



Gelderland & Overijssel
Combined Innovation Force
Annual Report
2013

Operational Programme ERDF 2007-2013. East Netherlands Region



European Union
European Regional Development Fund

Investing in your future!

Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Preface

"The fact that effects are sometimes difficult to measure does not imply that there is no effect at all." A clear statement by a project leader of the Gelderland/Overijssel ERDF Innovation Project TSP, a joint initiative of among others the University of Twente and Nedap in Groenlo. I couldn't agree more! There is no doubt in my mind that subsidies from the European Regional Development Fund often add that decisive push to innovative developments that are crucial to East Netherlands.

And the tangible effects of the Go Programme 2007-2013 for the regional economic development are quite substantial; stimulation of employment in innovative activities, support for start-ups and small businesses and an improved innovation infrastructure.

Even though these types of results are difficult to express in hard figures, it's the quality that matters. 2,175 new jobs on a total of 1.4 million employment opportunities in East Netherlands thanks to ERDF, may not seem like a lot. But when we are talking about highly-skilled new job opportunities in innovative sectors at a time of economic crisis, I would call it a formidable achievement! All the more so when we bear in mind that through a reinforcement of the regional economy we may also add multiplier effects.

2013 was characterised by awarding the final budgets for innovative projects. This signifies a total investment by the EU, the Government and the Provinces of Gelderland and Overijssel of more than €110m within the framework of the GO Programme. Private contributions amount to more than €150m; many times more than the original target. The scope of the total programme has already reached the impressive figure of €500m. In short, in East Netherlands every euro from Europe is eventually tripled.

In 2013, we also developed proposals for the new plan period 2014-2020. For that period, the Netherlands may expect a commitment of €509m from the ERDF programme. More than €100m will go to Gelderland and Overijssel. As the Dutch government (€17m), the provinces and major cities (€48m) and the business community

(€120m) will also contribute, a total amount of €285 will be available. We will invest these funds once more in innovation and also in promoting an economy that is less dependent on fossil fuels (low-carbon economy).

In East Netherlands, ERDF will focus even more on small and medium-sized business (SMBs) and knowledge institutes. Especially when the business community, education and public authorities join forces, ERDF subsidies turn out to be most effective. It is for this reason that projects in which these three stakeholders work together well, will be most eligible to be awarded ERDF subsidies. And, last but not least, we will continue our commitment to a further growth of innovative activities in East Netherlands.

*Dr. Annemieke Traag
Chairman Supervisory Committee GO Programme
Member of the Provincial Executive of Gelderland.*



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Introduction

Accountability

The main target of the Go Programme is the development of East Netherlands into a leading European innovative region. The GO Programme is a joint programme of the Provinces of Gelderland and Overijssel with the five urban networks located in the region: Urban Region Arnhem Nijmegen (Stadsregio Arnhem Nijmegen), Network City Twente, Zwolle-Kampen Network City, The Valley Region and the Urban Triangle (Stedendriehoek). In the Provinces of Gelderland and Overijssel, the programme is implemented under the title: *GO Gelderland & Overijssel, Combined Innovation Force*, mostly referred to in short as the *Go Programme*.

The European Commission supports the Go Programme from the European Regional Development Fund (ERDF). The fund is one of the instruments deployed by the European Commission for its target of turning the European Union into the most prosperous and competitive region in the world.

Targets, strategy and socio-economic developments

The East Netherlands Food, Health & Technology Valleys and the (Urban) Triangle are the driving forces behind the development of the knowledge economy in the region. Together they constitute the foundation of the Go Programme. In addition, there is ample room for new, upcoming knowledge clusters. More and more projects were realised in the course of the programme, in which partners from the various Valleys collaborated.

The priorities of the Dutch ERDF Operational Programmes are worked out in four subtargets:

- Reinforcing the knowledge economy and the regional innovation potential by deploying and enhancing the knowledge clusters present;

- Reinforcing the competitive position of the business community, stimulating entrepreneurship and creating sustainable employment;
- Increasing the attractiveness and the quality of life of East Netherlands, especially in the urban networks;
- Increasing the socio-economic appeal of the urban areas.

For the realisation of programme's main target and subtargets, activities are developed in three Priorities and five measures.

- **Priority 1: Knowledge economy, entrepreneurship and innovation**
 - Measure 1.1: Reinforce the knowledge clusters Food, Health and Technology
 - Measure 1.2: Enhance the innovation power and competition position of the business community
- **Priority 2: Reinforce the innovation climate in urban networks**
 - Measure 2.1: Improve accessibility and mobility
 - Measure 2.2: Improve the quality of the working and living environment
- **Priority 3: Attractive towns**
 - Measure 3.1: Comprehensive district approach
- **Priority 4: Technical assistance**
 - This point was included to guarantee an effective and efficient execution of the programme.

A set of indicators (see table 2.2.), determined at national level, is used as the basis for programme monitoring.

At European level, the horizontal policy priorities 'equal opportunities for men and women' and 'environment and sustainability' have been high on the agenda for a long time already. The Go Programme has opted to include these themes in the preparation and realisation of all projects and not to establish any separate Priorities. In 2011, the Supervisory



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Committee discussed the theme of sustainability with the programme office through a memorandum. The Supervisory Committee was presented an overview of the scores of all projects on sustainability in 2012. In the year under review, we consulted with applicants about their contribution to durability and equal opportunities. We will more explicitly go into these aspects in the various project descriptions.

GO Programme contribution to the development of the regional economy

Aims of the Go Programme include the promotion of employment in innovative activities, support for (the entrepreneurship of) start-ups and small businesses and improving the accessibility of business parks. Of the total job offer in East Netherlands of more than 1,400,000, the number of new job opportunities of 2,175 that the GO Programme tries to realize, is a mere 1.7 percent. Based on the figures known at this time, we will realise more employment thanks to the programme but the eventual effect on the total job offer will remain limited. In the Hightech, Materials and Chemistry sectors, economic activity is picking up, particularly in terms of innovative activities, network creation and accessibility. That's where the GO Programme's focus areas lie.

On the one hand, the Go Programme supports the development of new production in the Food, Health and Techno sectors. In these areas the programme achieves good results.

On the other hand, the Go Programme co-finances projects aimed at reinforcing the entrepreneurship of start-ups. In this respect we are talking about businesses in the Hightech, Material and Chemistry sectors (within Priority 1) as well as start-ups and small businesses in urban districts (Priority 3). The Go Programme takes employment for both the highly educated and those with poor qualifications into consideration.

Supervisory Committee in 2013

There were some changes in the composition of the Supervisory Committee; Ms Van der Wenden was replaced by Mr. Van den Hove as representative of the Ministry of Economic Affairs. On behalf of the Urban Region Arnhem/Nijmegen, Mr. Dijkstra succeeded Mr. Modder. Mr. K. Vander Eecken was succeeded by Mr. K. Magnus as advisory member from the European Commission.

The Supervisory Committee convened twice in 2013. The meetings are held as much as possible on locations that receive a financial contribution from the programme.

On 31 May 2013, there was a meeting at Salland Olie in Kampen. The Annual Report 2012 was adopted and the Supervisory Committee was informed about the programme progress in the Priorities 1, 2 and 3. The members of the Supervisory Committee discussed the future cohesion policy of the European Union 2014-2020 and the resulting opportunities for East Netherlands.

Furthermore, the Supervisory Committee noted an amendment in the description of 'management and control systems' (article 71 Council Regulation (EC) 1083/2006). The Managing Authority presented the Risk Assessment of the lawfulness of the execution of the GO Programme. After the spring meeting, the Supervisory Committee visited the newly realized accessibility of business park Haatlanden/Zuiderhaven in Kampen via a new exit on motorway A50. This project was partly made possible through an ERDF contribution from Priority 2.

On 29 November 2013, there was a meeting at the Innovation Centre Friesland Campina in Wageningen. During that meeting, the Supervisory Committee was informed on the progress of the programme in the Priorities 1, 2 and 3 and the progress of the future cohesion policy of the European Union 2014-2020 for East Netherlands was clarified. In addition, the communication plan 2014 was presented.



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

The Supervisory Committee agreed with the proposed alteration of the Technical Assistance budget.

The Audit Service presented the preliminary results of their annual audit and indicated that they expected that East Netherlands will remain within the 2% error margin.

The Steering Committee Priority 1 has drawn up a memorandum with the learning points of the current programme to share their views with the Managing Authority, the Supervisory Committee and the parties involved in the preparation and realisation of the ERDF programme 2014-2020. Mr. Sporre, chairman of the Steering Committee, commented on these observations and recommendations. The most important point was the importance of a high-quality business case with explicit attention to the controllability of a project. Projects should aim at real business – the Steering Committee Priority 1 recommends – in which SMB-involvement and the relation between SMBs and large enterprises also play an important role. In order to secure the programme objective, the presence of sound expertise in the Steering Committee is considered to be an important added value.

As proposed by the Supervisory Committee, this memorandum will be presented to the advisory committee of the new programme. Afterwards, Mr. Willems, Director Scientific Affairs with Friesland

Campina and location manager of the Innovation Centre, gave a presentation and showed the members the Innovation Centre.

The Steering Committees in 2013

There are two Steering Committees in place for the assessment of the projects in terms of content. They advise the Managing Authority on the substantive quality of projects. Both Steering Committees have independent chairmen and are based on separate content priorities of the Go Programme.

The Steering Committee Priority 1 convened four times in the year under review, with an assessment round in writing to be able to make further progress during the summer period.

In its consultations, the Steering Committee Priority 1 pays considerable attention to their assessment of submitted projects. The innovative character is tested, just as the extent in which projects directly contribute to economic reinforcement of East Netherlands. To secure this in an optimal manner, the business plan and implementation approach of a project are considered to be essential factors in their assessment.



Table of Contents

Start

Preface

Introduction

General progress GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

General progress GO Programme

Results and progress analysis

The programme reached the final phase in 2013. The commitment level rose above 100 percent, caused by the overcommitment within Priority 1 and the increase of the commitment level to 93.2 percent in Priority 2 and 95.0 percent in Priority 3. End 2013, the remaining project applications were under preparation with the towns.

A. Project supervision and advice

The total of projects decided on, reached 179, end 2013. In the previous years, 34 projects had already been completed and settled. Twenty-one projects were formally settled in 2013. At the end of 2013, 124 projects were underway. An increasing number of these have reached the completion phase. Table 2.3 gives an overview of the completed projects with the realized indicators: Completed projects in 2013.

B. Accountability information

In 2013, the level of the claimed costs reports submitted with the programme was high thanks to the good relation between project implementers and the programme office. This is among others clear from the fact that questions about administration requirements are asked in an earlier stage.

Just as in previous years, there is an initial interview after the decision of the Managing Authority to grant an ERDF subsidy. This meeting between the GO programme office and the project implementers usually takes place within four weeks after the subsidy decision is issued. The conditions of the decision are explained in detail, there is room for questions and any uncertainties are discussed timely. During the meeting, a user's guide is provided about setting up a well-organised administration. In the event of multiple project partners, the programme office GO Programme urgently advises the main applicant

to let all responsible persons of the project partners be present at the meeting. Agreements reached during the session are laid down in writing to enable feedback.

After the meeting as well, there is regular contact between the project implementer and the programme office. In this phase, the main focus lies on the assessment of the submitted progress reports and final cost statement.

The reactions of project implementers in East Netherlands tell us that the contact level and supervision is highly appreciated.

C. Progress in the Priorities 2 and 3

In the past years, there has been extra attention to the lagging progress of the commitments within Priorities 2 and 3. In the spring of 2013, the chairman of the Supervisory Committee once more pointed out to the boards of the urban networks that they needed to speed up submitting and executing projects.

A message that has clearly been well-received; yearend 2013, the commitment level Priority 2 reached 93.2 percent. With respect to Priority 3, the commitment level was 95.0 percent at the end of 2013. This figure was not yet the targeted 100 percent as the towns and urban networks had not yet submitted all projects end 2013. On the other hand, all projects that still need to be submitted, are known by now. The Go Programme Managing Authority expects, therefore, that both Priorities will reach a commitment level of 100% by the middle of 2014. Some urban networks and towns implemented some minor changes in their projects in 2013. Projects that for the time being are not carried out and projects of which it is unsure whether they can be realised timely, were removed from the list. Not only obtaining the required permits constitutes a risk factor but also the to-be-expected more limited financial options of the urban networks and towns involved in the coming years.

The realisation of the expenditures of the projects in both Priorities is well on course. Both Priorities meet the N+2 estimate for 2013.



Table of Contents

- Start
- Preface
- Introduction
- General progress
GO Programme
- Table 2.1.a
- Table 2.1.b
- Table 2.2
- Table 2.3
- Colophon

Financial progress

Tables 2.1a and 2.1b show the division of the committed 'Total Eligible Project Costs' (TSC) concerning the various Priorities. Next to the committed ERDF means, the columns state the contributions of the various co-financers from the Operational Programme East Netherlands OP Oost up to and including 2013. The contribution per co-financer is compared to the target of the total programme period. Next to the committed ERDF means and the target for the entire programme period, a column is added with the commitment target up to and including 2013.

The total of committed ERDF means for the programme, amounted to €125,277,359 end 2013 (see table 2.1a).

Just as in the previous years, table 2.1 is presented in two ways: table 2.1a shows the committed amounts according to the decisions (including changes in the course of the project). Table 2.1b also shows the commitment decisions, but the commitment figures of the adopted projects are changed by realisation figures. These two separate tables give an improved insight into the current claimed budget. The difference between the tables 2.1a and 2.1b is still small, less than 3 percent of the total. This is a clear indication that the realisation of the projects that have been settled to date, is still very much in line with the committed budget. In good coordination with the programme management, these projects were able to make a good estimate of the project costs and to monitor this in a proper manner.



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Table 2.1.a: Financial overall view originally committed amounts OP Oost 2013 (Operational Programme East Netherlands)

	TSC	ERDF			NATIONAL PUBLIC				NATIONAL PRIVATE	
		COMMITTED 31/12/2013	BUDGETED UNTIL 31/12/2013	TARGET TOTAL PROGRAMME PERIOD	COMMITTED 31/12/2013			TARGET TOTAL PROGRAMME PERIOD	COMMITTED 31/12/2013	TARGET TOTAL PROGRAMME PERIOD
					GOVERN.	REGION	TOTAL PUBLIC			
Priority 1 Regional Innovation Force, knowledge economy and entrepreneurship	358,582,934	104,797,168	95,276,000	95,276,000	41,418,022	57,773,271	99,191,293	95,276,000	154,594,473	21,173,000
Priority 2 Reinforce innovation climate in urban networks	140,624,864	42,065,243	45,128,000	45,128,000	10,361,191	84,637,903	94,999,094	55,156,000	3,560,527	0
Priority 3 Enhance attractive towns	46,880,389	16,274,235	17,132,000	17,132,000	3,200,000	22,301,750	25,501,750	19,036,000	5,104,404	1,904,000
Priority 4 Technical Assistance	10,229,342	5,114,671	6,564,000	6,564,000	0	5,114,671	5,114,671	6,564,000	0	0
Total	556,317,528	168,251,317	164,100,000	164,100,000	54,979,213	169,827,594	224,806,807	176,032,000	163,259,404	23,077,000



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Table 2.1.b: Financial overall view originally committed amounts OP Oost 2013 (Operational Programme East Netherlands)

	TSC	ERDF			NATIONAL PUBLIC				NATIONAL PRIVATE	
		COMMITTED 31/12/2013	BUDGETED UNTIL 31/12/2013	TARGET TOTAL PROGRAMME PERIOD	COMMITTED 31/12/2013			TARGET TOTAL PROGRAMME PERIOD	COMMITTED 31/12/2013	TARGET TOTAL PROGRAMME PERIOD
					GOVERN.	REGION	TOTAL PUBLIC			
Priority 1 Regional Innovation Force, knowledge economy and entrepreneurship	356,523,944	103,147,096	95,276,000	95,276,000	41,037,869	56,582,927	97,620,796	95,276,000	155,756,053	21,173,000
Priority 2 Reinforce innovation climate in urban networks	133,339,040	39,362,206	45,128,000	45,128,000	9,621,272	80,900,504	90,521,776	55,156,000	3,455,057	0
Priority 3 Enhance attractive towns	47,648,882	16,159,482	17,132,000	17,132,000	3,200,000	22,568,073	25,768,073	19,036,000	5,721,327	1,904,000
Priority 4 Technical Assistance	10,229,342	5,114,671	6,564,000	6,564,000	0	5,114,671	2,930,124	6,564,000	0	0
Total	547,741,208	163,783,455	164,100,000	164,100,000	53,859,141	165,166,174	216,840,769	176,032,000	164,932,437	23,077,000



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

A total of more than €20 million ERDF budget was therefore committed in 2013. This implies a small overcommitment. The Priorities 2 and 3 jointly still have more than €4m available.

Completed projects

In the year under review, 21 projects reached final settlement and conclusion: nine in Priority 1, nine in Priority 2 and three in Priority 3. The assessed projects have a limited release. This is detailed per Priority in Chapter 3. These completed projects jointly realise 498 new jobs.

Programme effects on the regional economic development

It is difficult to measure the programme effects on the regional economic development. Despite the targeted deployment of ERDF subsidies (especially in the spearhead sectors Food, Health and Technology and the emerging sector EMT), the absolute scope of the funds stays relatively limited. Furthermore, there sometimes is an indirect and temporary effect due to the employment realised by projects in Priority 2 and partly in Priority 3. A phenomenon as may be seen in the building sector for example.



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Table 2.2: Substantive progress of the programme

INDICATOR	PRIORITY 1			PRIORITY 2			PRIORITY 3			TOTAL		
	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013
Number of R&D projects	15	121	117							15	121	117
Private R&D investments in euro	10,000,000	145,262,807	61,459,007							10,000,000	145,262,807	61,459,007
Public R&D investments in euro	10,000,000	194,435,272	88,436,230							10,000,000	194,435,272	88,436,230
Number of supported start-ups and SMBs < 5 years	150	960	429				30	165	186	180	1,125	615
Induced private follow-up investments in euro	25,000,000	78,856,586	35,500,637							25,000,000	78,856,586	35,500,637
Number of supported SMBs	2,000	5,395	1,358				30	131	114	2,030	5,526	1,472
Number of new collaborations between businesses and knowledge/research institutes	100	126	124							100	126	124
Number of projects accessibility improvement alternative transport means				10	21	14				10	21	14
Number of projects accessibility improvement				10	26	19				10	26	19
Number of renovated or new urban facilities				25	20	17	10	19	18	35	39	35
Number of ha modernised business park				200	316	160	10	0	0	210	316	160
Number of recreational tourist projects				10	14	14				10	14	14
Number of projects aimed at nature, landscape or cultural heritage improvement				14	11	11				14	11	11
Number of projects aimed at entrepreneurship urban district economy							25	8	8	25	8	8



Table of Contents

Start

Preface

Introduction

General progress

GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Table 2.2: Substantive progress of the programme (continuation previous page)

INDICATOR	PRIORITY 1			PRIORITY 2			PRIORITY 3			TOTAL		
	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013	TARGET	BUDGETED 2013	REALISATION 2013
Number of projects aimed at participation, quality of life or social activation							25	20	17	25	20	17
Number of m ² modernised business location							200,000	9,293	11,608	200,000	9,293	11,608
Number of gross created jobs in FTE (outcome)	900	4,474	2,765	1,250	474	268	25	112	119	2,175	5,060	3,152



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Table 2.3: Completed projects in 2013

PROJECT NAME MEASURE	Number of R&D projects	Private R&D investments in euro	Public R&D investments in euro	Number of supported start-ups and SMBS < 5 years	Induced private follow-up investments in euro	Number of supported SMBS	Number of new collaborations between businesses and knowledge/research institutes	Number of projects accessibility improvement alternative transport means	Number of projects accessibility improvement	Number of renovated or new urban facilities	Number of na modernised business park	Number of recreational tourist projects	Number of projects aimed at nature, landscape or cultural heritage improvement	Number of projects aimed at entrepreneurship urban district economy	Number of projects aimed at participation, quality of life or social activation	Number of m ² modernised business location	Number of gross created jobs in FTE (outcome)
1.1 Inspiration, initiation and innovation Food Valley	0	0	0	9	645,980	26	1	0	0	0	0	0	0	0	0	0	24
Integrated Practice Centre (IPC) Hart van Zuid	1	3,504,366	2,049,343	0	1,199,601	1	1	0	0	0	0	0	0	0	0	0	45
IPC Hart van Zuid Exploitation	1	3,089,428	2,765,836	3	1,265,307	400	1	0	0	0	0	0	0	0	0	0	47
Mecon Mouth care	1	108,009	130,764	1	42,263	2	1	0	0	0	0	0	0	0	0	0	2
Venture Lab Twente education and training	1	0	4,566,309	115	926,961	0	0	0	0	0	0	0	0	0	0	0	92
1.2 Healthy school classes	1	767,089	487,779	0	222,112	1	1	0	0	0	0	0	0	0	0	0	10
Main Manufacturing Excellence Project part 1	16	4,407,951	5,608,535	3	1,772,918	35	16	0	0	0	0	0	0	0	0	0	82
Development, optimisation Pulverizing Air Dryer technology for the EU market	1	663,050	629,725	1	228,821	4	1	0	0	0	0	0	0	0	0	0	21
SCOOP (Smart Chair/Office Development Project)	1	1,029,492	1,033,637	0	365,174	2	1	0	0	0	0	0	0	0	0	0	21
2.1 Development area Westervoort city centre	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
Fast cycling route RijnWaalpad Nijmegen	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
Railway zone Spoorallee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Improvement accessibility Centerpoort – Nieuwgraaf	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
2.2 Arnhem Nijmegen Cool Region joint reinforcement of competitiveness	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	10
Restructuring Oranje Nassauplein	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	5
New mooring facilities for river cruisers	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	4
Revitalising Malden business parks	0	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	135
Economic offensive ring roads Nijmegen; atmosphere & business climate upgrade	0	0	0	0	0	0	0	0	0	3	0	1	1	0	0	0	0
3.1 Green city centre distribution Deventer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pocket money project t/Geerdink Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Work experience farm Health Park Hengelo	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0



Table of Contents

Start

Preface

Introduction

General progress
GO Programme

Table 2.1.a

Table 2.1.b

Table 2.2

Table 2.3

Colophon

Colophon

Text and editor

Managing Authority East Netherlands

Design cover and layout

Kees de Bruijn, graphic designer, Ellecom

Cover photograph: The new building of pop venue Doornroosje
on the Stationsplein in Nijmegen

Photograph: Jaap Zoet/Province of Gelderland

Translation

JP Translations, Nijmegen

Publication

Managing Authority East Netherlands

Province of Gelderland

P.O. Box 9090

6800 GX Arnhem The Netherlands

www.go-oostnederland.eu

This publication was also made possible by the European Union



European Union

European Regional Development Fund

Investing in your future!