



# CSI Europe Poznan

## Governance Conference Seminar Report

*Seminar report of the CSI Europe Governance Conference held in Poznan on the 16th and 17th June 2014*



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## Introduction

World Cup fever struck the CSI Europe Network when the Poznan conference coincided with the early stages of the FIFA World Cup. The networking session set up on the evening before the conference had to be delayed to allow Jose and Margrit to watch the clash between Portugal and Germany. This turned out to be an easy win for the German team which pleased not only our colleagues from Leipzig but also most people from Poznan who seem to have adopted Germany as their representatives in the competition, partly because some of Germany's best players are Polish!

After the game, a triumphant Margrit joined Ton, Marco and Perrine to celebrate their teams' successes whilst Jose was supported by Modesta and Mark on the losers' bench. As it turned out many more of us were to end up feeling like Jose whilst Germany went on the glory, winning the tournament in fine style. Congratulations to Margrit, Ute, Karsten and all in Leipzig for winning the trophy for Europe!

All this excitement set the network up for its conference which was to consider the Governance theme. The aim of the event was to consider how a city's governance can be aligned with that of Financial Instruments active in their area; how the investment strategy of a UDF can reflect a city's own strategic plan; and how cities can participate in the governance of a UDF. The conference built on the previous work undertaken in this area through the network and the results of a study conducted by the thematic partners in advance of the event.

## Day One – Governance Conference

### Opening

The event was opened by Tomasz Kayser, the First Deputy Mayor of Poznan with responsibility for Urban Development. Tomasz welcomed us to the venue a state of the art visitor and conference centre that had been built with ERDF funding. He described how the centre was built on the site of Poznan Gate a historic site which was where the kingdom of Poland was first established a thousand years ago.



Recent archaeological work had found the graves of some of Poland's earliest kings who had lived in Poznan close to Poznan gate in the 11th Century. Tomasz went on to describe his vision for the development of Poznan in the future. Poznan is a thriving University city with a large student population and a low unemployment rate of 4%. It has successfully attracted foreign investors who have established hi-tech manufacturing facilities in the area. The biggest employer is Volkswagen, followed by the universities and the City is working to promote Poznan as a city with a skilled workforce ready for investment.

## Financial Instruments Experiences and Lessons Learned

The first presentation of the day was made by Agata Matusiak of the Baltic Sea Department at the EIB. Agata is a good friend of URBACT after first becoming involved in financial instruments through the Jessica4Cities network under URBACT I. To borrow from our Technical Assistance theme, Agata is probably a good example of the new kind of public servant who has come from a development background to be an expert in the implementation of Financial Instruments.



Agata described the EIB experience with JESSICA funds, first across Europe and then in Poland. As at June 2014 there are now 17 JESSICA Holding Funds operating in 9 member states under EIB management or supervision. This does not include the funds in the Hague and other cities in the Netherlands which are managed directly by the City on behalf of the Managing Authorities. In Poland EUR256 million has been invested in five regional funds, the largest of which is the Wielkopolska fund which has EUR66.3 million ERDF invested into it.

The experience to date is that Financial Instruments have been invested in a wide range of projects including:

- Urban rehabilitation and regeneration;
- Regeneration of post-industrial and post military areas;
- Energy efficiency and renewable energy;
- Social, education, culture and heritage sites;
- Restoration of cultural heritage sites; and
- Improvement of transport and mobility.

The different types of Financial Instruments that have been successfully implemented across Europe also illustrate the flexibility of the model to meet different needs in different countries or regions within countries. In her presentation, Agata outlined a number of emerging best practices including:



## Best practices in Europe

Lithuanian model used to structure the EU off-the-shelf product for 2014 -2020 (energy efficiency)

Economic revival of urban areas in a targeted way – HF Northwest

Introduction of new technology - improved energy efficiency, substantial CO2 reductions – HF London

Equity product for undercapitalised projects – HF Andalucia

Subordinated debt product that allowed to increase maturity of loans and reduce the average interest rate – HF Portugal

Leverage achieved by blending JESSICA funds with additional co-financing from EIB as co-lender in urban projects (e.g. educational infrastructure) as well as through global loan facilities to UDFs to cover, inter alia, their co-financing requirements – HF Greece / HF Bulgaria

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Finally, Agata shared with the group a number of successful projects which have been funded by the Financial Instruments in Poland. These are described in more detail below.

## Governance - an Introduction

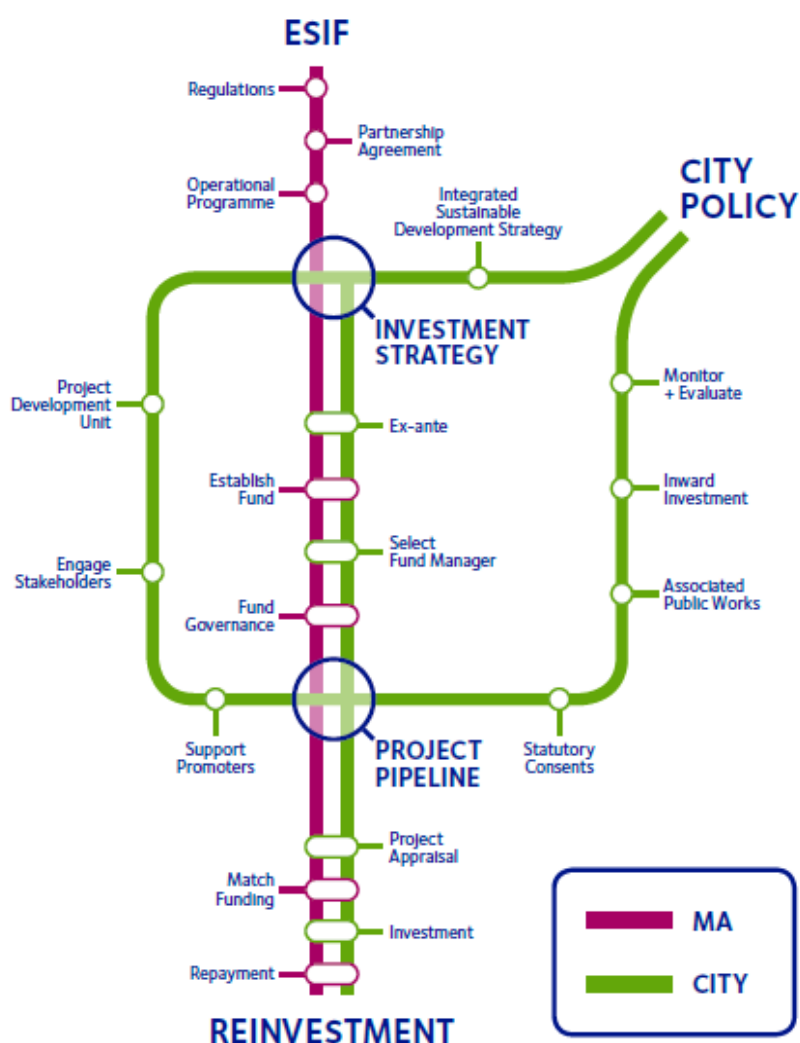
After Agata's presentation Des Gardner, Lead Expert and Perrine Ezelin, from Lille Metropole presented an introduction to the Governance theme. Des outlined the findings of the Baseline study that for successful implementation of financial instruments in cities the following issues needed to be addressed:

- How can Investment Strategies be best aligned?
- How can cities be most effectively involved in fund structures, project identification and decision-making?
- How can UDFs be most effectively embedded within the delivery of city urban development?
- How can the delivery of priority urban projects be improved ensuring alignment with economic priorities and delivering high-quality urban environments?
- What are the most appropriate types of projects for these types of financing mechanism?
- What are the possible forms of financing for the mechanism

## CSI Route Map

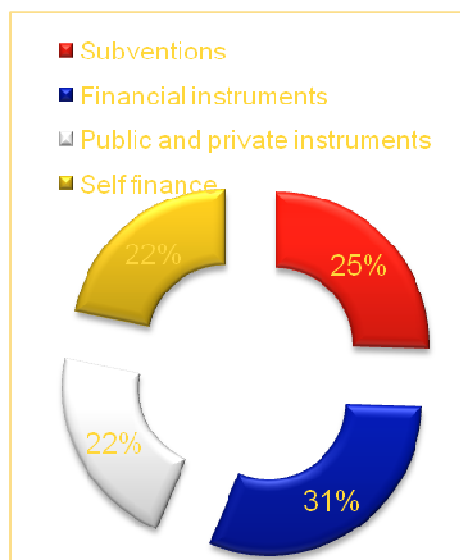
The CSI Europe Route Map was also presented. This is intended to become a key part of the Network's Deliverables showing the interaction between the Regulation process for establishing and implementing FIs and the City Governance processes.

## CSI Europe Route Map



## Governance Study

Perrine went on to outline the findings of a study conducted by the CSI Europe Governance theme partners (Lille Metropole, Seville and Poznan) on cities' current view of governance of financial instruments. The study was based on a questionnaire and responses were received from 19 cities of whom 74% had access to financial instruments. The remaining 26% cited a lack of experience and knowledge as a key factor in the absence of financial instruments in their area. The findings of the study also included:



## Findings of CSI Governance Survey

*100% of cities consider the local, regional and national level cooperation as a key element in urban development*

*74% of cities have access to financial instruments in their area*

*67% of cities with FIs in their area have an opportunity to participate in the selection of projects*

*17 of the cities expected FIs to play an important role in financing projects in the future*

## Implementation of JESSICA Initiative in the Wielkopolska Region.

Aleksandra Kapusta from the Marshal Office of the Wielkopolska Region is based in Poznan and is responsible for the implementation of the Regional Operation Programme for the region. In her presentation, Aleksandra outlined how the 2007-13 programme allocated EUR66 million to JESSICA funds to support three measures: Innovation, Business Environment Institutions in Urban Areas and Revitalisation in Urban Areas. Of the sums committed to the fund, EUR51 million is ERDF with the EUR15 million co-financing being funded from State resources.



The funding has been ringfenced into two sub-funds so that 60% is available for large cities with over 50 thousand inhabitants and the remaining 40% being allocated for smaller towns and, separately EUR10 million must be spent on the Business Environment Institutions objective.

The fund was established by the Regional Managing Authority by setting up a Holding Fund under the management of the EIB. The Holding Fund have appointed the Polish State Bank BGK to manage the fund and invest the funds into Urban Projects.



The process to establish the fund, reflected the experience of a number of the early funds which required significant time to move from the initial commitment to the fund to investment into projects.

#### Implementation schedule

16 October 2008	Signing of Memorandum of Understanding with EIB
November 2008	Preliminary identification of urban projects
29 April 2009	Funding Agreement signed between EIB and the Board of the Directors of the Wielkopolska Region
September 2009	Guidelines for the development of revitalisation programmes enabling to obtain support under the JESSICA initiative
22nd March 2010	Announcement of the call for expression of interest to select the Urban Development Fund (UDF) by EIB
29 September 2010	Signing of Operational Agreement between EIB and BGK
October 2010	Beginning of accepting applications for urban projects by BGK (UDF)
18 May 2011	Signing of the first investment agreement
December 2012	The first urban project completion

In the case of the Wielkopolska fund the process commenced in October 2008 and it was two and a half years before the first investment was made. As identified in the CSI Europe Baseline study, a key barrier to the implementation of funds in the early part of the last programme was due to the absence of a clear regulatory framework and it must be no coincidence that the Financial Instrument was not able to invest until the COCOF III guidance was issued in early 2011.

After a slow start, however, the fund has taken off in a big way. The Wielkopolska Fund is now fully committed, with the EUR66 million now under contract to projects. Further, the experience is that the demand for the funding has far exceeded the amount available with applications having been received of a value of EUR245 million. In this respect Poland are leading the way and demonstrating that once Financial Instruments are established, the market will respond and demand for the types of support they can offer will grow.

Recipients of funding from the Wielkopolska fund include local government entities; municipal companies; public private partnerships; private investors and other entities engaged in business activities. The fund provides loans based on the Reference Rate with a tenor of up to 20 years. It allows a grace period of up to a year following completion of the project before capital repayments commence. Further the interest rate can be reduced by up to 80% where the project passes a “social indicator” test which additional support would fall within the GBER criteria.

## Wielkopolska Fund Governance

The Wielkopolska Financial Instrument is set up as a block of finance within the financial institution GBK. This means that the financial viability of the projects is assessed by the bank's loan underwriting team which assesses applications using the same approach as for its own investments. The presentation described how this formed only a part of the process. The conditions for obtaining support from the Wielkopolska fund are that the project:

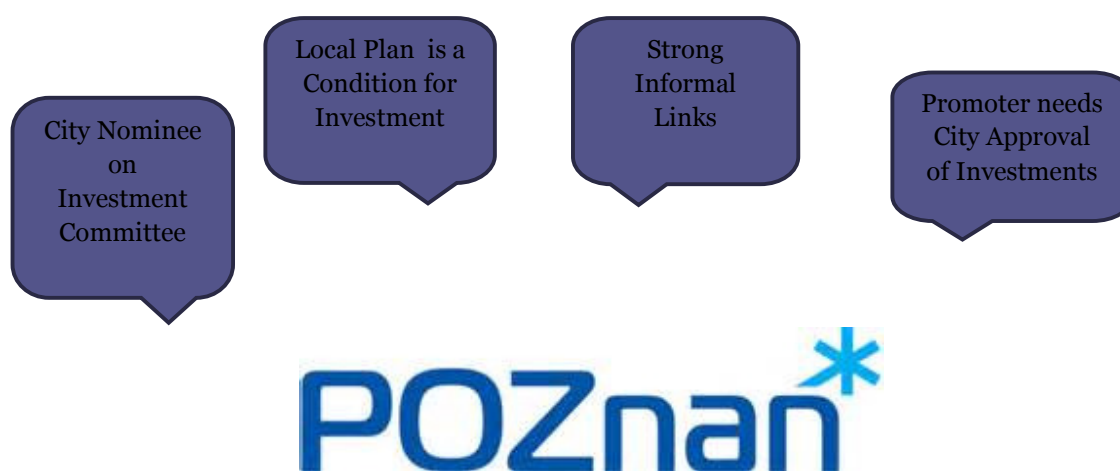
- is consistent with the Regional Operational Programme;
- meets the requirements of the aid programme;
- forms part of the Local Revitalisation Programme; and
- undergoes the assessment procedure conducted by the UDF which links commercial and social elements.

We discussed in some detail what role the Cities played in the governance arrangements of the fund. A representative of the association of cities in Wielkopolska sits on the fund's Investment Committee, the

body which receives recommendations and approves or refuses applications, alongside investment experts and a representative of the Managing Authority.

In addition, the fund takes into account the Local Revitalisation Programmes of the Cities when assessing applications. As shown above, it is a condition for obtaining support that the applicant's project is consistent with the local strategy. This is assessed by GBK and the fund manager within GBK is responsible for assessing this in liaison with the relevant city. This means that, in turn project promoters must liaise with the Cities to ensure it agrees that the project fits within their strategic plan.

## The Poznan Governance model



Discussions within the group revealed different approaches elsewhere, with colleagues from the Hague highlighting how their model, whereby the fund is set up and focussed on the City means the investment committee is made up of the City's ERDF Steering Group, ensuring complete alignment with the City's priorities.

Other cities have different experiences but in all cases it is recognised that influencing the investment committee is vital if the City is to secure alignment between its priorities and the fund's investment strategy. Experience across the network to date is however mixed and whilst in most cases fund managers do liaise with the City in making this assessment it is something that is not applied consistently for all projects and funds.

Developing these links are therefore essential to ensure financial instruments work for cities. Partnerships need to be built with Managing Authorities and used to ensure Cities have formal involvement in the fund's investment committee. The extent of the involvement will depend on the focus and size of the fund but cities should work to ensure their representation allows them to play a genuine role in influencing investment decisions. One way cities can maximise their influence is to ensure their nominees are "big hitters" who have the personal character and gravitas to be a powerful voice on the committee.

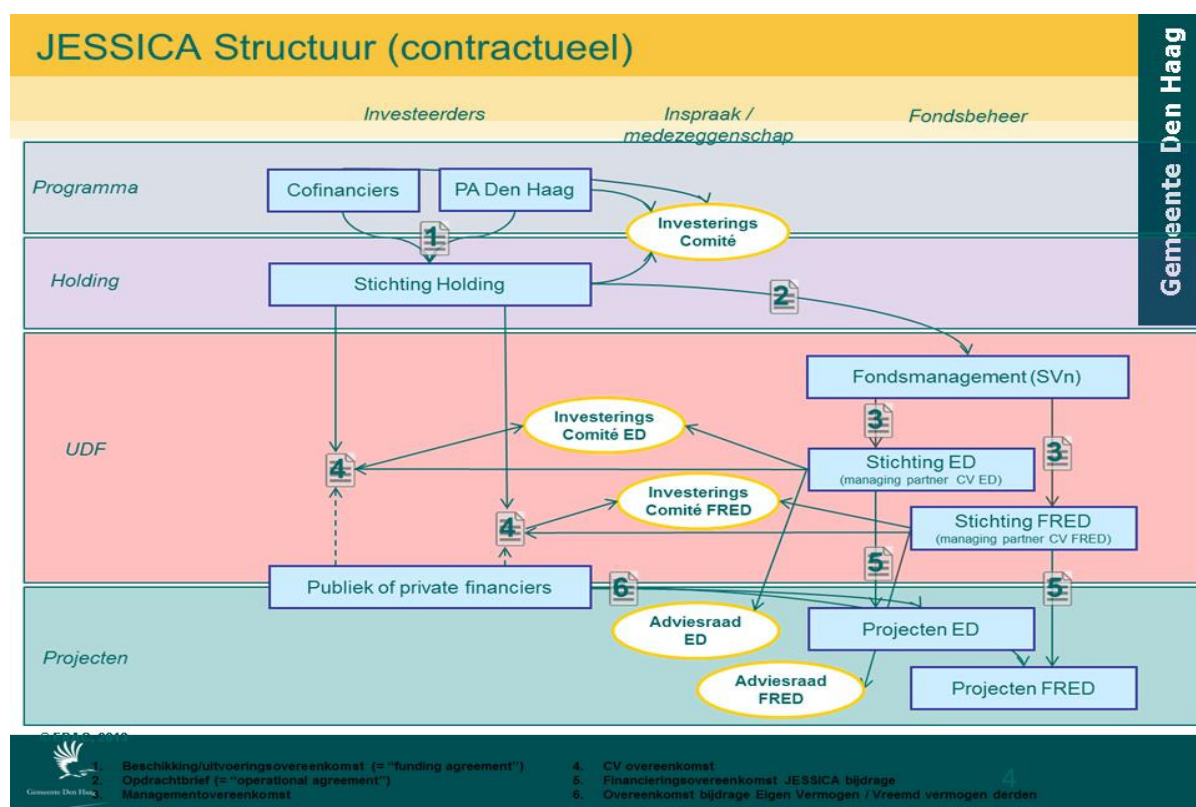
Further, it is clear that in the case of Poznan, there are also strong informal links between the City and the Regional Managing Authority team that is responsible for the fund. These links are important to enable



communication about priorities to try to align the fund's investment strategy with the City's Revitalisation Programme. This is a good example of "softer" influencing mechanisms that can yield good results in aligning the fund and the city to secure funding for priority projects.

## A City Led ESIF Fund – the Hague model

Ton Overmeire of the Hague described model for Financial Instruments used in The Hague where a JESSICA Holding Fund has been established by the City working closely with their Managing Authority. He described the stakeholders and the committee/board structures of the two Urban Development Funds and the process for project pipeline development and selection. In the slide below, the left hand side shows the decision making, the centre shows cooperation and the right is the fund manager.

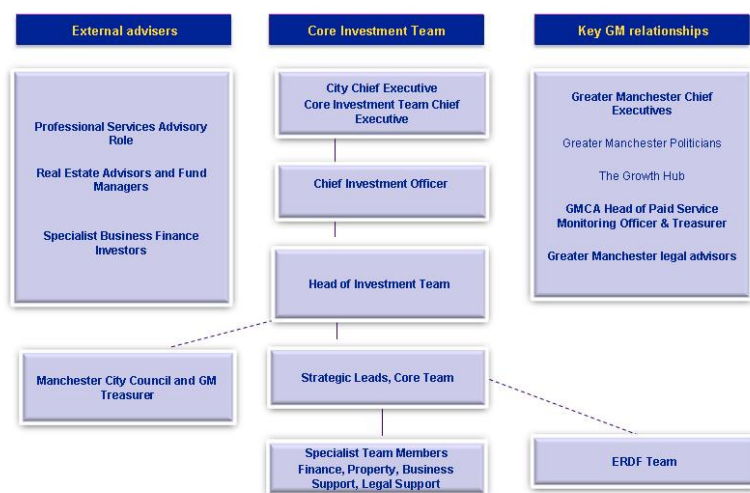


## A Non ESIF City Led Fund

Colleagues from Manchester and Leipzig each gave their current experiences and thinking around the establishment of City led funds to invest non-ESIF resources.

## The Manchester Investment Fund

Mark Duncan from Manchester City Council, the Lead Partner, described how Manchester has established a successful non-ESIF Financial Instrument. He explained that the national funds were used after the City was able to convince National Government that more could be achieved by recycling the funding and most importantly that the City had strong governance and a strong pipeline.

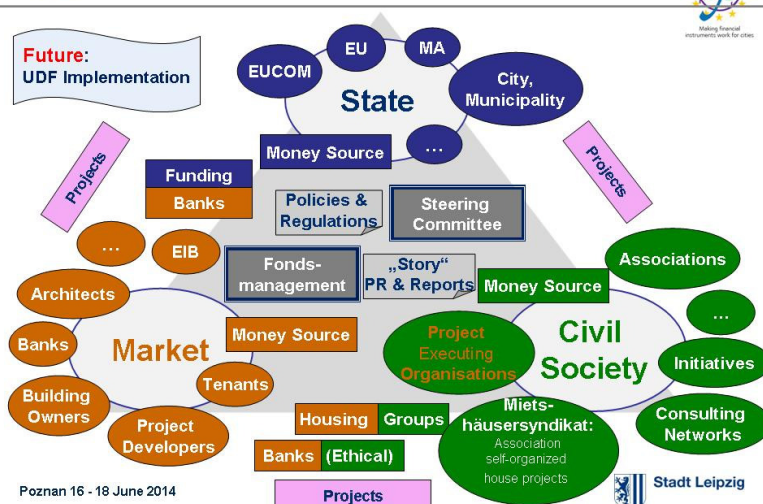


The bid to Government was developed by establishing a team of public servants from across Greater Manchester as well as employing consultants to advise on developing a business case and advising on legal issues including State Aid. Mark explained that Manchester now has a much expanded in-house team having brought in private professionals and therefore do not need an independent fund manager.

## The Leipzig Revolving Financial Instruments

Ute Gläser from Leipzig outline the City's plans to develop a non- ESIF FI. The Leipzig ULSG support group is a special expert group but it is recognised all the expert knowledge required is not within the group so Leipzig will also commission other studies, advice etc.

CSI Europe - Revolving Financial Instruments  
Leipzig: Governance Structure




One of the issues Leipzig would like the new FI to address would be to develop its large brownfield sites. The aim is to source funding from the Region and other grants along with the private sector. Leipzig expect to commission a fund manager to manage risk, repayments etc and it needs a steering committee to establish development aims.

## Projects, Projects, Projects

The most exciting part of the day was the presentation by both Agata Matusiak and Aleksandra Gwiazdowska of successful projects that have been funded by financial instruments in Poland. The many positive success stories provoked a strong reaction from Network colleagues who were keen to understand how the projects had been structured to make them financially viable.

The projects presented included:

	Name	Description	Total Cost EUR,000	FI Loan EUR,000
	Lezno Elderly Residential Hotel	Adaption of former farm buildings to provide a residential hotel for modern nursing home and associated services	8,400	5,100
	Krotoszyn City Centre	Renovation of City Hall and surrounding area to protect historic and cultural heritage	2,900	2,200
	Ostrow Centre	Adaptation of an historic pumping station to provide a cultural centre and museum	1,620	980
	Poznan Technology and industrial park	Creation of attractive office space and conditions for SMEs	8,000	4,500

## Workshop – Governance Stakeholders and Solutions

The afternoon was spent with the partners engaged in a Workshop to consider the Governance implications of different funding models using some of URBACT's tools. Des Gardner introduced the exercise which had the following aims:

*“to identify and analyse the key stakeholders and solutions that a City needs to secure effective Governance that ensures financial instruments work in its area.”*

The partners formed three groups to look at Governance from the perspective of the following three fund models:

### Model 1 - ESIF Fund Established by Managing Authority/Intermediate Body

- National or regional
- MA/IB establish and appoint fund manager
- Administers ESIF and match funding

### Model 2 - ESIF Fund Established by City

- MA entrusts implementation to City
- City responsible for establishing UDF and appoint fund manager
- Administers ESIF and locally sourced match

### Model 3 - Non-ESIF Fund Established by City

- Where MA not establishing relevant FI
- City identify alternative funds
- Establish FI to act as “basket” for future funding opportunities

The groups were asked to use two URBACT tools: Stakeholder analysis and problems and solutions table

Stakeholder interest analysis (For understanding the various interested parties)			
Issue	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Secondary stakeholders			

Problems and solutions table (For analysing issues and transforming possible solutions)		
Problems	Solutions	Resources

The results of the workshops are shown below.

## Model 1 - ESIF Fund Established by Managing Authority/Intermediate Body

Connecting cities  
Building successes

URB ACT

GOVERNANCE FOR SELECTION

Stakeholder interest analysis (For understanding the various interested parties)			
Issue	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
CITIES MAYORS MAAs	IMPLEMENT URBAN STRATEGY MA ALIGNMENT CLL STRATEGY OT PROGRAMMING	POLITICAL VISION KNOWLEDGE/EXPERIENCE INFORMED DECISIONS SPEND MONEY DIVERSIFICATION OF FIN. * REVOLVE	CITY REP ALIGN TO STRATEGY LEARN FROM OTHERS CITIES/MAAs PROMOTE PROTECT INFLUENCE
Secondary stakeholders			
Non EUROPEAN COUNCIL EDUC SECTOR SOCIAL AGENCIES Housing FOR HOME OWNERS CIVIL SOCIETY GARDEN PARKERS	DEVELOP ZONES REPLACE /CONVULS PREPAREMENT INTERESTED DEVELOP INSTITUTION	END USERS benefit... TA HELP SPECIALIST ADVICE LOCAL PHASE	TA PROMOTE PARKING

\* ISSUE OF SKILL GAP

Problems and solutions table  
(For analysing issues and transforming possible solutions)

Problems	Solutions	Resources
CITY INVOLVEMENT	IDENTIFY PERSON TO LINK ASSIMILATION OF KNOWLEDGE DEMONSTRATE GOOD PRACTICE BUSINESS CASE TA to make case + prove can deliver BLEND FUNDS	PEOPLE GRANTS
PROMOTE PROTECT TO PPI as partners + investors	IDENTIFY SHARED OBJECTIVES EXPERTISE CO-OP BETWEEN Sector CITY ENDORSEMENT CITY PLAN BUILD ON EXISTING RELATIONSHIPS TA + EXTERNAL EXPERTISE GOEN PRACTICE MODEL (THURSCALE) REVOLVE FUNDS UNDERSTAND VALUE FLOW OF FI	CITY PLAN ULSG INFORMATION OWN E to Product MODEL (ESI)
UNCLEAR REGS		

## Model 2 - ESIF Fund Established by City



Problems and solutions table		
For analysing issues and brainstorming possible solutions.		
Example used:		
Problems	Solutions	Resources
Lack of awareness and understanding of FIs	Examples of good practice Build trust in sector Create structure for workflow for FI	City Networks CSI Animation Inspirational visits
Too many goals too little strategy	Develop LC strategy & focus on delivery	Ex-ante (market failure) use of business/project developer's build up in-house capacity
Lack of capacity	Share information - website - off the shelf products	Good examples facilitate business planning to build commitment from ELEM or other
Good ideas but lack of author working examples	More research/buyers investment	Accept limited returns in the short term
Lack of motivation in business / buying assets	Create incentives	Accept more risk
Lack of motivation in energy companies - need return on inv - want to have exclusivity	Create demand	Bank procurement - More return on invest
	Regulation?	Accept more risk
		Lobbying by service politicians

Stakeholder interest analysis			
(For understanding the various interested parties)			
Issue:	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Low Carbon Fund in Anycity			
Primary stakeholders			
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
The City / Public benefit	Public benefit obligations	xx	✓
Net area	Political interests	xx	✓
Resident	Commitment to LC	xx	✓
Collectives	Save money	✓	✓
Household	Cost savings	✓	✓
Energy	Gas prices - business	✓	✓
Business	Market demand	✓	✓
Other funds	Active energy	✓	✓
Banks	Return/risk	✓	xx
Knowledge	Build business & connections	xx	✓
SMEs	LC tech	xx	✓
Knowledge	Bring knowledge to the market	xx	✓
Institutions	Regulation	xx	✓

### Model 3 - Non-ESIF Fund Established by City

Stakeholder interest analysis		
(For understanding the various interested parties)		
Issue:	Interests and how affected by the issue	Capacity and motivation to bring about change
Non-ESIF FUND		
Primary stakeholders		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change
CITY/POLITICIANS	VARIES	H
CITIES	URBAN DEVELOPMENT	H
BANKS	PENSION FUNDS	L
FLUNDERS	CIT	H
PROJECT DEVELOPERS	SAVINGS	H
Secondary stakeholders		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change
REGIONAL/NATIONAL LEVEL	EXPERTS	H
LEGAL/FINANCE	MANAGEMENT	H
CIVIL SOCIETY	VARIES	L

Problems and solutions table		
For analysing issues and brainstorming possible solutions.		
Example used:		
Problems	Solutions	Resources
1) How to make the Business case	Verify the need!	Internal + External experts
2) Establishing effective Governance	Use Case Studies	Expert's
3) Stakeholder cooperation	Temp. experts	Ext. • CSI Europe
4) Getting Experts	Training Internal experts	Ext. •
5) Funds!		
Permanent + Temporary		
TA	Warrant	ELENA

### Conclusion

For **Model 1**, where the MA is leading the implementation of the fund, cities need to build links with the people within the MA and UDF who are leading the work. The City should identify a “Champion” who can lead engagement with the fund and promote FIs with project promoters. Technical Assistance should be deployed to support the development of Business Cases for priority projects and maintaining dialogue so the City’s Strategic Plan and UDF Investment Strategy develops together.

For **Model 2**, the exercise showed how a City led fund can be closer to local communities. For example, the primary stakeholders were identified as the City, residents, Housing Associations and Energy Companies. However, a challenge for a City led fund is securing the expertise from Banks and other financial institutions. Cities need to build their capacity to deal with FIs if they are to lead this work. However, where this can be done, City led funds have the advantage of being able to be tailored to meet local needs.

**Model 3** has similar challenges to Model 2 but the non-ESIF character of the fund gives greater flexibility to develop the fund to suit local needs. The process for establishing a fund under the ESIF Regulations remain a good starting point as steps such as undertaking an ex-ante assessment and procuring an external fund manager will often be appropriate for funds in any event. Consideration should also be given to other issues such as the use of GBER as whilst the FI specific exemption at Art 16 GBER requires ESIF funds, the other sectoral flexibilities can be used. The workshop also highlighted the importance of getting the right skills within the City to lead the work and identifying how both the establishment and investments will be financed without ESIF TA and Capital funds, recognising that there may be conditions attached by the alternative funding sources..

## Day 2 – Network Meeting

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The second day was held at Poznan City Hall in a room that contained a piano once played by Chopin and a display cabinet with a number of treasures linked to the great composer.



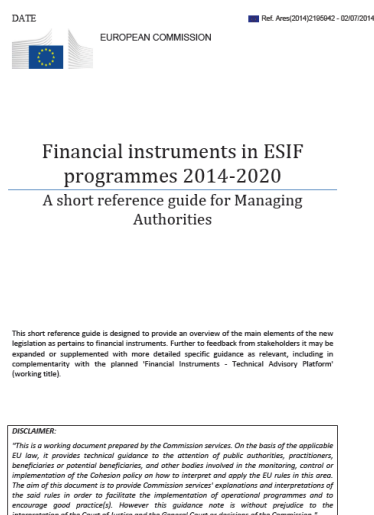
*“Chopin visited Poznan in 1828 as he travelled to and from Berlin. It is thought he played the piano during his return visit in October of that year”*

*Source – the Fredryk Chopin Institute*

## Financial Instruments in ESIF 2014-2020 – a short reference guide for Managing Authorities

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The Commission recent published the above guidance document. Although aimed at Managing Authorities, it provides a helpful summary of the new regulatory framework and how the Commission expects FIs to be implemented in the 2014-2020 programme.



The guide demonstrates the importance the Commission places on FIs as a tool to deliver funding to support urban development. The network discussed various aspects, including the limitations on providing grants as part of the same operation as a FI. The guidance confirms the contents of the Delegated Regulation and the approach outlined by the Commission at our conference in Luxembourg, that grants would only be able to be given by a FI to fund technical support for projects that will later access the fund for investment.

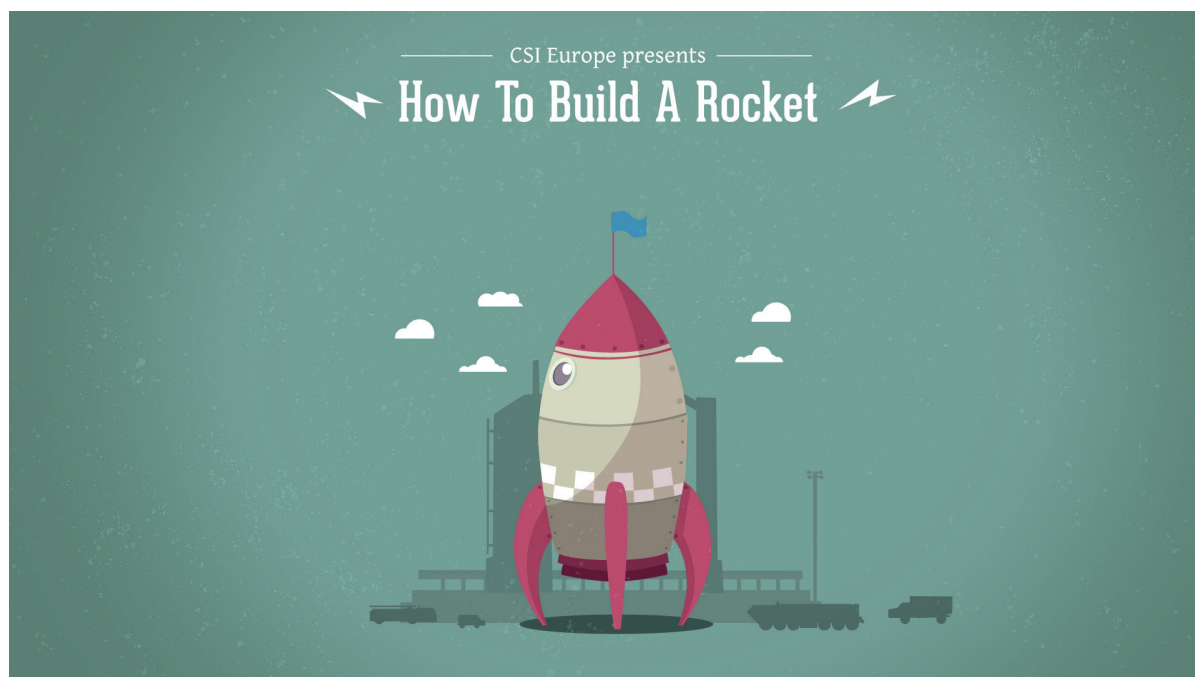
Paul Evans, CSI Europe's thematic expert agreed to prepare a letter to provide feedback to the Commission of the network's views. A link to the paper can be found below:

[http://ec.europa.eu/regional\\_policy/thefunds/fin\\_inst/pdf/fi\\_esif\\_2014\\_2020.pdf](http://ec.europa.eu/regional_policy/thefunds/fin_inst/pdf/fi_esif_2014_2020.pdf)

## Deliverables

A number of draft Deliverables were shared with the group for comment including four Seminar reports, the first two Theme Policy Papers and a draft ELENA Case Study. We discussed the need to ensure the reports are future proof so avoid reference to current issues such as Partnership Agreements that will soon be out of date.

Early images from the proposed animations were also reviewed and discussed with the group

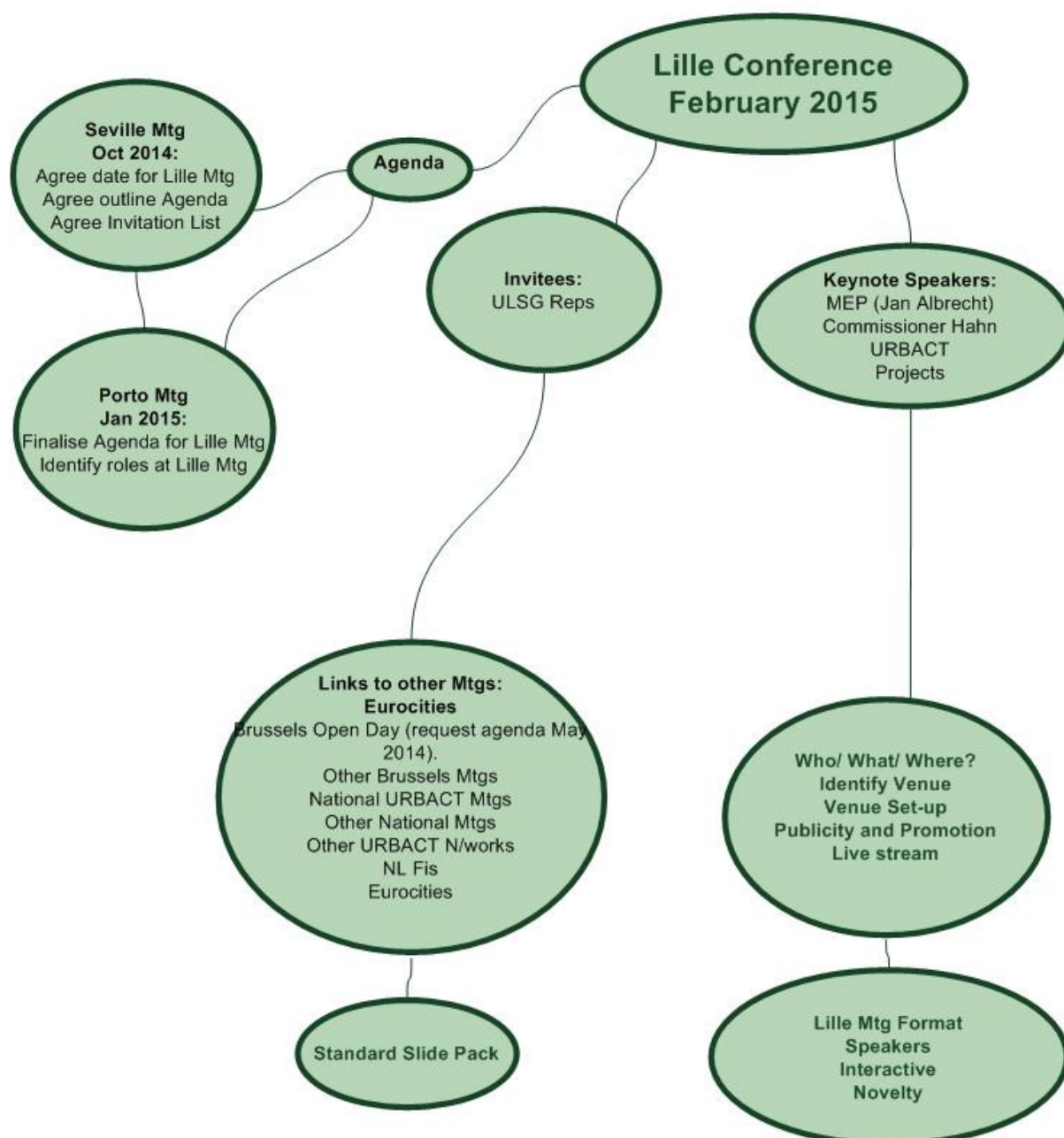




## Road to Lille

Mark Duncan outlined the plan to develop the Network's Final Conference in Lille and the network endorsed the proposals set out in the infographic below:

### The ROAD TO LILLE





## Future collaboration

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Modesta from Seville lead a session to discuss future collaboration and the opportunities to build on the learning we have shared to date. This will be discussed further at the conference in Seville in October. Consideration will be given to URBACT III eg a CSI Europe 2 network and to other possible funding programmes eg TEN-T, H2020, LIFE+.

## Action Plan

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A set of actions were agreed and Karen Finlay and Grainne Bradley have subsequently prepared and circulated the Action Plan below:

### 1. Re. Short Reference Guide for MAs

- Network partners to send comments to Paul/Mark by the end of June
- PE to draft response along lines of: Helpful document, offer expertise
- to TA Platform, offer to launch TA Platform in Lille.
- PE to check what Eurocities are doing re. this also.

### 2. Future network collaboration opportunities

- All to complete Modesta's template and discuss further in Seville.
- Re. TEN-T, let Modesta know if you are interested in being a partner in a bid for this.
- Modesta to send forecast for Eurocities calls.

### 3. Seville Meeting

- Link to Eurocities meeting taking place in Seville just prior to the CSI Future
- Models conference
- Draft agenda to be circulated for comment by Modesta
- Include on agenda: afternoon on models; planning sessions for Porto and for
- Lille, including deliverables; discussion on LAPs on agenda
- All to consider invitees including experts (like Melvin attending Poznan)
- Use Seville meeting to test out models

### 4. Porto meeting – possibly w.b. 15th December – Jose to discuss with colleagues.

### 5. Planning for Lille

- confirm Lille meeting date – Perrine to discuss and with colleagues and

- confirm date (potentially 5 & 6 March.
- Need to agree Final Meeting agenda and invitees – circulate outline agenda for discussion at Seville.
- Need to agree invitees - all to send a list of potential invitees to Modesta prior to Seville meeting in early October.
- Agreed principle of Lille being an open meeting – Lille team to consider potential venue, utilising URBACT assistance etc for further discussion in Seville. Will also need to set up pre-registration.
- Agreed link to EIB TA platform launch would add value to the final meeting – Des to raise with Frank/Emily
- Invite Eurocities partners – seek their endorsement for project – Paul and Modesta to look into this further
- All to consider potential key note speakers. Agreed formal letter be drafted inviting EC Commissioner. M/c to invite on behalf of network and EIB – Paul to draft letter
- Invite appropriate MEPs. Margrit to follow up with Leipzig MEP who attended the Leipzig meeting.
- Agree Lille conference to run for 1 day unless linked to EIB TA launch.
- Include a network session the day after the conference.

## 6. EU open day events

- Ton attending 2014 event and can talk about CSI Europe.
- Agreed try and get a CSI session at the Open Day in 2015 or a CSI stall there

## Attendance List

[illegible]



*The aim of CSI Europe is to build on the different experiences of the partners in relation to financial instruments and urban investment. By working together we will seek to: identify common issues that affect financial instruments and work together to identify solutions; work at a local level to translate our experience to the delivery of projects and act as a voice for cities in the development of future investment models at both a local and EU level.*

*The key themes that the network will seek to explore are: Governance, State Aid, Technical Assistance and Regulation and through this work we will seek to identify new models for investment through financial instruments.*

*The URBACT II Operational programme will support the partners' work over the next three years, providing a framework for joint working and supporting the partners' local activities. The partners will work together through thematic partnerships where two or more partners will work together to explore, in depth, a key theme; transnational conferences where all the partners will come together to consider the key themes, share experiences, celebrate success and exchange ideas; and URBACT Local Support Groups established in each city, bringing together key public and private sector stakeholders to deliver a Local Action Plan reflecting the city's priorities for the network.*

*The network will also seek to develop links with the European Commission, Managing Authorities and other organisations who will help shape the role of financial instruments in the next Structural Fund programme. This may allow CSI Europe to play a constructive role in the development of financial instruments for the future support of urban development across the EU area.*



Connecting cities  
Building successes





## URBACT II

**URBACT** is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants  
[www.urbact.eu/project](http://www.urbact.eu/project)