

GENERAL INFORMATION

PETUS description of tool in use						
Name of the case	Regeneration of Dobrich Town Park, Dobrich Municipality					
Name of the tool	Two-level Target Criteria: <ul style="list-style-type: none"> • National Target Criteria • Municipal Target Criteria 					
Country	Bulgaria					
City / region	Dobrich Municipality					
Total area (km ²)	109 sq. km					
Population	99249 inhabitants (2002)					
Density (people/km ²)	910.54 inhabitants/sq. km					
Tool user's profile	<p>a. Organization name (municipality, NGO, national or regional department, company, etc.)</p> <p>b. Field of activity</p> <p>c. Detailed contact/feedback (project website, e-mail, address, tel., fax)</p>					
	<p>a. Dobrich Municipality</p> <p>b. Holistic</p> <p>c. Dobrich Municipality 9300 Dobrich 12, Bulgaria blvd Tel: +359 58 600-001 Fax: +359 58 600 166 website: http://www.dobrich.org/sec.php?id=27</p>					
Reviewer, date	Ina Kovacheva, last updated June 2004					
Short description of the case <i>abstract up to 300 words</i>						
<p>Beautiful Bulgaria Project (BBP) aims at developing innovative policy approach to alleviate neglected urban infrastructure in Bulgarian cities and towns. It provides financial support to municipal projects which meet a set of <i>National Targets Criteria</i>. Dobrich Town Park Regeneration Project gained BBP financial support in 2003. It targeted a compact green space linking the town centre with the urban fringe. The park needed an urgent regeneration of horticulture and a new social focus to be defined concerning the effective use and management. A number of actions for the regeneration were undertaken to improve the quality of the environment and the safety of visitors - the pavement of the alleys was completely renewed, the lighting was replaced with energy saving-bulbs, a variety of trees were planted, the reconstruction of a pedestrian subway to the park started.</p> <p>The case is significant for the implementation of a policy tool which links the national with municipal targets integrating environmental, social and economic aspects of urban development. It effectively meets two urgent needs of most Bulgarian Municipalities – one for regeneration of the urban infrastructure and the second for diminishing the level of unemployment. The case is a good example of how the dissemination of a successful practical implementation of a tool linking the national, regional and the municipal level has led to the establishment of a sustainable project network at the national level.</p>						
The case study is related to ' green spaces qualitative aspects: improvement of the existing green/blue spaces quality ' (PETUS key-problem in green/blue sector)						
Sector	Waste	Energy	Water	Transport	Green/blue	Building & Land Use
					X	
Scale of project	Component	Building	Neighbourhood	City	Region	
				X		
Status of project	Starting up	Ongoing	Finished	Start date	End date (exp.)	
		X		2003		
Key words <i>Green and blue urban infrastructure, Town park, Regeneration, Design project, social impact</i>						
Project	a. Object (building, city park, wind					
	a. Town park					

farm, etc.) b. Type of activity (regeneration, renovation, new development, etc.) c. Type of product (plan, scheme, design project, etc.)	b. Regeneration/renovation c. Plan and design project
Tool a. Character (according to WP3final0704.doc) b. Benchmarks (qualitative or quantitative) c. Availability (paid/ free)	a. Case specific tool b. Qualitative and quantitative c. Free
Decision-making process a. Stage of the tool implementation (preliminary, midterm, etc.) b. Level (political, technical, etc.) c. Public participation	a. Preliminary b. Technical c. No

DETAILED INFORMATION

A. Detailed description of project and tool	
1. Description of context (existing strategies, laws, policy, action plans, etc.): EU, national, regional, municipal	The regeneration of Dobrich Town Park was undertaken within the national Beautiful Bulgaria Project (BBP) . It was developed after a successful pilot initiative in 1997 (partial financial support provided by EC and a <i>know-how</i> on the collaboration between national and local authorities provided by UNDP. BBP aims at developing innovative <i>policy approach</i> with particular focus on the <i>social impact</i> and at the same time to alleviate neglected urban infrastructure (mainly renovation of historical buildings, squares, parks etc.) in Bulgarian cities and towns.
2. Description of project a. Background (What caused the initiation of the project? What was the problem? Who initiated the project?); b. Objectives/aims (sustainability statement – what issues of sustainability were attacked); c. Time interval and stages of project realization; d. Financing – amount, sources, institutions involved, partnerships, levels. e. Other sectors involved in the particular project/problem (conflicts and/or links)	National level a. BBP operates essentially in urban centres characterised by high levels of long-term urban unemployment and with neglected urban infrastructure in urgent need of repair. The project provides vocational training in the field of construction for registered long-term unemployed people. They are after that temporarily hired in <i>local Small to Medium Enterprises (SMEs)</i> and contracted by BBP to refurbish buildings, parks and squares using newly acquired skills. b. The main targets of BBP are: regeneration of the urban environment, promotion of tourism, provision of an accessible public environment and capacity building at the local level (vocational training in construction and tourism). BBP supports most of the life-cycle stages of urban environment development – inception, project design, project assessment, implementation (construction) and quality monitoring during the operation (a set of 13 quantitative indicators are included and public opinion inquiries are carried out at the end of each BBP stage). BBP is well known and generally accepted by local people. A Public Opinion Poll on BBP (December 2000, GALLUP) reveals that 86 % of all the interviewees in the cities where Beautiful Bulgaria is implemented claim to be aware of both the concept of the project and its results; interviewed citizens see its most important positive effects in: the improvement of the urban environment (71%); revival of the civic pride of the population (47%); conservation of the cultural heritage (61%); generation of temporary jobs for the unemployed (58%). c. BBP has developed in four stages: <ul style="list-style-type: none"> • Pilot project named ‘Beautiful Sofia’ (1997-1998) - The project was designed to address the problem of unemployment in the city of Sofia. It funded works dedicated to improving the neglected urban fabric. Through them the project generated temporary jobs and historic

facades, monuments and parks were refurbished. The pilot project exceeded the initial expectations and was further developed by Beautiful Bulgaria I.

- Beautiful Bulgaria I (1998-1999) - In this stage, five of Bulgaria's largest cities, Sofia, Plovdiv, Varna, Russe and Veliko Turnovo were targeted. They had some of the highest concentrations of unemployment in the country. The main objectives of the project were the generation of urban employment and the improvement of the urban environment in the five cities (including a large number of historical buildings, parks and public squares). Groups of unemployed people in each city were identified, trained and engaged through local sub-contracts in labour intensive public works.
- Beautiful Bulgaria II (1999-2001) – The project included 6 additional cities: Vidin, Stara Zagora, Silistra, Vratza, Yambol and Razgrad. The project was executed by the Ministry of Labour and Social Policy with the support of UNDP and the EU, and was implemented by the 11 target Municipalities.
- Beautiful Bulgaria III (2001-2003) – 42 Bulgarian municipalities joined in the project. This stage focused on the increasing of the tourism attractiveness and potential of the municipalities. Dobrich Municipality gained the grant with its project for the Town Park regeneration.

The BBP project is now in its fourth stage.

d. The selected projects are supported according to a co-financed scheme:

- BBP National Budget – 50% of the project budget (labour payment);
- Municipal Budget – 50% of the project budget (expenses for building materials and management).

One of the important BBP targets is the refurbishment of parks, urban green spaces, children's playgrounds, cleaning-up of riverbeds and the construction of eco-trails – together with raising public awareness on the importance of environmental issues.

BBP is also sensitive to traditional gender issues. Traditionally construction and repair works are undertaken by men, the eco-component of the BBP projects provides an employment opportunity for women.

The fourth annual application deadline for financing within BBP closed in March 2004. The total number of supported municipalities has risen to over 100. (fig.1)

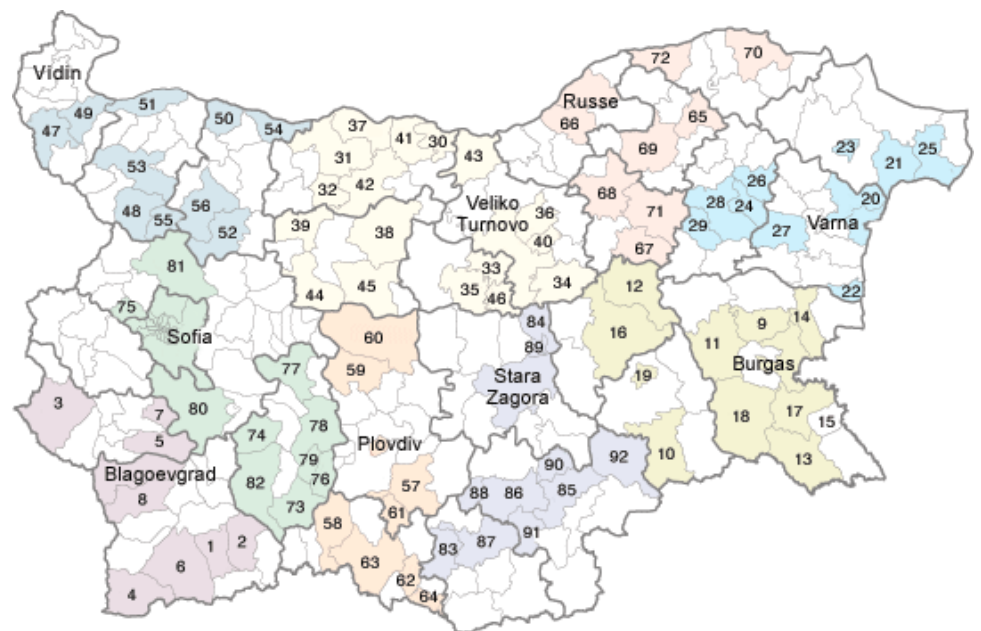


Fig.1 Municipalities with grants received within the Beautiful Bulgaria Project (up to 2003 the total number was over 100)

Municipal level

a. The Municipality of Dobrich has elaborated a Development Plan for the Green

Infrastructure (DPGI) and Regulation for the Implementation and Realization (RIR) of the Plan in 1999 (fig.2). DPGI identifies the existing green spaces and defines the recreational and ecological requirements to them according to the peculiarities of the landscape, urban and demographic structure in the town. The town is divided in four park regions which are managed by the respective administrative units. As a result, clear and effective organization is created for the realisation of the DPGI.

However, problems concerning green area maintenance are still persisting including preservation of the vegetation diversity, cleanness, lighting, etc.

b. Dobrich Town Park Regeneration Project, which gained BBP financial support in 2003, targeted a compact green space linking the town centre with the urban fringe. The park had originated from a small town garden of 2 ha which dated from the beginning of 20th century and nowadays declared a historical monument of landscape heritage. By 1948 it had expanded to 18 ha and the present day total area of 40 ha represents an important factor favourably influencing the local microclimate. However, the area needed an urgent regeneration of horticulture and a new social focus to be defined concerning the effective use and management of the park.

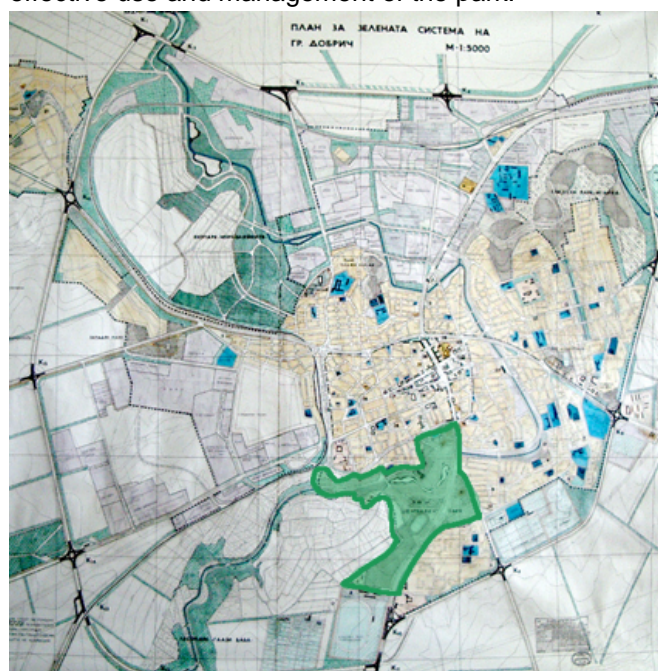


Fig.2 Dobrich town green/blue development scheme with the Town Park included

c. The project realisation of the town park reconstruction started in 2003 and was accomplished in 2004. However the preliminary study and project development needed a period of 10 years. Nowadays (end of 2004) reconstruction continues through the renovation of the underground passage at the main entrance to the park from the pedestrian street linking it with the town centre.

d. Project financing was provided according the co-financed scheme proposed in the national BBP. (See A2d. in national level).

e. National and municipal levels

Despite the existence of a specific focus (a building, park or square) posed by BBP, the project implementation at the municipal level usually concerns almost all urban infrastructure sectors. A general conclusion concerning the urban green spaces regeneration and based on the experience of BBP could be made – there is a complex interaction (and often a conflict) between the green and the water supply/ sewage systems. The reconstruction of the water and sewage pipes hinders the proper maintenance of green spaces. Conversely - sometimes the tree roots harm the pipes.

	<p>Actors involved in the project: BBP, Dobrich Municipality (<i>Ecology and Green Infrastructure Department</i>), municipal SMEs, unemployed people.</p>
<p>3. Description of tool</p> <p>a. Character (according to WP3final0704.doc) - calculation tools, process tools, assessment methods, generic tools, simulation tools, guidelines, framework tools, schemes, indicators and monitoring, checklists, case-specific tools;</p> <p>b. Availability of the tool (web-based / paper, paid / free, etc.)</p> <p>c. Based on existing tool or newly elaborated;</p> <p>d. Adaptation of the tool to the local context (are there local experts involved in tool's development?)</p> <p>e. Other tools implemented to support the project development</p>	<p>National level</p> <p>The National Target Criteria (NTC) for allocating financial support comprises 12 target criteria (tourism potential based on the historical, cultural, or architectural merits, or natural beauty of the site; possibility for inclusion of the municipality in a tourist route; potential to generate employment in the tourism sector etc.) updated every year to answer the changing social and economic context. Each year they focus on a particular target priority. During 2003-2004 priorities included the development of accessible public environment and of public sport facilities – halls, school yards, etc. As an output of the tool implementation BBP National Office provides a list of municipal projects worth financial support. It is also published in the official national website of the project.</p> <p>a. Case specific tool</p> <p>b. The tool is paper-based or can be downloaded free on http://www.beautifulbulgaria.com/</p> <p>c. Based on UNDP know-how</p> <p>d. At the beginning of BBP project (pilot stage – see A2c) the tool was based on UNDP experience and know-how. The next stages involved revision by local experts and adoption to the specific national context.</p> <p>e. Other tools implemented to support project development included Training (vocational) programmes in construction, tourism and business skills.</p> <p>Municipal level</p> <p>Municipal Target Criteria (MTC) was developed by the Dobrich Municipality for participating in the BBP and proved to be a relevant and successful tool for a preliminary project choice. As a result of the local municipal assessment the Dobrich Town Park Regeneration Project was selected to apply for a BBP grant. MTC was divided into four parts (environmental improvement, social impact, economic benefit, institutional potential) in which the municipality had to assess its criteria.</p> <p>The main criteria focused upon by the Dobrich Town Park Regeneration Project were:</p> <ul style="list-style-type: none"> ▪ Environmental value: influence on microclimate, presentation preservation of valuable plant species and, venerable trees etc; ▪ Social impact: reduction of unemployment, importance and frequency of traditional public activities, sport and child facilities, frequent use, closeness to the town centre, etc; ▪ Economic impact: benefits for local SMEs, tourism and service development, short-term period of realisation (in the term of the year), etc; ▪ Institutional potential: Projects and plans already available and waiting for financing, administration structure and status. The park is cultural and horticultural monument and requires special organisation of maintenance. <p>As a result of successful tool implementation, the Municipality succeeded in defining the main infrastructural targets for reconstruction and regeneration. It revised the existing development schemes and developed a comprehensive action plan for the realisation of the town park regeneration.</p> <p>a. Case specific tool</p> <p>b. Paper based and available at the Municipality.</p> <p>c. Newly developed.</p>

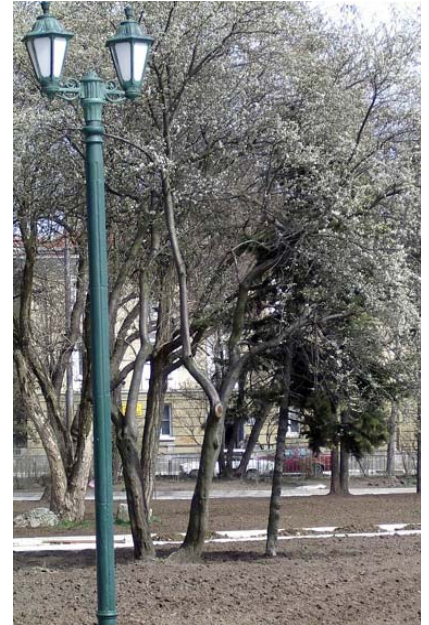
	<p>d. The tool was developed by municipal experts and was based on the specific context.</p> <p>e. An Urban Green Space Passport (UGSP), DPGI, RIR and a procedure for choosing local SME, planners and designers for participation in the project.</p>
B. Tool implementation	
<p>1. Argumentation for choosing the tool</p> <p>a. What were the reasons for the implementation of the tool? (voluntary or requested by what local, national, etc regulation)</p> <p>b. Who took the initiative for choosing /elaboration the tool?</p> <p>c. What were the criteria for choosing the tool?</p> <p>d. Was there knowledge of other tools and were they considered?</p>	<p>National level</p> <p>a. NTC aim to assess how successfully the applications have combined the social aspect (unemployment benefit replaced by payment for real accomplished work) with the regeneration of the urban infrastructure.</p> <p>b. The choice of the tool was a joint initiative of Bulgarian municipalities and Ministry of Labour and Social Policy (MLSP);</p> <p>c. No information is available.</p> <p>d. The proposed UNDP Working Model for national-municipal authority partnership served as a basis for the development of the tool. The UNDP management know-how was successfully integrated into the national tool structure.</p> <p>Municipal level</p> <p>a. BBP provides municipalities with opportunities for:</p> <ul style="list-style-type: none"> • meeting complex and urgent urban problems with restricted financial capacity; • raising the tourist attractiveness of Bulgarian settlements and thus creating favourable conditions for sustainable employment in the tourism sector. <p>b. The municipalities face the need for defining relevant priority targets. They develop their own criteria within MTC for identifying the most appropriate municipal proposals to compete for financial support at the national BBP level.</p> <p>c. The Municipality needed a tool to assess and rate the targets for urban refurbishment in a sustainable way by linking social, economic and environmental factors. The tool proved to be useful under real Bulgarian conditions and also flexible enough to meet the dynamic changes in the municipality.</p> <p>d. The “Green Trace” tool, an initiative for the Municipality-public partnership in the maintenance of public green spaces, working since 1997, was considered a successful one.</p> <p>The USGP, which provides comprehensive information on the current condition of green species and on already planned actions for each urban green space.</p>
<p>2. Barriers for the tool implementation</p> <p>What were the main problems in the tool implementation? (Regulation, information available, public awareness, lack of clear SD definitions and benchmarks, communication etc.)</p>	<p>National level and Municipal level</p> <p>No problems with the implementation of the tool have been reported. It has been used since 1999 and has proved to be relevant to the local context.</p>
C. Influence of the tool on the decision-making process	
<p>1. Description of the decision-making process/ procedures</p> <p>a. Stages</p>	<p>Actors involved in the decision-making process at national and municipal level: <i>Ecology and Green Infrastructure</i> Department, Dobrich Municipality, local SMEs, Regional BBP offices, National BBP office</p> <p>National level</p>

<p>b. Levels (political, technical, etc.)</p> <p>c. Sources of information used during the dmp;</p> <p>d. Who are the decision-makers?</p> <p>e. Who made the final decision for the project implementation? Was it political or technical decision?</p>	<p>a, & b. The National BBP Office publishes the main financing criteria for each year. The municipalities choose their targets (buildings, squares, parks etc.) for reconstruction by local priority criteria and then present their projects to the Regional BBP offices that make the preliminary choice according to the announced requirements. Projects are then sent to the national BBP Office where the final decision on financial grants is made.</p> <p>c. The required information is presented by the municipalities in a specific template and an application form. These documents contain the municipalities arguments for choosing the projects selected.</p> <p>d. National BBP Office, Regional BBP Office.</p> <p>e. Expert decision made by the national BBP office.</p> <p>Municipal level</p> <p>a. & b. Municipalities define the priority targets for the cities and towns. Mayors' proposals (for commissioning the projects development and for participation in BBP national procedure) to the Municipal Councils are based on local priority criteria and on the choice of local targets (posed by the municipal experts).</p> <p>After the decision of the BBP National Office for financial support is announced, Municipalities start a procedure for choosing the local enterprises to undertake the target projects reconstruction. It comprises auction documents development consultations with the enterprises, auction and final SMEs selection (based on national BBP requirements).</p> <p>c. All the information available in the municipal departments related to the territorial development of the town and the park (map, plans etc.).</p> <p>d. Technical decisions are made by the experts in the <i>Green Infrastructure</i> Department whereas the political decision is made by the Mayor and the Municipal Council.</p> <p>e. The final decision for project implementation is a political decision made by the Mayor and the Municipal Council.</p>
<p>2. Tool in decision-making process</p> <p>a. At what stage was the tool implemented? By whom? (experts, politicians, etc.)</p> <p>b. How did the tool output influence the process (added or skipped levels/stages in the existing decision-making process, etc.)?</p> <p>c. Quantitative goals or benchmarks defined? (If YES, which – and what were they compared to?)</p> <p>d. Was the tool used to support argumentations?</p>	<p>National and Municipal level</p> <p>a. The tool is implemented at the initial stage of the project development when choosing the municipal projects to be financed.</p> <p>b. The tool output facilitates the choice. Its utilisation is determined by the procedure that has not changed since the beginning of the BBP in 1997.</p> <p>c. BBP supports municipalities in achieving their quality goals by:</p> <ul style="list-style-type: none"> • Improving the urban living environment; • Providing long-term unemployed people with useful new skills and qualifications and with temporary jobs in small private companies; • Supporting local SMEs specialising in the field of construction; • Raising the tourist attractiveness of the settlements. • The benchmarks used for evaluating BBP achievements after the end of each stage are: • Number of beneficiary municipalities (No of district centers, small municipalities) • Employment generation (No of the employed people, No of people which find long-term jobs after being temporarily employment by the project, etc.) • Capacity building (No of the central/local staff trained, No of people provided with vocational training, etc.) • Refurbishment works accomplished (total number of refurbished sites,

	<p>number of refurbished sites listed as monuments of culture, number of contractors involved in refurbishment works).</p> <p>d. The final decision for the project financing is based on the tool output.</p>
<p>3. Transparency of decision-making process</p> <p>a. How was the information of the dmp disseminated? - directly (decision makers – public) or indirectly (decision makers - NGO, PR company, etc. - public); sources of dissemination used (mass media, internet, brochure, etc.)</p> <p>b. How was the public involved?</p> <p>c. Was there a public discussion over the project and at what stage of the project development?</p>	<p>National level</p> <p>a. The information for the decision made is disseminated directly to the public through the mass media, internet and exhibitions with the results of the programme. At the end of each stage of the project an edition with the successful realisations is published and disseminated by the Regional BBP Offices.</p> <p>b. No information available.</p> <p>c. No information available</p> <p>Municipal level</p> <p>a. The information for the decision made is disseminated directly to the public by the local newspapers and radio.</p> <p>b. No information available</p> <p>c. No information available</p>
D. Expert assessment/analysis/comment of the tool effectiveness	
<p>1. Assessment by tool users</p> <p>a. Were there measurable improvements as a result of the tool implementation? If YES, what? If no: why not?</p> <p>b. Were there any spun-off's or unintended consequences?</p> <p>c. General view on the tool? Lessons learned?</p> <p>d. Potentials for further use of the tool?</p> <p>e. Will the actors recommend it or use it in other cases - why / why not?</p>	<p>National level</p> <p>a. Due to the NTC implementation and the successful development of BBP project, the Bulgarian Government has decided to support it with an active policy and financial resources.</p> <p>b. As a consequence of the political decision legislative changes were undertaken.</p> <p>c. The tool provides the opportunity to address local issues in the light of identified national priorities in urban regeneration and guarantees the comparability of municipal approaches at the national level. It is applied to various sectors while keeping its general criteria and methods.</p> <p>d. The success of BBP and its evaluation tool is further demonstrated by the fact that over 100 municipalities <i>“decided to continue the activities with their own resources... some neighbouring countries intend to launch similar programmes inspired by the BBP.”</i> (Jacques Wunenburger, Head of the Delegation of the European Commission to Bulgaria)</p> <p>e. The tool has been used for seven years; its components and types of urban problems to be tackled have been continuously developed.</p> <p>Municipal level</p> <p>a. A number of actions for the regeneration of Dobrich Town park were undertaken (the pavement of the alleys was completely renewed (picture 1), the lighting was completely replaced with energy saving-bulbs (picture 2), a variety of trees were planted, the reconstruction of a pedestrian subway to the park started, etc.)</p>



Picture 1: The new alleys



Picture 2: Renewed lighting in the park

b. No information available

c. The tool contributes to SMEs strengthening, helps to build and measure the capacity of the Regional Employment Services and Labour Offices and encourages public-private partnership.

d. Nowadays Municipal Target Criteria is being successfully applied in 100 Bulgarian municipalities to assess the most suitable projects for potential financing from the BBP national programme. The criteria within the tool are modified in each municipality to be relevant to particular local conditions. The experience and approaches could be discussed and disseminated as potentially useful best practice.

e. The Municipality uses the tool every year when applying for BBP financial support. During 2003-2004 park regeneration (e.g. green spaces) was the target but before this the main targets were buildings with a historical value (e.g. the building sector).

2. Reviewer's assessment of the tool (usefulness, sustainability relevance, who are the actors excluded? etc.) Suggestions and needs for further development of the tool

The main advantages of the tool are:

- providing transparency about the way in which the social aspects, urban infrastructure regeneration and economic benefits for local SME are put together;
- building local capacity for the implementation of employment promotion policies;
- strengthening the partnership between national and municipal level institutions in the implementation of urban policies;
- strengthening the public-private partnership.

The participation of the town inhabitants in the definition of local criteria should be supported and a regular monitoring of results could be included as a criterion for successful implementation of the tool.

The BBP in general and the evaluation tool (NTC) in particular stimulate municipalities to take the initiative and try to resolve local unemployment and urban development problems with their own resources.

The tool is clearly aimed at sustainability by providing employment opportunities that have visible results and that benefit the local urban environment. However, in some cases short-term social considerations (only temporary employment is provided, the construction work of each project should be finalised within one season) are reported to prevail. In areas of specific historical heritage where is needed a restoration unqualified labour is not appropriate to implement.

E. Additional information on the case study available	
Websites	<p>Beautiful Bulgaria Project http://www.beautifulbulgaria.com/</p> <p>Ministry of Labour and Social Policy http://www.mlsp.government.bg/en/index.htm</p> <p>UNDP in Bulgaria http://www.undp.bg/</p> <p>Dobrich Municipality http://www.dobrich.org/dobrich/bg/ http://bulgaria.domino.bg/dobrich/</p>
References <i>concerning the case but also the key words or problem</i> (papers, articles, reports, laws, etc.)	<p>General Application form for participation in BBP Dobrich municipality Application form for participation in BBP in 2004 Beautiful Bulgaria, second revised edition, 2003</p>
Other sources (Interviews, conferences, discussions, etc.)	<p>Interviews:</p> <p>Ganka Peneva – expert in the Green Infrastructure Department, Dobrich (March 2004, September 2004) Dimo Petrov – team leader, Regeneration of Dobrich Town Park Project (March 2004) Svilen Stefanov - UNDP Programme Associate (March 2004) Mihail Bachvarov – expert in charge of Beautiful Bulgaria Project in the Ministry of Labour and Social Policy (April 2004)</p> <p>Expert interviews within the testing process carried out in September 2004</p>
Contact details for further information	<p>Ganka Peneva Expert in the Green infrastructure department 9300 Dobrich 12, Bulgaria blvd Tel: +359 58 600 705 Fax: +359 58 601 207 e-mail: green@dobrich.org</p>