none"> - 74 companies

	<ul style="list-style-type: none"> - 4,256 workers - €632.9 millions turnover - 60% of its products were exported <p>Success factors: Very high level of technological and innovative systems, strong relationships between the companies and public authorities, the competitive strength of the companies. Strong cooperation and participation of all the key actors.</p> <p>No real difficulties encountered.</p>
Lessons learnt from the practice	<ul style="list-style-type: none"> • Cooperation among companies and unions Presence of a mix and range of companies both large and small • Potential to generate a biomedical supply chain network in the area • Large net of relationships • Opportunity to develop a dialogue with key stakeholders (hospitals, private sector companies, universities)
Contact information	<p>Consobiomed +39 0535 24531 info@consobiomed.it</p>
Other background information of interest	<p>www.consobiomed.it</p>
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GP 3- Chemical Pole of Ferrara

Title of the Practice	CHEMICAL POLE OF FERRARA A Public-Private initiative to re-invigorate and re-launch the Ferrara Chemical Pole
Precise theme/issue tackled by the practice	Business network and sustainability
Objectives of the practice	<p>The project objectives:</p> <p>To establish and maintain optimum conditions for the sustainable growth and development of the regional chemical sector.</p> <p>To promote the attraction of new chemical companies which match and integrate with existing productive facilities as well as the region's spatial infrastructure framework.</p>
Location	<ul style="list-style-type: none"> - Italy NUTS 1 - Emilia Romagna Region NUTS 2/ ITD5 - Province of Ferrara NUTS 3/ITD56 - Municipality of Ferrara
Detailed description	<p>Key outputs:</p> <p>To address the crisis in the region's chemical pole, to guarantee</p>
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	<p>optimum environmental conditions, to promote the attraction of new companies, to develop a Business Area and Industrial Park management model appropriate to the sector's needs.</p> <p>Timescale: 3 years 2001- 2004.</p> <p>Bodies involved: Companies, public governments, Unions, development agency Sipro, National chemical Observatory, BAIP Manager IFM.</p> <p>Process: The following interlinked steps were achieved as part of the action plan:</p> <ol style="list-style-type: none"> 1. Companies invested in improvements in their production systems and obtained ISO certificates; 2. Companies created a Consortium to manage common services (safety and emergency, health service, security, and utilities and facilities), 3. Regional and national public government facilitated an investment programme focusing on supporting companies with their R&D projects and training programmes, 4. The national chemical Observatory provides an integrated development project for the regional chemical sector. This includes: analysis of company's situations and their needs, as well as plans for integrating the production systems of companies settled in the Pole. This project element focused on increasing the economic exchanges among the companies; 5. The local development Agency, SIPRO, developed an inward investment programme aimed at attracting new companies that would complement and integrate with the chemical sector and related services. <p>Legal framework The signed agreement is a "Programme Agreement" within national law indicative of a model procedure to encourage the cooperation between public and private partners in the planning and implementation of development projects to assist the local sector's development. The Consortium was set up by companies within the chemical Pole, where members pay fees according to the services they require.</p> <p>Financial framework Companies invested €300 millions</p>
Evidence Base	<p>The project is originated in a clear identification and definition of economic and environmental problems impacting chemical companies within the chemical pole as well as the whole territory of Ferrara.</p> <p>There was also consensus by regional and national government that the problems were major issues that should be addressed.</p>
Evaluation and baselines	<p>The Programme was considered within the framework of local and regional territorial (or spatial) planning.</p>

	<p>Each year companies produce an Environmental Audit which integrates data on investment and production criteria. This information shows that the nature of the problems has shifted over time with some positive progress in addressing the issues.</p> <p>Successful elements:</p> <ul style="list-style-type: none"> • Strong commitment from local companies to address the key problems • Correct analysis of situation • Correct methodological approach to the problems <p>Difficulties encountered:</p> <ul style="list-style-type: none"> • From the data it is possible understand which kind of problems have been found • Difficulties in gaining all companies to fully respect new environmental management standards and procedures • Scarce resources available from public government to ensure the success of the project
Lessons learnt from the practice	<ul style="list-style-type: none"> • Comprehensive involvement of the major actors to accept and address the key problems • Formal agreement on key goals • A clear programme of actions • Direct Involvement of specialist support agencies such as the Chemical National Observatory, and the Local Development Agency
Contact information	<p>Sipro Gianluca Bortolotti 0039 0532 243484</p>
Other background information of interest	<p>www.osservatoriochimico.it www.sipro.it www.ifmferrara.net</p>
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GP 4- I tech off, We tech off

Title of the Practice	I tech /off We tech off Build your future
Precise theme/issue tackled by the practice	R&D Innovation
Objectives of the practice	To promote entrepreneurial culture that sustains projects with strong innovative characteristics
Location	- Italy NUTS 1 Emilia Romagna Region NUTS 2 / ITD5
Detailed description	Key outputs: Sustaining High Tech projects, new entrepreneurs, strengthening
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	<p>relationship among Research Centres, Universities, and companies.</p> <p>Timescale: 30 months + 30 months: 2005–2010</p> <p>Bodies involved: Regional Agency for R&D Aster, the Emilia Romagna region, universities, National Research Centres, national government, entrepreneurs, and companies.</p> <p>Processes: In the 2004 Aster, the regional Agency for R&D, founded a consortium with 5 Universities from the Emilia Romagna region, the regional government for Emilia Romagna and three National research Centres located in the region to manage the first Business Incubator for the Information and Communication Technology sector. The programme, financed by Emilia Romagna Government and Italian Government incorporates assistance across a series of phases: a pre-incubation phase, incubation phase and post-incubation period for new entrepreneurs over a total period of 30 months. In the pre-incubation the new entrepreneurs can evaluate the feasibility of the own business idea and elaborate the business plan. When they have completed this project phase they can start to work in the incubator (18 months) where they will gain additional support services focusing on business growth issues inclusive of raising finance, etc. A key aspect of the project is that business idea must be based on the contribution of original scientific or technological know-how and provide for the application or the utilization of technology in new enterprises. The support programme provided to this new cohort of companies created benefits for the region; for example in terms of the formation of new technologically-based businesses, in as well as in respect of occupational skill levels in the sector of the supported enterprises. The programme was introduced in the universities of Emilia Romagna region which hosted information points where new entrepreneurs could be provided with advice and information prior to selection for assistance and supported by the scheme.</p>
Evidence Base	<p>The programme aims to complement and sustain the innovation policy of Emilia Romagna region as well as maintain the competitive performance and level of the region's industries.</p>
Evaluation and baselines	<p>The first program I Tech Off ended in 2008 and produced:</p> <ul style="list-style-type: none"> - 15 new registered companies, - 45 new employees <p>The second programme, We Tech Off has started in September 2008 and 30 projects were selected.</p> <p>Success factors:</p> <ul style="list-style-type: none"> • Cooperation between the research sector and businesses • Strong motivation of all the partners

	<ul style="list-style-type: none"> High level of competences of the project partners <p>Difficulties encountered: Difficulties in extending the project across the whole region.</p>
Lessons learnt from the practice	Transferable aspects of the project include: the organisation model, the service packages provided for the business development phase as well as specific tools that have been developed to manage support services, to monitor and analyse enterprise progression, and to analyse entrepreneurship spirit of project participants.
Contact information	Aster Lucie Sanchez 0039 0516398099
Other background information of interest	www.itechhoff.it www.wetechhoff.it

7. first-The Wakefield Development Agency (Partner 8)

GP 1. BAIP Backstage academy

	<p>A BAIP Backstage Academy This project is developing a skills & training centre of excellence on a BAIP whereby it will stimulate advances in the practical skills of local young people (frequently disaffected and disengaged) to enable them to work in 'backstage' and multi-media functions or events.</p>
Precise theme/issue tackled by the practice	Specialisation Innovation
Objectives of the practice	<p>Overall Aim: The project is developing a state-of-the-art training and 'backstage' skills development facility for the media and performance sector and particularly linking into nearby communities where youth unemployment and disenchantment is a major problem.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. Develop a world-class facility to provide a source of appropriately trained technical staff for the regional, UK & European events and performance arts sector 2. To engage and train young people from the local communities and raise their skills and career aspirations
Location	UK Yorkshire and the Humber (NUTS 2) Wakefield District (NUTS 3)
Detailed description -	Executive Summary: Development of a state-of-the-art skills and training facility organised and driven by the sector's business leaders and attracting new generation of talent from young people in

	<p>the local community who otherwise have poor participation rates in high skills development programmes [i.e. to International Standard Classification of Education (ISCED) tertiary vocational level 4]. The project links the Litestructures' stage and lighting production with its studios used by leading international musicians (Scissor Sisters, Coldplay, etc) to industry standard training facilities which are readily accessible and highly attractive to the local communities' young people.</p> <p>Key outputs: Functioning skills and training centre of excellence, attraction and participation by local young people, production of a new cohort of suitably trained production professionals.</p> <p>Key outcome: The development of centre of excellence in backstage skills which is attractive and gain participation by local young people and especially those that may be at risk of becoming NEETs (Not Otherwise Engaged in education and Training).</p> <p>Timescale: 2009-current</p> <p>Agencies involved: Litestructures UK Ltd, Wakefield Council, <i>first</i></p> <p>Process & content: The development of a state-of-the-art and business-led backstage skills academy that is exciting and attractive to local young people. Excellence in design and production of staging and lighting systems links to one of the UK's best studio practice facilities right in the heart of a large community with many young people eager for a stimulating training prospects and career.</p> <p>Legal framework: Not-for-profit Academy set up and contracting with national and regional government to produce skilled technicians to relevant national sector skills level</p> <p>Financial Framework: Developed by private and public finance and sustained by contracts to train numbers of persons to specific accredited levels.</p>
Evidence Base	<p>The UK arts and performance sector has a reputation for excellence but the ageing demographics of the technicians and experts and the lack of dedicated industry compatible training facilities threatens the future competitiveness of the sector. Locally young people have poor skills levels, poor 'staying-on' of post 16 year olds in education and training and higher than average NEETs numbers. The local community has higher Indices of Multiple Deprivation (in the UK's lowest decile) and this excludes many from potential participation in prosperity as well as increasing risks of deeper poverty in times of recession.</p> <p>This project is a practical example of embedding knowledge based activities in local communities and a BAIP.</p>
Evaluation and baselines	<p>A policy review and business plan was developed prior to the commencement of the works to acquire and refurbish the building that will be used as the Backstage Academy.</p> <p>Nationally the UK lags behind average European skills levels. The regional figures are worse and locally in Wakefield District ISCED skills levels are poor compared to other regions within the UK and especially across the EU. Local youth unemployment levels are higher than national averages as are also NEETs statistics – Not Otherwise Engaged in education and Training (2009 data).</p> <p>Demonstrated results: the development of attractive course that gain local interest and participation</p> <p>Success factors: industry led project with a company that has excellent events and performance involvement (music sector:</p>

	<p>Coldplay, Robbie Williams, Boyzone, and Sports: Formula One events) and which is able to excite and attract young people's interest as well as give a highly practical and relevant training</p> <p>Difficulties: fluctuations in national and regional agencies spend on skills and training</p>
Lessons learnt from the practice	<ol style="list-style-type: none"> 1. Develop a skills and training facility on a business and industrial park around existing economic activity 2. Link the skills and training facility to the local community and especially deprived and excluded groups (notably young people who have been proportionately affected by the economic downturn) 3. Development of a system to link existing or emerging skills demand <i>with</i> local labour supply and/or excluded social groups (for example, young unemployed people)
Contact information	<p>Mick McKigney, first, PO Box 159, Newton Bar, Leeds Road, Wakefield WF1 2WZ T: 00 1924 305819 F: 00 1924 306455 mmckigney@wakefield.gov.uk</p>
Other background information of interest	<p>www.wakefieldfirst.com http://www.litestructures.co.uk/</p>
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GP 2- Langtwaite Business Association

	Indication of content
Title of the Practice	<p>Langtwaite Business Association</p> <p>The development of a subscription model for sustaining and safeguarding capital investment and a secure and safe environment for the businesses and their employees in a BAIP</p>
Precise theme/issue tackled by the practice	Security
Objectives of the practice	<p>Creation of an appropriate and acceptable subscription model to maintain the safety and estate management of a revived old industrial estate</p> <p>Development of a subscription model Implementation and sustainable of a business subscription network to maintain security and safety on a business park</p>
Location	<p>United Kingdom (NUTS level 1)</p> <p>Yorkshire & the Humber (NUTS level 2)</p>

	Wakefield Metropolitan District (NUTS level 3)
Detailed description -	<p>The Langthwaite Business Association originated in 2006 following a €1.3M investment programme to improve the estate</p> <p>Key outputs: protecting an investment in paths, street-lighting, environment (trees and bushes planting); developing and gaining acceptance of a contract model and service level agreement and pricing basis to the subscription model</p> <p>Timescale: 18 months, 2005 - 2007</p> <p>Agencies involved: English Partnerships, Wakefield Council, businesses on Langthwaite, local community, local councillors, <i>first</i></p> <p>Processes: A condition of the capital funding was that the businesses on the park had to adopt the project's revenue support costs. The Langthwaite Business Association had to be self-sustaining within 2 years. The (then) English Partnerships contracted <i>first</i> to project manage and deliver the project. Over the lifetime of implementing the improvements on the park the project managers worked closely with the businesses establishing trust and a renewed confidence in the park as safe, high quality location. This directly led to eventual agreement by the majority of the businesses to pay subscriptions (based on the size of their premises) for the revenue upkeep of the project.</p> <p>Legal Framework: The Langthwaite Business Association was set up as a company limited by guarantee with a board elected by the subscribers to the LBA. The Langthwaite Business Association's members pay on a variable fee basis according to the rateable value size of their property.</p> <p>Financial framework: The businesses on the park pay via a subscription model based on rateable value (i.e. property taxation rates) for park manager and to sustain the security systems</p>
Evidence Base	<p>Prior to this initiative there was no ownership or responsibility for the park's overall safety and environment condition. A survey of the businesses established baselines and revealed the businesses to be very concerned about crime and anti-social behaviour and the park's environment. Police crime statistics showed the park to be an area of high crime. The survey of businesses also showed many crimes were not reported.</p>
Evaluation and baselines	<p>Development of a legal and financial framework for the Langthwaite Business Association</p> <p>Achievement of €105,000 per annum subscription income from the businesses on the park.</p> <p>Success factors: early and systematic engagement and consultation with the BAIP businesses</p> <p>Difficulties encountered: not all businesses became subscribers;</p>

	the 'free rider' problem
Lessons learnt from the practice	Build a business association on solid engagement and achievement of results for the businesses
Contact information	John Brady, LBA, Langthwaite House T: 00 44 1977 652984 F: 00 44 1977
Other background information of interest	www.wakefieldfirst.com
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GP 3- BAIP security Business collaboration network

Title of the Practice	BAIP Security Business Collaboration Network (BAIP-BCN) BAIP-BCN provides a mechanism for businesses to collaborate and be 'good neighbours' thus reducing the risks and the costs of non-productive activity to individual as well as businesses collectively.
Precise theme/issue tackled by the practice	Security
Objectives of the practice	Overall Aim: The delivery of a model business crime collaboration network that will encourage and enhance businesses working together with each other as well as others (development agency and police) to reduce crime. Specific Objectives: <ol style="list-style-type: none"> 1. To create a coordinated body linked by legal protocols on the exchange of data, information and intelligence to reduce crime against businesses, their employees and their employees' property 2. To reduce the numbers and seriousness of incidents of crimes against businesses, their employees and their employees' property
Location	UK (NUTS 1) Yorkshire and the Humber (NUTS 2) Wakefield District (NUTS 3)
Detailed description	Summary: Development of a business crime collaboration network that will encourage and enhance businesses working together with each other as well as others (development agency and police) to reduce crime. Key outputs: major reduction in crimes against businesses Key outcome: creation of confidence in the park as a place to locate new & expanding business activities, an enhanced reputation
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	<p>for the park with investors, business intermediaries</p> <p>Timescale: 2005-2009</p> <p>Agencies involved: Businesses on Langthwaite Business Park, West Yorkshire Police, South Elmsall and Moorthorpe Shopwatch, Wakefield Council, <i>first</i></p> <p>Process & content: Using Langthwaite Business Association subscribers as a starting point the Security Business Collaboration Network is established with protocols and agreement on cooperation and the exchange of data, information and intelligence established and signed by the businesses representatives, training in database law and a toolkit is provided and members are kept updated by newsletters, emails and contact via the manager of the BAIP.</p> <p>Legal framework: Under the legal vehicle of Langthwaite Business Association a Security Business Collaboration Network is set-up with legal protocols and agreement on cooperation and the exchange of data, information and intelligence</p> <p>Financial Framework: partially funded by <i>first</i>, goods in kind and cooperation of businesses and police, self-funding and self-sustaining</p>
Evidence Base	<p>There is considerable data and statistical analysis that business parks, and especially those adjacent to major population centres, are more at risk from incidents of crime and disorder. A number of academic studies as well as <i>first's</i> own survey work revealed that crime and security issues are</p>
Evaluation and baselines	<p>Policy Background: Currently there are no national Key Performance Indicators on business crime and the Home Office has no plans to introduce a specific indicator for this type of criminal incident. However, UK statutory local bodies such as the Crime and Disorder Partnerships, Police Authorities, and Local Strategic Partnerships have adopted measures to consult with businesses and to promote partnership projects to reduce crime against business. In Wakefield there has been a pattern of working to influence and involve statutory strategic bodies as well as operational deliver bodies (e.g. Police, Wakefield Council, <i>first</i>).</p> <p>Baseline: <i>first</i> has used proxy measures from official police data as well as survey data (2006) to estimate the scale of the problem and the scope for action.</p> <p>Demonstrated results: These include active engagement of business to act to reduce crimes against businesses, reduced incidents of crime against business and their employees or employees' property</p> <p>Success factors: engagement of businesses</p> <p>Difficulties: Initial inertia and reluctance of businesses to get involved as they felt it was purely a 'policing matter' to solve the problem.</p>
Lessons learnt from the practice	<p>The lessons are that engaging with businesses on BAIPs that are experiencing crime and disorder problems, gaining their trust, mobilising partners and developing partnership solutions is the most effective way to deliver an effective solution. In short, get everyone to sign up to be part of the solution.</p>

Contact information	Karen Harrison, first, PO Box 159, Newton Bar, Leeds Road, Wakefield WF1 2WZ T: 00 44 1924 306003 F: 00 44 1924 306455 kaharrison@wakefield.gov.uk
Other background information of interest	http://www.wakefieldfirst.com/

GP 4- BAIP Industrial symbiosis project

Title of the Practice	BIAP Industrial Symbiosis Project This project has developed and delivered a programme of industrial symbiosis actions on Langthwaite Businesses Park providing businesses with the tools and information on recycling or supplying their waste to other companies.
Precise theme/issue tackled by the practice	Specialisation Innovation
Objectives of the practice	Overall Aim: Raise awareness and increase awareness amongst businesses of Industrial Symbiosis (IS) techniques and options for recycling, reducing costs and protecting the environment Specific Objectives: <ol style="list-style-type: none"> 1. Organisation of awareness seminars for businesses on IS 2. Number of businesses aware and active on IS actions 3. Reduction of waste and energy usage by businesses on BAIP or BAIPs
Location	UK Yorkshire and the Humber (NUTS 2) Wakefield District (NUTS 3)
Detailed description -	Executive Summary: Industrial symbiosis brings together companies on a park or group of parks from cross all sectors with the aim of improving cross industry resource efficiency through the commercial trading of materials, energy and water and sharing assets, logistics and expertise. It engages traditionally separate industries and other organisations in a collective approach to competitive advantage involving physical exchange of materials, energy, water and/or by-products together with the shared use of assets, logistics and expertise. Key outputs: Number of businesses aware and ready to participate in practical actions to recycle or re-use their waste with other businesses Key outcome: Increased awareness, capacity and know-how of waste reduction, recycling & re-use strategies and techniques, potential joint ventures between companies

	<p>Timescale: building on an initial 2008 seminar event on Lanthwaite Business Park</p> <p>Agencies involved: Businesses on Lanthwaite Business Park, Wakefield Council, <i>first</i>, National Industrial Symbiosis Programme</p> <p>Process & content: Engage with businesses on the BAIP and target with information; follow-up with specific proposals for a briefing seminar/workshop focusing on practical actions; assist businesses with implementing IS solutions and actions</p> <p>Legal framework: EU and UK national laws requiring less waste</p> <p>Financial Framework: Pump-primed by development agency and/or by charging cost-recovery for organising events or seminars. Alternatively specifically apply for funding (e.g. from national and regional government, ERDF OPs) to develop a larger programme of seminars and information dissemination.</p>
Evidence Base	<p>In the UK industrial and commercial waste is an increasing problem for society but also for businesses as the costs of its disposal continues to rise beyond the rate of inflation. In Wakefield industrial and commercial waste accounts for 26% of the total waste tonnage, and represents a major rising cost element, second only to energy, threatening businesses' competitiveness. Over the next three years businesses will have to increase the amount of waste they recycle as well as reduce the amount of waste they put into landfill.</p>
Evaluation and baselines	<p>At EU level the Integrated pollution prevention and control directive (IPPC), 96/61/EC, applies the conceptual framework of Best Available Techniques to the control of all pollution impacts (air, water, soil). The evolution of EU and thus UK government legislation requires public and private enterprises to a regime of continuously reducing the amount of waste they produce as well as continuously improving recycling and re-usage rates. At the local level spatial planners are required to develop plans for the appropriate application of these policies.</p> <p>This will have particular impact on BAIPs which tend to have higher than average production of pollution outputs.</p> <p>Demonstrated results: reduction of waste, improved efficiencies in energy use, cost reductions & productivity gains for businesses</p> <p>Success factors: engagement with businesses, dissemination of best practice and practical 'toolkits' to implement Industrial symbiosis</p> <p>Difficulties: effective engagement of businesses</p>
Lessons learnt from the practice	<ol style="list-style-type: none"> 4. Develop a programme of awareness for businesses on BAIPs on recycling, reducing costs & protecting the environment 5. Initiate a programme of familiarisation and learning visits to exemplar firms who have systems of best practice

	6. Potential to develop new forms of industrial parks or park specialisation such as Eco-industrial parks
Contact information	Karen Harrison & Mick McKigney, first , PO Box 159, Newton Bar, Leeds Road, Wakefield WF1 2WZ T: 00 1924 306005 and 00 1924 5819 Fax: 00 1924 306455 kaharrison@wakefield.gov.uk & mmckigney@wakefield.gov.uk
Other background information of interest	www.wakefieldfirst.com European IPPC Bureau: http://eippcb.jrc.es/index.html National Industrial Symbiosis Programme: http://www.nisp.org.uk/

GP 5- Labour logistics planning for BAIPs

Title of the Practice	Labour Logistics Planning for BAIPs This is an initiative supporting businesses or groups of business with a system and software tools of planning staff resource scheduling
Precise theme/issue tackled by the practice	Business Networking and Specialisation Innovation
Objectives of the practice	The aim of the project is to provide an innovative business and technical support service, which can be used by manufacturers on business and industrial parks but also by public services The project has provided public and private sector organisations with the tools to organise production and service scheduling more easily. The logistics management tool has complemented Enterprise Resource Planning (ERP) protocols and procedures.
Location	UK (NUTS 1) Yorkshire and the Humber (NUTS 2) Wakefield District (NUTS 3)
Detailed description -	This project builds on a private sector led initiative to provide manufacturing companies and public sector agencies with a tool to manage the use of staff resource and skills Key outputs: The development and testing of a Labour Logistics Planning and Management Development tool; the creation of a software environment and software application that can be deployed via intranets, extranets and the internet Timescale: The methodology has been tried and tested over a three year period and deployed with manufacturers on BAIPs in the Wakefield area, as well as public sector organisations Agencies Involved: first , private businesses and eleventeenth ltd Processes: This project has been implemented as a business-to-business (b-2-b) contract where the eleventeenth has worked through and resolved staff and skills allocation

	<p>problems.</p> <p>The model and software create an online visibility of staff deployment and availability in the organisation to allow optimised scheduling so that the staff with the right skills can be matched to the most appropriate tasks and production shifts and in real time. Last minute orders, sickness and holidays, and the balancing of the correct talent to the production or service demand in hand.</p> <p>Legal Framework: the project can operate as a service contract to individual firms, consortium of firms or agencies.</p> <p>Financial Framework: The initiative can be deployed as a straightforward contract between a business and the software company, alternatively a contract with a consortium of companies or agencies, or through a not-for-profit public or private body which deploys a version of the system bought in a block from the software developer.</p>
Evidence Base	<p>Large or process intensive firms frequently have problems in scheduling labour resources with appropriate trained skills which can have dramatic effects on their productivity whether through over-staffing or under-staffing with the latter leading to lost production. Public service organisations have also tested and use this staff logistics planning software.</p> <p>The scale of the problem is significant as it can result in lost production, lower productivity and higher staffing costs (for example, overtime and having to hire agency staff to cover a peak in demand, etc).</p>
Evaluation and baselines	<p>The development of the methodology and the approach has been driven by demand from businesses and public sector organisations looking for new, highly adaptable and easily deployable resource planning approaches and software tools. The methodology and the software has been tried and tested on a number of reference sites (see for example, http://www.foodmanufacture.co.uk/news/fullstory.php/aid/10013/Calendar_models.html).</p> <p>The evidence and baseline date from 2007-2009. The problem is even more important in the economic downturn where all non-productive costs and inefficiencies need to be reduced in private and also public services.</p> <p>Demonstrated results: a tried and tested model, and highly portable software module.</p> <p>Success factors: public-private sector partnership, world-class skills base of eleventeenth, timely response to business demands and a solution that is transferrable and adaptable across a wide range of business sectors and service organisations.</p> <p>Difficulties: lead times between initial company and organisation contact and final adoption</p>
Lessons learnt from the practice	<p>The Digital Logistics Manager (DLM) could be deployed with manufacturing businesses within a business park or with groups of businesses working collaboratively to produce a product or deliver a service. For example, groups of firms might use the software to cooperate on scheduling transport loads to common destinations.</p>

Contact information	Mick McKigney, first, PO Box 159, Newton Bar, Leeds Road, WAKEFIELD, WF1 2WZ mmckigney@wakefield.gov.uk Phil Atkinson, eleventeenth, New Media Centre, 3 West Parade, Wakefield, WF1 1LT phil@11th.com
Other background information of interest	www.wakefieldfirst.com http://www.foodmanufacture.co.uk/news/fullstory.php/aid/10013/Calendar_models.html http://eleventeenth.com/

8. Shannon Development (Partner 9)

GP 1. Kerry Technology Park

Title of the Practice	Kerry Technology Park and Institute of Technology Tralee Joint Masterplan 2004 - 2009 Joint Physical Masterplan for the Development of Kerry Technology Park and the Institute of Technology Tralee. In order to achieve the Seamless Integration of Education and Enterprise on one physical site
Precise theme/issue tackled by the practice	<ul style="list-style-type: none"> • Excellence in management – Planning, Design and Re-Designing • Image and Territorial Marketing • Specialisation and Clustering
Objectives of the practice	<p>The overall objective of the Masterplan is to: Achieve successful Integration of Education and Enterprise in one physical site. Specifically it aims to:</p> <ul style="list-style-type: none"> • Achieve a quality campus/parkland environment • Promote academic-enterprise integration at Student, lecturer Research and Strategic levels • Ensure Best Practice in property-related design and maintenance standards • Enhance the distinctiveness of the Park through quality branding
Location	Ireland Mid-West Region, County Kerry
Detailed description	<p>Surrounded by breathtaking scenery yet within walking distance of Tralee town, Kerry Technology Park (KTP) is a business location of unrivalled quality and potential. The Park shares a 113 acre campus with the Institute of Technology, Tralee (ITT), which offers Courses at Diploma, Degree and Post-Graduate level. With 3,500 students and over 250 academic staff, the Institute is an integral part of Kerry Technology Park. The combination of excellent quality landscaped Parkland surroundings equipped with leading edge business facilities and close proximity to the ITT creates an environment that is very attractive to both Irish and overseas companies.</p> <ul style="list-style-type: none"> • Timescale: 2004 - 2009 • Bodies Involved: Shannon Development (Owners of KTP) and

	<p>Institute of Technology., Tralee (University Level Education Institute)</p> <ul style="list-style-type: none"> • Legal Framework: KTP – ITT Operating Agreement • Financial Framework: Joint initiatives are planned and costed, funding breakdown among the two partner organisations is agreed in advance of implementation
Evidence Base	<ul style="list-style-type: none"> • High unemployment • Lack of FDI • Traditional Indigenous industry failing • Lack of “new wave” industries in the area
Evaluation and baselines	<p>The site is considered a national role model for the integration of education and enterprise. Results achieved through very successful partnership approach among a number of Public Bodies Securing adequate finance to implement all aspects of masterplan. The companies have achieved very significant results:</p> <ul style="list-style-type: none"> •Eg – sale of Stockbyte to Getty Images for 135m dollars •Three National Ernst & Young Entrepreneur of the Year Winners in last 5 years •Company surveys over time Salary levels and R&D spend higher than national average for Irish High Potential Start-Up companies (HPSU)
Lessons learnt from the practice	<p>Importance of Trust and Shared Vision Good Example of Successful Partnership Approach Flexibility – Masterplan has changed significantly since first plan in 1998 Significant Marketing Benefit – differentiation through integration</p>
Contact information	<p>Marie Lynch, Manager Kerry Technology Park lynchm@shannondevelopment.ie Mike O'Donnell, Property Manager, Shannon Development odonnellm@shannondevelopment.ie</p>
Other background information of interest	<p>www.shannondevelopment.ie www.ittralee.ie</p> <p>-</p> <p>Masterplan Document Documents associated with each joint infrastructure project completed</p>

GP 2- Endeavour

Title of the Practice	<p>ENDEAVOUR</p> <p>Endeavour is an intensive seven month fast-track programme for new technology start-ups, with significant involvement by internationally successful Entrepreneurs</p> <p>It is targeted at ambitious, high achievers who are totally focused on changing the business space they are about to enter. They need not necessarily have been in business up to now, but will have proven themselves as achievers in their career or some other aspect of their lives.</p>
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Precise theme/issue tackled by the practice	<p>Added Value Services</p> <p>Networking – Engagement with Businesses</p> <p>Clustering and Specialisation – Skills and Training and Jobs</p>
Objectives of the practice	<p>The objectives of Endeavour are:</p> <ul style="list-style-type: none"> Significantly increase the number of technology start-ups each year Brand Kerry Technology Park as a Centre of Excellence for Entrepreneurship - in conjunction with other initiatives e.g. the Young Entrepreneur Programme, and the existing successful track record of the Park in producing very successful start-ups
Location	<p>Ireland</p> <p>Tralee, County Kerry</p>
Detailed description -	<p>The Endeavour Programme www.endeavour.biz is about giving new entrepreneurs the opportunity to fast-track their dreams by learning from the best in a proven environment totally focussed on bringing businesses all the way from concept to reality. Participants are immersed in a business and academic environment for seven months, engaging and networking with their peers, other business start-ups, global entrepreneurs located in Kerry Technology Park and the staff and students of the Institute of Technology, Tralee. They receive one-to-one support from Ireland's top entrepreneurs and learn from some of Ireland's leading professionals in Finance, Legal, HR, Marketing and Technology. Endeavouree's business plans are reality-checked on a regular basis though business stress-test panels – where participants assumptions and business models are rigorously challenged by a team of experienced entrepreneurs.</p> <p>Timescale: 7 month programme, repeated on a 12-18 month cycle</p> <p>Key Partners Involved:</p> <ul style="list-style-type: none"> Shannon Development (owners of Kerry Tech Park) Institute of Technology Tralee Jerry Kennelly (Entrepreneur) <p>Other Bodies involved include Enterprise Ireland, Media Partners, Local and National Entrepreneurs</p> <p>Legal Framework: KTP – ITT Operating Agreement</p> <p>Financial Framework:</p> <ul style="list-style-type: none"> Many of the private sector services are provided free of charge The programme receives funding from Higher Education Authority Enterprise Ireland provides grant funding to individual participants subject to meeting eligibility criteria.
Evidence Base	<p>Tralee, Co Kerry has consistently higher unemployment rates than the national average</p> <p>Kerry has failed to attract FDI industry of any significance in the last 15 years</p> <p>The county has a good record in entrepreneurship but the number of naturally occurring start-ups is not sufficient.</p>
Evaluation and baselines	<p>Strong Support from Local Authority</p>

	Measures: Number of new start-up coming from Endeavour/ number of new jobs created by these companies/turnover and export sales generated.
Lessons learnt from the practice	Key Lesson is the support/ buy-in from some of Ireland's most successful entrepreneurs – including one-one coaching Other lessons: <ul style="list-style-type: none"> • Project is run like a business – successful entrepreneurs are intolerant of “public-sector” approach • Intensive, Fast-Track, Programme with focus on Milestones • Significant Competition Created for acceptance on to programme • Partnership arrangements and PR to reduce costs of National Media campaign
Contact information	Breda O'Dwyer Programme Manager Endeavour breda.odwyer@ittralee.ie Marie Lynch, Manager Kerry Technology Park lynchm@shannondevelopment.ie
Other background information of interest	www.endeavour.biz Brochure -

GP 3- Energy management pilot project collaboration

Title of the Practice	Energy Management Pilot Project in collaboration with DCS Energy Savings (DCS Energy Savings is a collaboration with CIDS, MIT Energy Initiative and MIT Forum)
Precise theme/issue tackled by the practice	Energy and Transport Savings Image and Territorial Marketing
Objectives of the practice	To Achieve Energy, Cost and Carbon Savings for both Shannon Development and client companies on the Park.
Location	Ireland, Mid-West Region, Tralee Co. Kerry
Detailed description -	DCS: Web Portal is an online software application that allows for identification and targeting energy inefficiencies through an easy to use visual web interface. The data for the application is collected through a Wireless Sensor Networking (WSN) system .From day one users can measure and monitor their energy consumption and learn when, where and how the energy is being used. DCS: Web Portal allows you to set policies to effect positive behavioral changes required to optimize the energy consumption. It will then facilitate implementation of ongoing energy saving initiatives that will further improve your energy efficiency and show you the monetary savings and pay back of the actions taken Outcomes Significant Energy Savings including accurate quantification of cost

	savings and reduction of carbon footprint.
Evidence Base	Shannon Development has committed to introducing environmentally sustainable policies and to introducing carbon savings across its property portfolio Individual Business are under increasing cost pressures
Evaluation and baselines	In line National and EU Energy and Environmental Policies.
Lessons learnt from the practice	
Contact information	Mr Donal Sugrue CEO DCS Energy Savings Marie Lynch
Other background information of interest	-

GP 4- Differentiation through excellence in entrepreneurship

Title of the Practice	Differentiation through Excellence in Entrepreneurship - incorporating Young Entrepreneur Programme, Endeavour Programme (see GP 2 above), broad access Entrepreneurship modules at ITT and Marketing and Promotional Activities
Precise theme/issue tackled by the practice	Specialisation and clustering Image and territorial marketing
Objectives of the practice	Differentiate both Kerry Technology Park and the Institute of Technology Tralee
Location	Ireland Mid- West Region Kerry
Detailed description -	Turning innovative ideas into successful businesses requires a powerful blend of people, place, culture and imagination. Developing an enterprise culture is about providing the right environment for new ideas to grow alongside existing flourishing enterprises. The shared vision of the Institute Technology, Tralee and Shannon Development for the seamless integration of the business and learning communities has resulted in the development of one of Ireland's most successful business environments – Kerry Technology Park. The shared campus has become a national role model and the interchange of ideas, skills, knowledge and energy between the Institute of Technology, Tralee and Park based enterprises involving students, researchers, lecturers and entrepreneurs, underpins the success of the campus as a whole.

	<p>Entrepreneurship forms a central focus</p> <p>Entrepreneurship is promoted inclusively at key inflection points in the education system by designing and tailoring programmes to suit the different learning needs of second level, third level, post graduate and post doctoral level students. Creativity and innovation is encouraged in our model of Interactive Action Learning and Applied Delivery.</p> <p>YEP www.youngentrepreneur.ie has received international recognition for its innovative approach to entrepreneurship education and the high level of interaction between students and entrepreneurs. Students learn transferable life skills on the programme as they learn how to research, present, peer critique, network, seek mentor support and apply financial business sanity tests to their business ideas. The programme offers a full curriculum, application of multiple pedagogies in its delivery, business plan templates, mentoring from local entrepreneurs, educator training, a customised resource book with a fully resourced web site, two day seminars, workshops, end of year examination and an awards programme which includes an opportunity for work placement with local entrepreneurs for the finalists.</p> <p>The Endeavour Programme www.endeavour.biz is about giving new entrepreneurs the opportunity to fast-track their dreams by learning from the best in a proven environment totally focussed on bringing businesses all the way from concept to reality. Participants are immersed in a business and academic environment for seven months, learning to engage and network with their peers, other business start-ups, global entrepreneurs located in Kerry Technology Park and the staff and students of the Institute of Technology, Tralee. They receive one-to-one support from Ireland's top entrepreneurs and learn from some of Ireland's leading professionals, with their businesses being challenged through business stress panels.</p>
Evidence Base	<ul style="list-style-type: none"> • Unemployment rates higher than the national average • Kerry has failed to attract FDI industry of any significance in the last 15 years • The county has a good record in entrepreneurship but the number of naturally occurring start-ups is not sufficient.
Evaluation and baselines	<p>The EU Committee of the Regions (CoR) has launched the European Entrepreneurial Region (EER) award, a pilot scheme designed to identify and reward EU regions with outstanding entrepreneurial vision and to encourage local and regional authorities to do more to promote small businesses across Europe, Small Business Act for Europe (SBA)</p> <ul style="list-style-type: none"> • Recognition of Entrepreneurial potential of the Region nationally and internationally. • Number of students studying Entrepreneurship at 2nd Level and at 3rd Level • Number of new start-up coming from Endeavour/ number of new jobs created by these companies/turnover and export new jobs created by these companies/turnover and export sales generated.

Lessons learnt from the practice	
Contact information	Marie Lynch, Manager Kerry Technology Park lynchm@shannondevelopment.ie
Other background information of interest -	www.shannondevelopment.ie www.ittralee.ie www.endeavour.biz www.youngentrepreneur.ie

9. Udaras Na Gaeltachta (Partner 10)

GP 1.Asian Ghaoth Dobhair

Title of the Practice	<u>Aislann Ghaoth Dobhair</u> – Planning, Design and creation Civic Offices, Enterprise Space and Community and Leisure Facilities on Gaoth Dobhair Business Park
Precise theme/issue tackled by the practice	
Objectives of the practice	Development and implementation of a sustainable cost-effective model for the provision of high-quality, multi-functional enterprise facilities appropriate for knowledge-era SMEs in dispersed rural regions
Location	Ireland Gaoth Dobhair, Co. Donegal (Gweedore, Co. Donegal)
Detailed description -	<p><u>Executive Summary</u> Due to a large number of job losses on the industrial estate and the closure of a number of manufacturing companies in 2002 it became apparent that there was a need for new strategic responses to meet the employment needs of the region. It was decided to change the focus from Industrial Estate to Business Park and to involve all key stakeholders in putting together a masterplan for the future of the Business Park.</p> <p><u>Key outputs and outcomes</u> The planning, design and development of new high-quality, multi-functional building housing civic offices, library, educational facilities, enterprise space, crèche facilities and leisure facilities.</p> <p><u>Timescale</u> Ongoing since 2003</p> <p><u>Bodies Involved/Implementation</u></p> <ul style="list-style-type: none"> • Údarás na Gaeltachta • Donegal County Council • FÁS (National Training Authority)

	<ul style="list-style-type: none"> • Roinn Gnóthaí Pobail, Tuaithe & Gaeltachta (Ministry of Community, Rural and Gaeltacht Affairs) • National University of Ireland – Galway • Local Community • Private Shareholders/Investors <p><u>Process and detailed content of the practice</u> Negotiate agreement of all parties to produce a master-plan for the development of Áislann Ghaoth Dobhair, agree design and timescale of project, secure finance and develop and implement project.</p> <p><u>Legal Framework</u> Udarás na Gaeltachta, coordinator of the project is established under legislation. Other public bodies also involved as well as public/private investors.</p> <p><u>Financial Framework</u> Mixture of public and private finance.</p>
Evidence Base	Evidence provided by closure of manufacturing companies, resulting in job losses in the area. The local economy depended greatly on employment provided on the industrial estate as the estate is in a peripheral, rural area where there are few other employment opportunities.
Evaluation and baselines	<p>Taskforce established by Government to examine implications of large job losses and to address these. Government decentralisation policy University strategy of creating outreach centres in Gaeltacht areas.</p> <p>Annual Employment Surveys Annual Business Surveys Census 2002/2006 Own close relationship with companies as Development Agency</p> <p>-Job losses halted and some regained - The planning, design and development of new high-quality, multi-functional building housing civic offices, library, educational facilities, enterprise space, crèche facilities and leisure facilities.</p> <p>- Change from Industrial estate to business park including changed focus of marketing and attracting investors. Establishment of University outreach centre providing third level education on business park.</p> <p>- Changing economic climate!</p>
Lessons learnt from the practice	Due to cooperation between all stakeholders to identify needs and opportunities. Response to crisis resulted in rebranding of industrial estate as business park, upskilling workers, attracting new investment, establishing university outreach centre on business park and the development of new building incorporating civic offices, library, educational facilities, enterprise space, crèche and leisure facilities.
Contact information	Mairéad Ní Oistín Policy & Planning Department

	Údarás na Gaeltachta Na Forbacha Gaillimh 00353 91 503195 0035391503101 mairead@udaras.ie
Other background information of interest	www.udaras.ie Bonner Report (Summer 2002)
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GP 2- Lohad Seirbhísi Bheal

Title of the Practice	Áisleann/Ionad Seirbhísi Bhéal an Mhuirthead
Precise theme/issue tackled by the practice	
Objectives of the practice	Plan, Design and Build a multi-functional Services Centre
Location	Ireland Béal an Mhuirthead, Co. Mayo (Belmullet, Co. Mayo)
Detailed description	<p><u>Executive Summary of the Project</u></p> <p>Áisleann Béal an Mhuirthead formally opened in January 2007. The Áisleann comprises of the Udaras na Gaeltachta offices, the offices of Mayo Co. Co., the offices of the Courts Service, a modern 200 seat arts centre and cinema as well as an Innovation Centre. Within the Innovation Centre (which opened in August 2008), clients are offered the opportunity to develop their business concept from an idea to sales. The following services are available in the Innovation Centre :Mayo Ideas Lab; this facility enables a prospective entrepreneur develop his / her business idea with advice on market research, innovation partnerships, patenting, licensing and other potential avenues to develop the business idea.</p> <p>Westbic : Westbic provide a developmental service to business in the areas of Feasibility Studies, Research, Process Engineering, Innovation management, Productivity etc.</p> <p>Hotdesk facility : This enables an entrepreneur to develop the business with support programmes available from Udaras na Gaeltachta, GMIT and other resources, depending on the project type.</p> <p>Office space : As the business develops the Innovation Centre can also supply Office Space for the business.</p> <p>The Innovation Centre also runs a bimonthly programme of events for clients that address specific business issues.</p> <p>Údarás na Gaeltachta office offers potential clients a wide range of financial and non-financial incentives to start, develop or grow their business.</p>

	<p><u>Key outputs and outcomes of the project</u> The planning, design and development of new high-quality, multi-functional building housing regional development agency offices, civic offices, library, court, innovation centre, enterprise space and arts centre and cinema.</p> <p><u>Timescale</u> 2001 – 2007</p> <p><u>Bodies involved/implementation</u></p> <ul style="list-style-type: none"> • Údarás na Gaeltachta • Mayo County Council • Ionad Ealaíona Iorras Teo. (Local arts company) • Courts service • Local LEADER Company • Western Development Commission • Roinn Gnóthaí Pobail, Tuaithe & Gaeltachta • Local Community <p><u>Process and Detailed content of the practice</u> Development of master-plan as a result of partnership approach between the parties. Finance secured and project delivery coordinated by Mayo County Council with active involvement of all parties.</p> <p><u>Legal Framework</u> All bodies (other than local arts company) are established under legislation. The arts company is a company limited by guarantee with no share capital. Mayo County Council are the owners of the property and all other bodies have a 99 year lease.</p> <p><u>Financial Framework</u> Údarás na Gaeltachta €1.8 million Mayo County Council €1.5 million Courts Service €1.2 million Local arts company €2 million </p>
Evidence Base	<p>Closure of a large manufacturing company resulted in large scale job losses and the need for new strategic responses to meet the region's economic, cultural and social needs and to enable the attraction of high added value/knowledge-based employment</p>
Evaluation and baselines	<p>Taskforce established to examine implications of large job losses and to address these. Government decentralisation policy National and regional focus on knowledge-based employment</p> <p>Annual Employment Surveys Census 2002/2006 Annual Business Surveys</p> <p>- Job losses halted and some regained</p>

	<ul style="list-style-type: none"> - Higher skills, attraction of higher added-value jobs to the area, stimulation of local entrepreneurship, greater access to arts - Changing economic climate
Lessons learnt from the practice	Small multi-functional services centre in rural, peripheral town which serves as a one-stop shop incorporating civic centre, business centre and arts/culture centre.
Contact information	Mairéad Ní Oistín Údarás na Gaeltachta Na Forbacha Gaillimh 00353 91 503195 0035391503101 mairead@udaras.ie
Other background information of interest	www.udaras.ie
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GP 3- Pairc Ghnó an Daingin

Title of the Practice	Páirc Ghnó an Daingin
Precise theme/issue tackled by the practice	
Objectives of the practice	The provision of high-quality office and training space for enterprise
Location	Ireland An Daingean, Co. Kerry
Detailed description	<p><u>Executive Summary of Project</u></p> <p>Páirc Ghnó an Daingin is a one and two storey business complex completed in February 2003. The primary purpose of the complex along with providing office space for Údarás na Gaeltachta's Munster Regional offices is to provide high quality office and training space for small and medium enterprises as well as start up businesses in the West Kerry Gaeltacht. The complex, with units ranging in size from 42 to 408 sq.m., was designed and built with a strong focus on provision for sustainable energy useage utilising lowE argon filled double glazing, electrical provision from</p>

	<p>sustainable sources and both energy efficient lighting and heating.</p> <p><u>Key outputs and outcomes of the project</u> The planning, design and development of new high-quality, low-energy building housing regional development agency offices as well as office and training space.</p> <p><u>Bodies involved/implementation</u></p> <ul style="list-style-type: none"> • Údarás na Gaeltachta <p><u>Process and Detailed content of the practice</u> Development of planFinance secured and project delivery coordinated by Mayo County Council with active involvement of all parties.</p> <p><u>Legal Framework</u> Údarás na Gaeltachta is established under legislation and is the owner of the property.</p> <p><u>Financial Framework</u> Údarás na Gaeltachta provided all finance;</p>
Evidence Base	Local survey of skills and needs carried out identified need for high-quality office space for start-up businesses in the area and also for training space.
Evaluation and baselines	<p>Regional policy to stimulate local entrepreneurship Need for adequate space for training and upskilling</p> <p>Annual Employment Survey Census 2002/2006 Annual Business Survey</p> <p>Space filled Numbers trained Closure of call centre – new tenant now sourced due to availability of trained staff.</p>
Lessons learnt from the practice	<p>Small complex with various sized units suitable as training units, office space, call-centre etc. Low-energy building – thereby reducing carbon footprint as well as energy costs.</p>
Contact information	<p>Mairéad Ní Oistín Údarás na Gaeltachta Na Forbacha Gaillimh 00353 91 503195 0035391503101 mairead@udaras.ie</p>
Other background information of interest	www.udaras.ie

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GP 4- Pairc na Meáin

Title of the Practice	Páirc na Meáin/Tionscal Físe (Media Park/Audiovisual Industry)
Precise theme/issue tackled by the practice	
Objectives of the practice	To develop a media park/audiovisual industry in the Gaeltacht region
Location	Ireland An Spidéal, Co. Galway
Detailed description -	<p>The establishment of a media park as part of the new Irish language audiovisual sector in the Galway Gaeltacht.</p> <p>Successful Irish language television station broadcasting since 1996.</p> <p>1994 to date</p> <p>Údarás na Gaeltachta, RTÉ (National Television Station), TG4 (new television service) and independent producers.</p> <p>The process involved the training of personnel at all levels to enable the commencement of a television service in the Gaeltacht. Údarás na Gaeltachta took a lead role in the provision of training, sourcing experienced trainers and providing training for producers, director, scriptwriters, camera, sound and broadcast personnel. Údarás was also instrumental in setting up Telegael (a post-production) company located in An Spidéal – this company produces cartoons, dubbing facilities and post-production facilities to the sector. Údarás also encouraged entrepreneurs to set up independent production companies and provided training and financial assistance to this end.</p>
Evidence Base	<p>The establishment of new Irish language television service located in the Gaeltacht in Co. Galway meant that there was a need for trained, skilled personnel at all levels of the audiovisual sector, from camera operatives to commissioning editors.</p> <p>Continuous programme development in the audiovisual sector is as critical to the sustainability and growth of companies as Research and Development is to other sectors. Apart from the direct results attributed to this initiative it is also important to note that the initiative is designed to encourage the practice of Research and Development among the</p>

	participating companies.
Evaluation and baselines	<p>Government Policy to establish a television service in the Gaeltacht. This service located in the Connemara Gaeltacht in Co. Galway.</p> <p>The employment survey for 2008 showed that client companies of Údarás na Gaeltachta in the audiovisual sector now provide employment for 342 fulltime employees and 228 part-time employees throughout the Gaeltacht regions. There are also 80 people employed by TG4 at their headquarters in Baile na hAbhann, Co. Galway. RTÉ now broadcast their Irish language news from TG4's newsroom in Baile na hAbhann also.</p> <p>The Production Development Officers initiative was launched in 2007 and jointly funded by Údarás na Gaeltachta and TG4. In 2008, ten production companies were selected to recruit a development officer for a one year period. The officers are responsible for the development of new content/formats and programming ideas in the companies in which they are employed and these new ideas are then presented to TG4 and other broadcasters. Training and mentoring is provided on a continuous basis based on the individual needs of the trainees as part of the initiative. Additional programmes are being commissioned from Gaeltacht media companies as a result of this initiative.</p> <p>Síol Údarás na Gaeltachta in conjunction with TG4 and Gréasán na Meán launched a new initiative in 2008 called Síol (the Irish for seed). The initiative focused on the development of script writing and directing of short films. This programme aims to provide training for script writers and directors of short films through the medium of Irish. The programme is specifically designed to fulfil the objective of developing original scripts through Irish, rather than translating existing English scripts. The programme provides for 6 successful applicants who will attend scriptwriting workshops and will also have the opportunity to direct their own work. It is expected that there will be 6 short films developed for broadcasting in 2009 by TG4 as part of this programme.</p> <p>During 2008 Gaeltacht based producers/production companies continued to get recognition at events such as the Irish Film and Television Awards, BAFTA Awards and the Celtic Media Festival. Údarás na Gaeltachta continued to support the activities of Media Antenna Teo which aims to support and assist companies access funding from the European Union Media Programme. Údarás na Gaeltachta and TG4 jointly sponsored two categories at the SMEDIA Awards for the third year. These awards focus on material produced by third level media students focusing on media studies throughout the country. There has been an increase in the level of interest shown in both the drama and documentary production categories which proves to be a positive step to encourage the preservation and the extension of the Irish language.</p> <p>The extension for a further four years of the Tax Relief under the Section</p>

	<p>481 of the Taxes Consolidation Act, 1997 was welcomed by the audiovisual sector and An tÚdarás is optimistic that many of the Gaeltacht audiovisual companies can benefit as a result of this extension.</p> <p>Initially some negative reaction regarding the state funding an Irish language station. This has receded.</p>
Lessons learnt from the practice	<p>The creation and indeed maintenance of any sector requires a high-level of commitment and collaboration between the stakeholders. Laying the groundwork is of paramount importance. Ensuring investment in high-quality training at all levels and stimulation of indigenous entrepreneurship. Continuous training and ensuring a flow of qualified personnel at all levels is necessary, particularly in sectors which have a high level of movement of staff, such as the audiovisual sector. Investment in the latest technology to ensure is also a key factor.</p>
Contact information	<p>Mairéad Ní Oistín Údarás na Gaeltachta Na Forbacha Gaillimh 00353 91 503195 0035391503101 mairead@udaras.ie</p>
Other background information of interest	<p>www.udaras.ie</p>

10. Incasol (Partner 11)

GP 1.Implement an imaginative solution to an outside problem

Title of the Practice	<p>Industrial Sector Camí Ral.</p> <p>The creation of an innovative ecological and communal amenity from a major environmental problem within an industrial park</p>
Precise theme/issue tackled by the practice	<p>Planning, design and re-designing</p>
Objectives of the practice	<p>Convert a systemic drainage problem into a 'green' solution that also provides a public amenity</p>
Location	<p>- Catalonia (ES) - Castelldefels. Barcelona metropolitan area</p>
Detailed description	<p>Camí Ral is a new industrial area developed by Incasòl.</p> <p>Key outputs: Incorporate outside troubles in the project, planning public spaces with thorough treatment.</p>

	<p>Timescale: 1990-2007 urban plans. 1991-1999 urbanisation works.</p> <p>Bodies Involved: Local Administration, Territorial Politics Department [could this be translated as the Regional Spatial Policy team or department?], Incasòl.</p> <p>Process and detailed content of the practice: The three main examples in the project were:</p> <p><u>Squares in the first phase of the project</u> In the first phase of the project, three green squares have been developed that do not require watering, and support species that grow independently.</p> <p><u>Traffic node as a public square</u> The most important traffic node and roundabout in the sector, contains a drainage system that is mostly underground, but appears a lake in the middle of the traffic circle. It functions like a lake that recharges the water level. Around the lake there are adapted species. This is a great example of how a problem space can be transformed into an amenity space for public use and enjoyment as well as the enhancement of the overall development.</p> <p><u>Circus Square:</u> This square is located in the second phase of the project. Next to this industrial sector, there is a residential zone. However, the area had several problems with rain water as the drainage system did not have a clear run off area. So the developers thought of a solution and projected a square with a circus on one side and with an infiltration and lamination lake on the other side. It works as well with the rain because, the drainage system has an ending in the lake and it has on the top a drain which connects to another drainage system next to the circus. Nowadays it has become a natural lake, with or without water depending on the weather.</p>
Evidence Base	The main problem is surface water and how to drain excess or residual water outside the sector.
Evaluation and baselines	Whilst nowadays water is a limited natural resource on this site the exit result of this project shifted the problem into a solution, something that was apparently an issue has become a successful green zone. It takes a thorough urban project plan and consideration of other things besides just the industrial economic result of the operation in order to achieve this.
Lessons learnt from the practice	The development and creation of public spaces by optimising the planning and management of the project's natural resources.

Contact information	Jordi Mora Riera j_mora@gencat.cat
Other background information of interest -	- www.incasol.cat

GP 2- Add biological corridors so as not to stop the fauna pass

Title of the Practice	Parc de l'Alba The creation of access corridors and linkages to allow the free movement of fauna within the development which helps to ensure an enriched environmental
Precise theme/issue tackled by the practice	Environment, planning and specialisation.
Objectives of the practice	Connect two protected areas of natural interest that are separated by an industrial zone.
Location	- Catalonia (ES) - Cerdanyola del Vallès; Barcelona metropolitan area.
Detailed description -	<p>Parc de l'Alba is a new business and science park developed by Incasòl.</p> <p>Key outputs: Review of the different urban plans as well as the aim of linking the site into the science park cluster.</p> <p>Timescale: 1995-2005 development of the urban plans. At the end of 2006 started the urbanize works, and it is in construction.</p> <p>Bodies Involved: Local Administration, Territorial Politics Department [could this be translated as the Regional Spatial Policy team or department?], and Incasòl.</p> <p>Process and detailed content of the practice: A review of existing and proposed urban plans show problems associated with the sites which threatened to isolate and disperse wildlife in the areas and highlighted the need for the design and incorporation of biological corridors into overall development in the area.</p> <p>The interconnection of the green areas across the sites through these biological corridors sector allows a much more sustainable and diverse natural ecosystem as well as enabling local animals to circulate more safely and freely within the region and without getting lost.</p>

	<p>These green corridors ensure interconnection across broader developments within the regional zone and particularly the very important science, technology and business park linked to the Barcelona Autònoma University. In the latter development the Alba synchrotron is located, which is the most important scientific installation in Spain, and a core part of the regional science cluster.</p> <p>The latter is adjacent to the surrounding area at a distance of less than 10Km from Parc de l'Alba, and constitutes a major European business and knowledge-based activity growth pole.</p>
Evidence Base	The need to integrate the environmental aspects and features of the science cluster area with other nature protected areas.
Evaluation and baselines	<p>A review of the different urban plans and their relative dis-connectedness revealed the need to amend the metropolitan plans to increase green zones and create green or biological corridors for wildlife to pass with relative ease and safety between the different areas.</p> <p>Difficulties encountered: Changing the original metropolitan plans took a long time to achieve.</p>
Lessons learnt from the practice	The integration of industrial and natural spaces so that they complemented and added value to the quality of each other.
Contact information	Jordi Mora Riera j_mora@gencat.cat
Other background information of interest	- www.incasol.cat

GP 3- Split the pedestrian to the road network

Title of the Practice	Industrial Sector Can Sant Joan. Split the pedestrian to the road network
Precise theme/issue tackled by the practice	Planning design
Objectives of the practice	Differentiate the vehicle and pedestrian networks and ensure a high quality linking of private and public spaces particularly encouraging pedestrian access.
Location	- Catalonia (ES) - Sant Cugat del Vallès. Barcelona metropolitan area.
Detailed description	<p>Camí Ral is a new Business Park developed by Incasòl.</p> <p>Key outputs: The provision and integration of a variety of different access networks which enrich the economic, environmental and social life of a number of developments.</p>

	<p>Timescale: The urban plans for 1990-2006, where the major urbanisation works commenced in 1991 as a series of different stages.</p> <p>Bodies Involved: Local Administration, Territorial Politics Department [could this be translated as the Regional Spatial Policy team or department?], and Incasòl.</p> <p>Process and detailed content of the practice: Can Sant Joan Business Park is the newest and the most prestigious office park in the Metropolitan Area hosting a large number of leading companies. It has been designed as a continuation of the large commercial centre and will include office buildings and international companies but also as a multi-use site with services, leisure, sport educational and health facilities. The site is also designed to provide support services and facilities for the scientific and technological park that lies within a 10Km radius of the park.</p> <p>The key good practice in this project is the network design, with two different networks, road and pedestrian, at different elevations.</p> <p>At the highest point of the development the road network is located with the pedestrian pathways and access located at ground level. The network design and linkages ensures that all the green areas within the project are interconnected assuring a quality of environment as well as access for the public to enjoy all the parkland facilities.</p>
Evidence Base	The plan for the new industrial area and the clear realisation that the dispersed parcels of land and developments were in danger of creating isolated islands of progress that constituted zero sum games for neighbouring sites.
Evaluation and baselines	<p>The interlinking of the different sites provides tangible enhancements for the different specific sites as well as for overall regional development creating industrial and commercial areas that are more attractive, natural and 'alive'. These synergistic gains have created a legacy of economic, environmental and social gains for the local economy and the business and industrial parks.</p> <p>Difficulties encountered: The varying heights of the land across the sites necessitated major construction and landscaping works.</p>
Lessons learnt from the practice	Model scheme for the creation and integration of two different networks; one for road users and the other for pedestrians.
Contact information	Jordi Mora Riera j_mora@gencat.cat
Other background information of interest	- www.incasol.cat

GP4-Contain the water through treatment of the landscape

Title of the Practice	Industrial Sector Catalunya Sud Contain the water trough treatment of the landscape.
Precise theme/issue tackled by the practice	Environment, planning and design.
Objectives of the practice	Revise the design and infrastructure of an industrial site and introduce an innovative environmental drainage scheme that is fit-for-purpose for the scale of the industrial development.
Location	- Catalonia (ES) - Tortosa. Terres de l'Ebre.
Detailed description -	<p>Catalunya Sud is a new industrial area developed by Incasòl.</p> <p>Key outputs: The resolution of a natural environmental problem on an industrial park with a high quality sustainable natural solution.</p> <p>Timescale: The urban plans of 2001-2003 where the major urbanisation works took place 2003-2006.</p> <p>Bodies Involved: Local Administration, Territorial Politics Department [could this be translated as the Regional Spatial Policy team or department?], and Incasòl.</p> <p>Process and detailed content of the practice: Prior to the development of the industrial zone civil engineer experts calculated that the drainage system channels were too small for the overall scale of the planned industrial project.</p> <p>The drainage network system had previously only projected planned use of the land with minimal development. The development of the industrial section would lead to an increase in the volume of water rain run off as the natural potential for normal drainage disappeared.</p> <p>The design and implementation solution was to use a series of green zones to capture the main water run off and with the use of indigenous local stone material to create walls featuring water drainage channels reduced the volume of water channelled onto roads on the site.</p> <p>A major positive point is the preservation of areas of natural vegetation and the recreation of stone walls that reflect local traditions and heritage.</p>
Evidence Base	The key evidence was the problem of rain water drainage which presented potential costly and disruptive problems to the functioning of the site as an industrial park.
Evaluation and baselines	There were a number of ways to tackle this serious environmental problem. The 'green solution' to the problem required major economic investment in an environmentally sustainable drainage system. This 'natural' solution created a ecological cycle of drainage and vegetation that is a high quality environment that enhances the park's appearance as well as its functionality.

Lessons learnt from the practice	The innovative design of a natural drainage system that uses rain water to irrigate the green zones of local indigenous plant life.
Contact information	Jordi Mora Riera j_mora@gencat.cat
Other background information of interest -	- www.incasol.cat