

State of the Art Paper



Why do we need regional policy?

To show solidarity and remain competitive:

European regional policy is designed to bring about concrete results, furthering economic and social cohesion to reduce the gap between the development levels of the various regions. From a scientific approach, regional policy brings added value to actions on the ground. The policy helps to finance concrete projects for regions, towns and their inhabitants. The idea is to create potential so that the regions can fully contribute to achieving greater growth and competitiveness and, at the same time, to exchange ideas and best practices. This is the main purpose of the new initiative Regions for economic change. The whole regional policy is in line with the priorities set by the EU for growth and jobs. ([Lisbon strategy](#))

Key objectives

The European Fund for Regional Development (EFRD), the European Social Fund (ESF) and the Cohesion Fund contribute to three objectives: Convergence, Regional Competitiveness and Employment, and European Territorial.

1. The rationale of the **Convergence objective** is to promote growth-enhancing conditions and factors leading to real convergence for the least-developed Member States and regions.
2. Outside the Convergence regions, the **Regional Competitiveness and Employment objective** aims at strengthening competitiveness and attractiveness, as well as employment, through a two-fold approach. First, development programmes will help regions to anticipate and promote economic change through innovation and the promotion of the knowledge society, entrepreneurship, the protection of the environment, and the improvement of their accessibility. Second, more and better jobs will be supported by adapting the workforce and by investing in human resources
3. The [European Territorial Co-operation objective](#) will strengthen cross-border co-operation through joint local and regional initiatives, trans-national co-operation aiming at integrated territorial development, and interregional co-operation and exchange of experience.

Cohesion Policy and cities

In line with the objective fixed by the European Council in March 2005, the European Commission has proposed to strengthen the contribution of cohesion policy to growth and jobs in the course of the period 2007-2013.

The Community Strategic Guidelines 2007-2013 pay particular attention to specific needs of certain zones, such as urban and rural areas. The guidelines encourage an “integrated approach” to Cohesion Policy so that it encourages not only growth and jobs, but also pursues social and environmental objectives.

In addition, in its report on the urban dimension in the context of enlargement , the European Parliament welcomed the incorporation of sustainable urban development in Cohesion Policy.

The European Union will pursue its objectives of growth and jobs more successfully if all regions are able to play their part. Cities are particularly important in this context.

Cities are home to most jobs, firms and institutes of higher education and their action is decisive in bringing about social cohesion. Cities are home to change based on innovation, spirit of enterprise and economic growth.

Europe is characterised by a polycentric structure of small, medium-size and large towns. Many of them form metropolitan areas while many others constitute the only urban centre in the region.

European cities attract investment and jobs. They have many tools at their disposal to strengthen their attractiveness. The proposals of the Commission for Cohesion Policy contain many elements able to support these initiatives. The challenges to be met vary from one city to the next. Some cities have to solve the problems caused by population growth, increase in property prices, lack of available land, traffic congestion, and overstretched public services. Other cities suffer from population loss, dereliction, too few jobs or low quality of life.

At least four key issues require attention:

- Transport, accessibility and mobility
- Access to services and amenities
- Natural and physical environment
- Cultural issues

Cities and regions

What is required is flexible co-operation between the different territorial levels. Cities must find forms of governance which respect the institutional organisation of each Member State and which are able to manage all aspects of urban development.

- Develop partnerships between cities, regions and the state, within the framework of an integrated and coherent approach to urban development.
- To rise to the challenge of global competition, it will often be necessary for European cities to elaborate strategies co-ordinated at the level of agglomerations or urban networks in order to achieve critical mass.
- Management of the urban-rural interface. This means co-ordination between urban authorities (both central and suburban) on the one hand and rural and regional authorities on the other. Both because urban areas provide a service to the wider region in terms of employment, public services, public spaces, social centres, sport and cultural facilities; and because in a similar way, rural areas provide services to wider society through the provision of rural amenities, recreational opportunities and environmental goods as reservoirs of natural resources and highly valued landscapes. Coordination is particularly important in peri-urban areas.
- Cities can make use of technical assistance from the Structural Funds. Cities need help in building and maintaining the relevant chain of skills to tackle all the aspects of urban development. Increasingly, Member States and the European Union are offering skills and resource centres as well as the opportunities to network and exchange experiences. Skills in new areas – often working across traditional professional boundaries – are particularly important.
- In conformity with the General Regulation on Structural Funds, the Member States have the possibility of delegating to cities funds addressing urban issues within Structural Fund Operational Programmes. To get the full benefits of partnership, cities must be responsible throughout the process. This includes responsibility for the design and implementation of the subdelegated portion of the programme.

Sustainable urban development

Urban development is a complex and long term process. Cities should integrate this development in a long term perspective in order to maximise the many factors of success.

The success of the URBAN Community Initiative is in no small measure due to the integrated approach. URBAN has targeted social and economic cohesion removing

barriers to employability and investment at the same time as promoting social and environmental goals. The mobilisation of a broad range of partners with different skills has underpinned this approach.

- Cities should have a long term, consistent plan for all the different factors promoting sustainable growth and jobs in urban areas. Actions in one field must be consistent with those in another. Notably, economic measures must be sustainable in social and environmental terms. Monitoring and evaluation systems should be in place to verify results on the ground.
- The key partners – the private sector, the community and NGOs, as well as local, regional and national government – should be mobilized in the planning, implementation and evaluation of urban development.

Citizen participation

Citizen participation is a democratic imperative - the engagement of local residents and civil society in urban policy can give legitimacy and effectiveness to government actions.

Because of the different historical, legal, political and social contexts in different cities, good practices do not always translate directly from one city to another.

- It is important to involve local citizens, in particular young people, community groups and other NGOs in promoting environmentally and socially sustainable growth and jobs in cities. These actors bring new competences as well as promoting project legitimacy in the eyes of the community.
- A key common feature of successful citizen involvement is the availability of training and other forms of building the capacity and competence of local groups. e- government also has a role to play.
- There is a need to reduce the gap between “citizen time” and “political time” – actors from the local community often have difficulty understanding the delays induced by political and bureaucratic processes.

Networks and exchange of experience

- Skills and knowledge are an important precondition for urban regeneration. Successful solutions often require specific competences, including cooperation across administrative or professional boundaries. Cities should therefore make use of the knowledge gained and collected under URBACT as well as other European and national networks.

- For the period 2007-2013, the Commission is proposing a European framework programme for the exchange of experience and good practice. This will build on and extend the work of URBACT, which has so far concentrated on the experience of cities covered by the URBAN Community Initiative. The new framework programme would extend URBACT to cover cities in all Member States as well as the experience gained under national networks and resource centres for urban policy.

Financing Urban Renewal

Urban renewal has been extensively supported by the EU Structural Funds. In the framework of the new regulations for the European Regional Development Fund (ERDF), the Cohesion Fund and the European Social Fund (ESF) the managing authorities of operational programmes will be able to finance a wide range of urban development projects. Urban development may also be supported by the Initiatives JASPERS, JEREMIE and JESSICA. This will allow for an increase in the leverage of public resources by attracting contributions from the private sector.

- Private financing is useful and often necessary to complement public resources. A clear legal framework must underpin the setting up of public-private partnerships.
- The private sector brings not just money but complementary skills and competences.
- An effective public-private partnership requires both a strategic and long term vision and technical and management competences on the part of local authorities.

An excerpt of European City – Hinterland (Regional) Cooperations

Titel: Transport Delivery Plan supporting RSS (Regional Spatial Strategy)

City/Region: Birmingham, [West Midlands Regional Assembly](#)

Description: The RSS/RTS Guiding Principle that directs the Transport Delivery Plan requires partners to ensure that the Region's economic and social potential is not undermined by congestion and inaccessibility, but is supported through the provision of a better balanced and improved transport system by: aspiring to a fully integrated, multi modal transport system serving all parts of the Region; ensuring that the transport infrastructure is developed in ways that support and help drive forward the aims of the Region's regeneration programmes.

Project Start: 2007 (2004)

Partners/Representing people: [Transport Delivery Plan Partners](#)

Future Perspectives: There are significant policy developments in the pipeline - at the national and regional level – that have the potential to impact on transport delivery. It is likely that the 2008/9 Transport Delivery Plan will change to take account of these i.e.:

- Climate Change Bill;
- Local Transport Bill;
- Railways White Paper;
- Planning White Paper;
- Regional Spatial Strategy Revision Process;
- Regional Economic Strategy Review; and
- Refreshed Regional Funding Allocation Advice.



Birmingham Airport



Birmingham Air Rail

Titel: Digital Region**City/Region:** Sheffield, Yorkshire and the Humber

Description: Digital Region is a next generation broadband project aiming to bring a wholesale network that enables advanced IP-based services to be provided to citizens, businesses and the public sector throughout South Yorkshire. The project will offer Service Providers a unique opportunity to provide a next generation broadband infrastructure, recognising the opportunity to transform the economic and social landscape of the region through next generation broadband. It is anticipated that the creation of an open-access, super-high-speed internet service will transform communications, entertainment, and business activities for citizens living and working in the region.

Project Start: 2005

Partners/Representing People: Thales Telecommunication Services Ltd is leading a consortium with, Alcatel Telecom Ltd, and Kingston Communications to compete with individual bids from BT plc and BkyB Easynet.

Future Perspectives: As an initiative that is being embraced by the region's key stakeholders, including Local Strategic Partnerships, policymakers, funding bodies, businesses and public sector organisations such as health authorities and education providers, Digital Region is being firmly embedded within the future plans for the whole of South Yorkshire. Consideration will be given to extending Digital Region to all parts of the City Region.

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Titel: Lille VAL Automated Urban Metro, France**City/Region:** Lille Métropole Communauté urbaine**Description:** VAL system (véhicule automatique léger = light automated vehicle)

The first moves towards a new, integrated rapid transit system for Lille were taken in 1971. For the first time anywhere in the world it was decided to opt for an entirely automated, driverless subway. Construction began in 1978 and the service opened in April 1983, initially from République to 4 Cantons via the main heavy rail station, Lille Flandres.

The metro, tramway and buses together form the Transpole. Transpole is the public transport operator for the Lille Métropole, the metropolitan area surrounding the city of Lille in northern France.

The company is a subsidiary of Keolis, the largest private sector French transport group

Project Start: 1971**Partners/Representing People:**

Line 1 is 13.5 km (8.4 mi) long, of which 8.5 km (5.3 mi) are underground, with 18 stations. The line links Loos, to the south-west of Lille, with Villeneuve d'Ascq, to the south-east, via central Lille and the Gare de Lille-Flandres. Line 2 is 32 km (20 mi) long with 43 stations. It links Lomme, to the west of Lille, to the Belgian border, via central Lille, the Gare de Lille-Flandres, Roubaix and Tourcoing.

Supporting partners: Siemens, Mediter Shock Absorbers Spa, Heurtaux, Kontron AG, Gretzner Werkstoffe, Absopuls.

[Metro System - Specifications](#)**Future Perspectives:** Further expansion of both lines is under consideration. A proposed Line 2 extension, from C.H. Dron to Mouscron, would take VAL into Belgium.

Modern VAL station

Titel: Operational Programme for Hamburg 2007-2013 ERDF

City Region: Hamburg

Description: The European Commission approved a regional development programme for Hamburg for the period 2007-2013, the "Operational Programme for Hamburg 2007-2013 ERDF". This programme involves Community support for Hamburg under the 'Regional Competitiveness and Employment' objective. Hamburg has identified four strategic objectives for the Operational Programme.

- 1) 'Reinforcing Hamburg as a location for application-oriented research and development',
- 2) 'Increasing the competitiveness of the Hamburg economy',
- 3) 'Consolidating existing and developing cluster structures and networks',
- 4) 'Integrated development of individual city areas'.

The overall goal of the ERDF programme is to 'consolidate the position of Hamburg as an innovation-oriented city and enhance its international attractiveness for investors and workers' in conjunction with the image of Hamburg as a 'growing city'.

Current Situation: The programme aims, in particular, to create up to 1 000 jobs, promote and advise around 2 200 businesses and give support to approximately 100 new projects and ideas. Its indicative share of Lisbon-relevant categories of expenditure amounts to 80%.

Project Start: 2007

Partners/Representing people: The Hamburg authority for economic affairs and labour; Amt Wirtschaft, Luftverkehr und Schifffahrt - Referat EFRE-Programme; Projekte – WF 4

[Hamburg city/region](#)

Financing:

Priority Axis	EU Contribution	National Public Contribution	Total Public Contribution
Innovation and knowledge-based economy	25.600,000	29.113,500	54.713,500
Integrated and sustainable urban development	8.400,000	8.400,000	16.800,000
Technical assistance	1.268,791	1.268,791	2.537,582
Total	35.268,791	38.782,291	74.051,082

Future Perspectives: Until 2013 there are 3 priorities:

1.) *Innovation and knowledge-based economy:* The goal of this priority is to increase competitiveness by promoting growth and supporting innovation. The three areas of action for this priority are: 1) innovation, networking and knowledge transfer, 2) assisting enterprises and business start-ups and 3) environmental technology, resource efficiency and regenerative energies. The first area of action is that of cooperation and networking, in particular between science and industry, knowledge and technology transfer and the creation of scope for innovation. The second area of action relates to the reinforcement of research and development activities and innovative business start-ups, as well as the use of e-Government in SMEs. The third area of action concerns improvements in the use of resources and energy.

2.) *Integrated and sustainable urban development:* The goal of this priority is to safeguard and expand competitive urban and suburban structures by strengthening local economies and the management of city areas, supporting the cultural economy and recycling and making more efficient use of land.

3.) *Technical assistance:* There is also provision for technical assistance in order to implement the programme. Financial support is available for administration, monitoring, evaluation and control.

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Titel: solarCity
City/Region: Province Upper Austria/Capital City Linz, Pichling

Description: In building the solarCity, which was subsidized by the EU and the province of Upper Austria and designed by internationally recognized architects, the Provincial Capital of Linz has realized an urban development project that has attracted a great deal of notice. The three pillars of sustainability, namely economic growth, ecological balance and social progress, were equally and simultaneously taken into account. This succeeded only due to the exemplary cooperation of all concerned.



The joint determination of objectives and specification of plans, as well as the institution of a central project management team, guaranteed the successful realization of the project.

The solarCity enjoys an international reputation as an exemplary urban development project, and the non-profit housing developers of Upper Austria have proven that social housing can satisfy highest-quality criteria as well as customers' requirements. Within only a few years it has been possible to bring a new urban district to life, and today the twelve non-profit housing developers involved in the project provide modern housing for some 3.000 residents in the solarCity.

Project Start: 1992

Partners/Representing people: Linz – Pichling, especially the Kleiner Weikerlsee, Landschaftspark, Aumühlbach, and the Traun-Donau-Auen.

Financing:

Subject	Euro
Residential construction	125.000.000,-
Infrastructure	65.000.000,-
Total	190.000.000

The European Union General Directorate XII for Research and Development subsidised the planning work with a contribution of EURO 600.000.

Future Perspectives: Option for the future:

The solarCity has to be seen as a investment for the future, a kind of start up company which has to prove oneself. People have to be patient if the projects fails or succeeds – the fact is, that the solarCity is a checkpoint for the Urban Development of the capital city Linz.

**Contact**

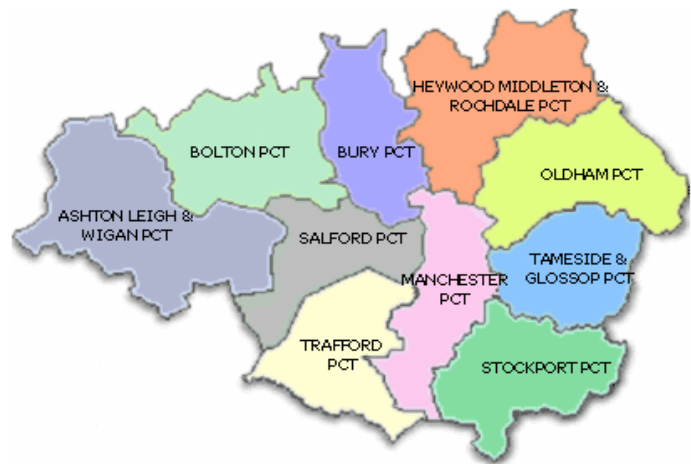
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Manchester City Region

The Manchester City Region, with Manchester Airport in its middle, is the primary international gateway to the North of England. With a population of just over 3 million, it is the economic centre of the North West. Between 1998 and 2003, the City Region economy performed strongly, with the annual average rate of GVA output growth in the period (2.3%) exceeding that of the North West (2.2%), although local performance rates were still some way behind the UK average (2.6%).

In 2003, the City Region generated an estimated £48 billion GVA output, representing just over half (51%) of the North West's total GVA output and 5% of the UK total.



The recent State of the Cities report showed that the UK's "core cities" have a considerable way to go before any of them will be able to act as a second growth-pole to that provided by London and the South East. The report also showed, however, that of all the core cities Manchester was the city with the most potential in terms of establishing itself as a major economic centre complementing the South East.

In addition to the findings of the State of the Cities report, a recent study carried out by SURF, CUPS and IPEG ("Strengthening the Evidence Base of Key Economic and Spatial Strategies in the North West"⁴), also highlights the MCR's predominance in economic terms. As the report states "... there are particularly pronounced concentrations of economic 'weight' in the North West, especially in the south of Greater Manchester, which stands out as strongly in Northern England as does London in the South...". The report goes on to examine travel to work patterns across the North West and other parts of the North of England and highlights the enormous geographical influence of the MCR in employment terms. As the report states – "The dominance of Manchester is striking; it has more than twice as many links as any other of the nodes [employment destinations] and clearly dominates the commuting flows across the region".



The City Region's economic asset base includes a range of world class elements:

- Manchester Airport
- A Dynamic Private Sector/Sector Accelerators
- World Class Universities
- Regional Media Hub
- Strong Civic Leadership

The Manchester City Region encompasses fifteen local government districts: it includes the cities of Manchester and Salford plus the adjoining metropolitan boroughs of Stockport, Tameside and Trafford to the south and Bolton, Bury, Oldham, Rochdale and Wigan to the north, together with High Peak, Congleton, Macclesfield, Vale Royal and Warrington.

Titel: British Waterways

City/Region: London, South East, South West, East and West Midlands, Wales, Yorkshire, North West, parts of Scotland

Description: British Waterways is the public corporation that cares for the 2,200-mile network of canals and rivers in England, Scotland and Wales. Their role is to ensure that the waterways can be used for all to enjoy, now and for many years to come. The purpose is to protect the historic waterways, to secure and earn the necessary funding, to grow the numbers who value and invest in them and to optimise the public benefit they can deliver.

The work to carry out is extraordinarily varied. Above all else the team must maintain their inland waterways so they are safe and accessible for the 11 million people who visit them every year as well as for the 32,000 boats based on them. They work with public sector bodies, private sector partners and the voluntary sector, and all the incoming money is reinvested back into maintaining the canals and rivers.

British Waterways was established by an Act of Parliament in 1962 to look after the majority of inland waterways in England, Scotland and Wales. As well as being governed by the normal accounting, employment, environmental, planning and safety legislation that affects any modern organisation and they are specifically governed by many of the original Canal Enabling Acts as well as a number of modern Acts of Parliament.

Project Start: 1962

Partners/Representing People:

- [East Midlands](#)
- [London](#)
- [North West](#)
- [Scotland](#)



- [South East](#)
- [South West](#)
- [Wales & Border Counties Waterways](#)
- [West Midlands](#)
- [Yorkshire](#)

Future Perspectives: Their ambition is that by 2012 they will have created an expanded, vibrant, largely self-sufficient waterway network used by twice as many people as in 2002.

Contact:

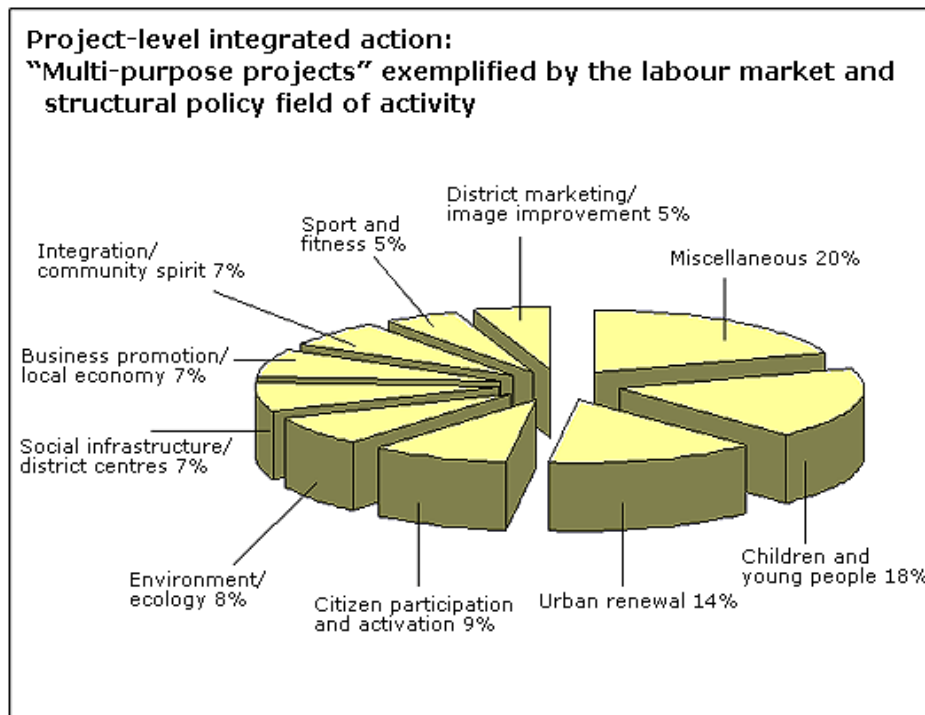
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Watford, Herts WD17 1DA
Telephone: 0845 671 5530
Fax (customer services): 01923 201304
Email: enquiries.hq@britishwaterways.co.uk

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Telephone: 0845 671 5530
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Socially integrative city

The German federal government and the *Länder* assign strategic significance to integrated action plans for the implementation of Districts With Special Development Needs – the Socially Integrated City. This is demonstrated in Article 2, Paragraph 4 of the 1999-2001 administrative agreement on urban development assistance concluded by the federal and *Land* governments. “The problems of urban districts with special development needs shall be tackled by an integrative concept amounting to an holistic improvement strategy in a comprehensive package of targeted social and environmental infrastructure policies. (...) local authorities shall produce a renewable, long-term, integrated, district-based urban development policy action plan to support measures. The action plan (design and implementation model and cost and financing overview) shall offer targeted, integrated solutions to complex problems, feature all steps required to achieve the goals – including those of developers, builders and financiers – and present spending estimates and specify funding sources.” At the same time this stipulation makes the fundability of a district contingent on the elaboration of an integrated urban development action plan for the neighbourhood.

The ARGEBAU ministers’ conference Guidelines on Implementation of the Joint Socially Integrated City Programme (second version, issued 1 March 2000) confirms the strategic role of integrated action plans. It also emphasizes their in-process status and the need for local players to get involved in designing and implementing ideas. Administrative regulations, guidelines, invitations to tender and aids published by the *Länder* on the topic of the Socially Integrated City programme usually refer to integrated action plans. To a large degree they adopt the stipulations of the administrative agreement. However, many also formulate additional demands on the content and procedural aspects of action plans.



Selection of “districts with special development needs” for the Socially Integrated City programme must be justified in comparison with the rest of the city. To make sound decisions jurors need detailed microspatial knowledge of conditions in the entire city. However, this depth of information is available in few cities. These include Berlin, Essen, Duisburg and Munich, which have adopted longitudinal sociospatial reporting systems. Comparison with the city as a whole is not only important for identifying districts with special needs, it also contributes significantly to the content of integrated action plans. Although they focus on the specific problems and resources of the programme districts, they must mesh with the wider picture of city strategies. Successful implementation of Socially Integrated City depends on the degree to which district measures, projects, processes and strategies can be incorporated into the city’s development policies and how well their citywide impact is taken into consideration. District integrated action plans must be part of a concept for the city as a whole to avoid the risk of simply shifting problems geographically or of neighbourhood strategies conflicting with superordinate policies. This is particularly relevant for housing and infrastructure policy.

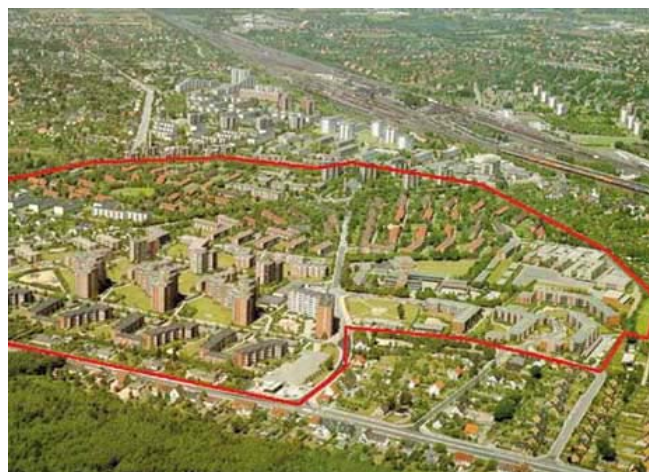
Titel: Socially integrative city

City/Region: Hamburg – Altona - Lurup

Description: Socially integrative urban development has a long tradition in Hamburg. Subsequent to the urban development programmes of the 1970s and 1980s, the "Fight against Poverty" programme was launched in the early 90s. It was followed by state programmes for socially integrative development, which, in Lurup, too, involved residents at an early date, initially in isolated projects.

The spatially separated Lurup communities "Flüsseviertel" and "Lüdersring/Lüttkamp" (both components of quarter 219 of "Lurup" district in the Hamburg borough of Altona) were combined in 1998 into one support area of the Hamburg urban renewal programme, and since 1999 have been a model area in the "Socially Integrative City" programme of the German federal and state governments. On the basis of previous neighbourhood improvement activities and the 1998 project and action plan, the first draft neighbourhood development concept of November 2000 took as its aim *the activation, support, and fruitful interlinkage of existing local potentials with city-wide resources*. Since its establishment in the spring of 2000, the neighbourhood management has supported the "Citizens' Forum," an institution founded on the personal initiative of its members. The District Centre inaugurated in June 2000 has rapidly developed into a contact point and a focus of communication in the district. Growing "civic awareness" has provided a basis for addressing existing conflicts and for developing problem-solving strategies in a spirit of partnership. The expanded district newspaper (see 4 "Key Projects") provides an appropriate public medium for these communicative and conceptual processes with a reach far beyond the boundaries of the district, and which can supplement internal interchanges by activating external support.

Project Start: 1998



Photograph of the area Lüdersring/Lüttkamp

Future Perspectives:

- The deficiencies in the model area spatial structure dating from the 1950s, 1960s, and 1970s cannot be remedied with neighbourhood development resources alone. Classical urban development support for investment adapted to local needs will therefore need to be continued.
- Low levels of education, low incomes, and social burdens due to migration or child-rearing obligations bind residents to their accustomed surroundings. Nevertheless, commercial and industrial milieus outside the neighbourhood need to be accessed for unemployed Lurup residents, mobility barriers eliminated, and reliable support in training and employment provided.
- In Lurup, as elsewhere, projects and the organisations that support them do not come about of themselves. The path of a project from initial conception to implementation needs reliable and consistent professional assistance. In this respect, too, it is necessary to link local and municipal resources and strategies for action.
- Local networks oft lack suitable access to decision-makers in the competent authorities. The more precisely and rapidly the neighbourhood management is informed about what the various authorities offer, the better will it be able to mediate the necessary contacts.

Titel: Socially integrative city**City/Region:** Berlin – Kreuzberg – Kottbusser Tor

Description: Since the mid-1990s, urban development policy has addressed this situation and introduced counter-strategies at various levels to contain further social de-integration in inner-city residential neighbourhoods and the escalation of segregation processes in the city as a whole. In addition to the abolition of the inappropriate occupancy charge and the occupancy commitment for publicly-assisted housing in specified types of area, 15 areas had been selected as a pilot project in early 1999 under the state programme "Socially Oriented Urban Development" to counter decline with the social-space approach of "neighbourhood management."

Projects: This year the *remodelling of Kottbusser Tor Square* will begin. For this project, which goes far beyond the requirements of immediate residents, integrated action will mean the involvement of authorities at the city and political levels. The project is to be carried out under a job-creation scheme, planned by the administrative authorities, coordinated locally, and effectively presented: this will require the integration of potent partners like Berlin Public Transport and those bearing responsibility for drug policy in the process. The project "*Berlin at Kottbusser Tor: Citizens Create A District Museum*" was initiated by the "Society for the Study and Presentation of Kreuzberg History." It has been financed by the neighbourhood fund and addresses active residents with an interest in education and culture. One floor of the Kreuzberg Museum will be devoted to an exhibition (pictures, films, models, reminiscences, and biographical portraits) in which residents present the history of the neighbourhood and organise discussions. This project, too, is designed to foster employment.

Project Start: 1990**Future Perspectives:**

"We're switching over" is the current neighbourhood management motto in the model area: to more education and qualifications, to more comprehensive and open participation structures, to greater involvement of potent partners from industry in the development process, from project to milieu-oriented approaches. Persistence and staying power will continue to be needed. Nevertheless: The "Socially Integrative City" has gained a bit of ground against "social segregation" in Berlin.