



Connecting cities
Building successes



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URBACT II Working Group n°3

JESSICA 4 Cities

Baseline Study

Edited by EIB and J4C LEs
under the overall coordination of J4C LP

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Introduction

1. *THE JESSICA General Implementation Model*

The JESSICA Initiative

JESSICA (Joint European Support for Sustainable Investment in City Areas) is a Community initiative designed to assist the authorities in the Member States to exploit financial engineering mechanisms to support investment from 2007-2013 Operational Programmes in sustainable urban development projects

Urban Development Fund

An Urban Development Fund (UDF) is a fund investing in public-private partnerships and other projects included in an integrated plan for sustainable urban development. To be eligible for JESSICA funding, the UDF will need to demonstrate, amongst other things, sufficient competence and independence of management; a comprehensive business plan and budgets for undertaking qualifying projects; as well as sound financial backing. Whilst not specific on legal form, a UDF needs to be a separate legal entity, unless it is established as a “separate block of finance” within a financial institution. UDFs can be established at either a national, regional or local/city level to support public and private investors in integrated urban development plans.

Holding Fund

A Holding Fund is simply a fund set up to invest in more than one UDF. Its use is optional for Member States and Managing Authorities.

The Role of Cities in the JESSICA Initiative

Almost by definition, cities are meant to be the key beneficiaries of the JESSICA initiative, whose aim is to support “sustainable investment in cities”.

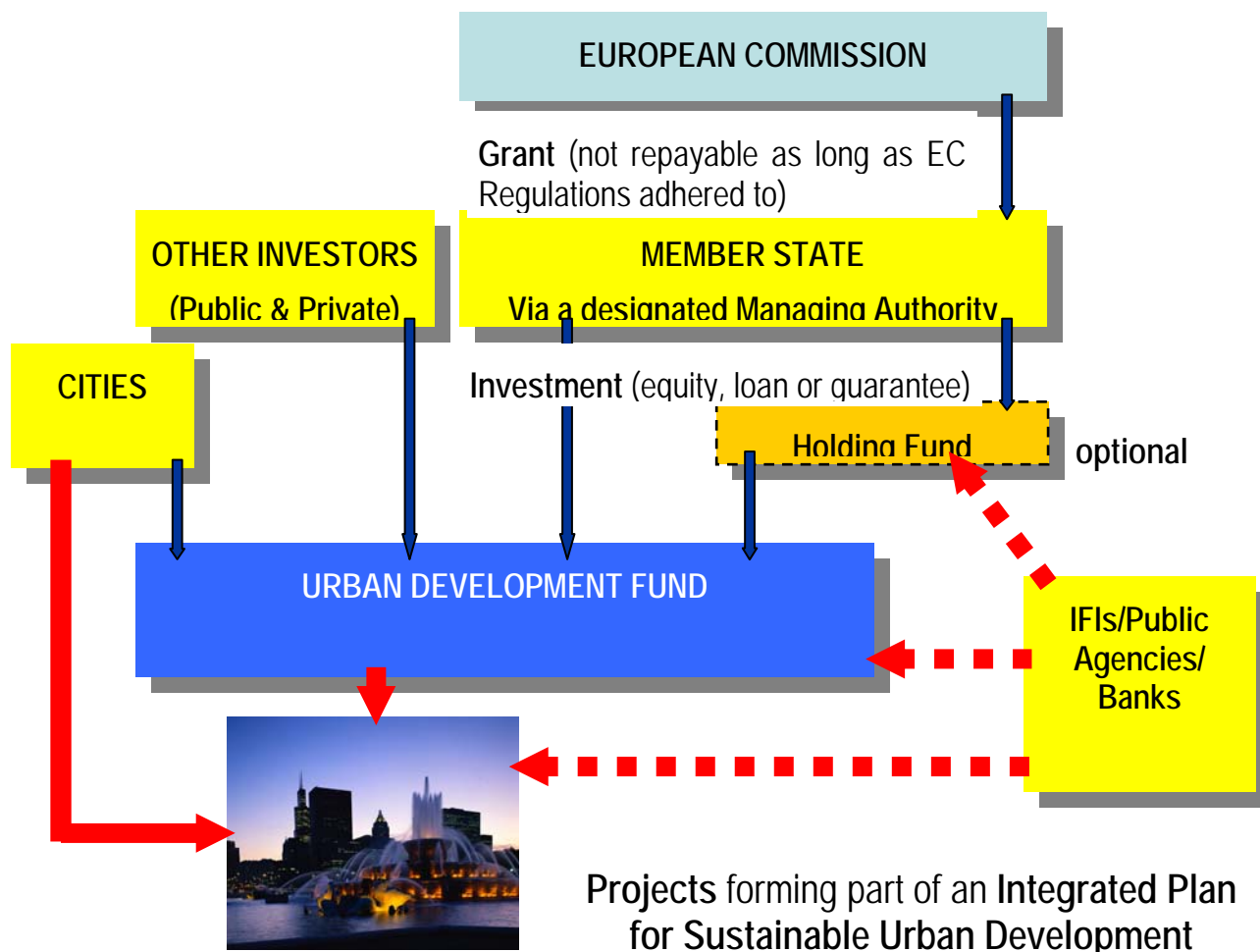
The role of cities in JESSICA can be to:

- develop a citywide strategy that conforms with sustainable urban development criteria;
- identify/design projects and plans capable of mobilising and using JESSICA funds, possibly more effectively than under other financing arrangements;
- negotiate with and direct appropriate parties (e.g. utility companies, private property developers, etc.) to use JESSICA resources;
- support a planning environment where JESSICA supported projects can be implemented by other parties;
- implement projects / investments supported by JESSICA.

More specifically, as far as UDFs are concerned cities can for instance:

- establish a UDF structure at a city level;
- participate in a UDF, with other public and/or private parties, including other cities via cash injection or by way of contributions in kind;
- benefit from the existence of a UDF, which could finance projects responding to JESSICA criteria, directly as project promoters or including these projects in an integrated urban plan.

The following diagram indicates the main parties, interactions and financial flows involved in JESSICA's operation.



2. ***Combining sustainable outcomes and investor remuneration in urban transformation***

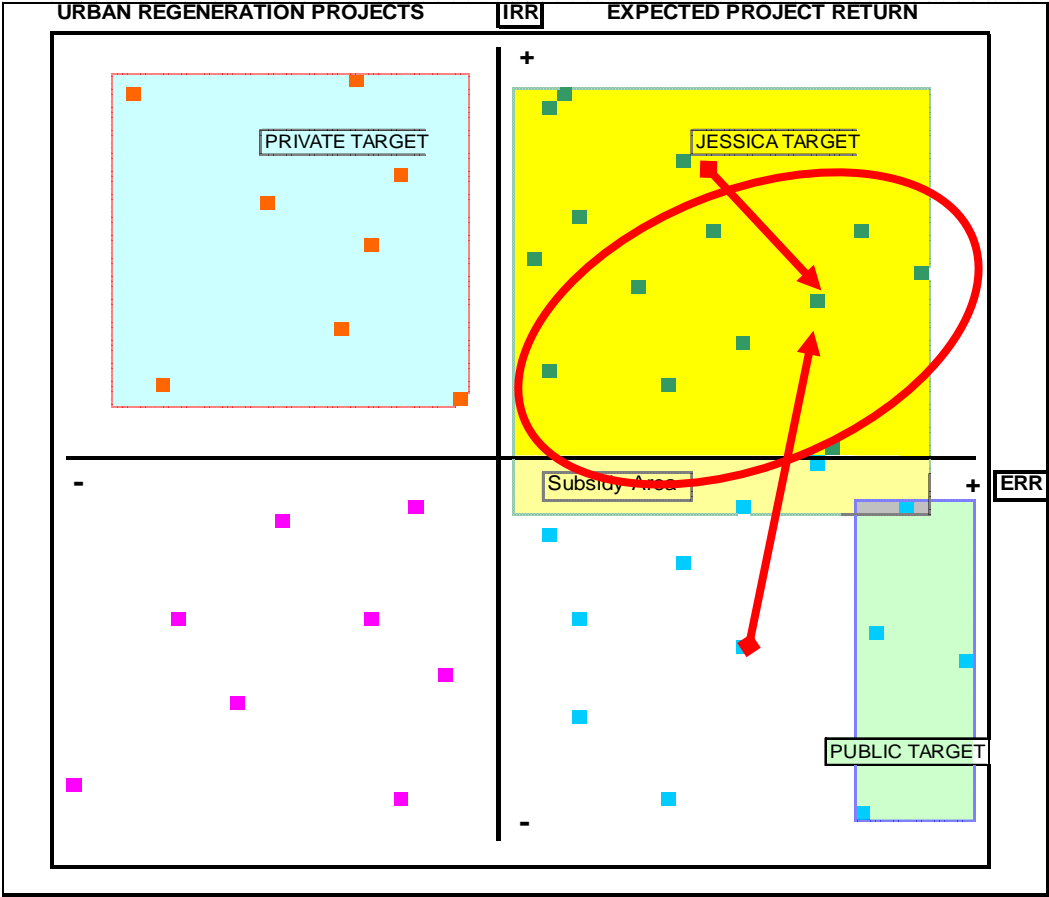
JESSICA is an ambitious initiative, as it blends best practice urban planning with financial engineering instruments, and promotes sustainable urban development as a key instrument to support competitiveness, employment and convergence within the 27 EU Member States. JESSICA is a recent initiative, which was launched in 2006, with the initial exploratory studies only dating back to late 2006.

The Urbact II Working Group JESSICA for Cities ("J4C") could play a central role in supporting effective learning and exchange processes about JESSICA on a European level, while also addressing concrete needs for J4C partners and other stakeholders.

JESSICA implies an innovative approach to transform the European urban fabric, in line with the Leipzig Charter and the new policy approach adopted for the 2007-2013 programming period. J4C partners have the opportunity to use Urbact II as a platform from which to show European regions and cities concrete ways to improve the integration between their urban transformation strategies and the use of financial resources made available under the 2007-2013 Operational Programmes.

The figure below illustrates how the focus of JESSICA investment should be in the region in the red oval, i.e. on projects which present with a high economic performance (i.e. contribution to long-term sustainable urban

development, measured on the horizontal axis) and a financial performance acceptable for a long-term or “patient” investor. Such financial performance may well be not immediately acceptable to a private investor but could be sufficient to provide the necessary return for a JESSICA investment fund.



Chapter I

State of the Art at the European Level

1.1 *Structural Funds Regulations (1083/2006, 1080/2006, 1828/2006)*¹

The enabling framework for JESSICA is provided by general and specific regulations, which allow Member States to use some of their Structural Fund allocations to take advantage of financial engineering mechanisms to support sustainable investment in integrated urban transformation schemes.

The most relevant legislative provisions include (the full text for the respective Articles is presented in Appendix 2):

Council Regulation (EC) No 1083/2006 of 11 July 2006, laying down general provisions on the European Regional Development Fund, European Social Fund and the Cohesion Fund and, in particular its articles:

- Article 36 on the participation by the European Investment Bank
- Article 44 on financial engineering instruments, and
- Article 78 on Statement of expenditure.

Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund of 5 July 2006 and, in particular, its articles:

- Article 7 on eligibility of expenditure (especially as regards housing), and
- Article 8 on sustainable urban development.

Commission Regulation (EC) No 1828/2006 of 8 December 2006, setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund, in particular its Chapter II, Section 8 regarding financial engineering instruments encompassing:

- Article 43 on the general provisions applicable to all financial engineering instruments
- Article 44 on the additional provisions applicable to holding funds
- Article 46 on the additional provisions applicable to urban development funds
- Article 47 on the interventions in the field of housing.

Articles 43, 44, 46 and 47 above spell out the broad provisions applicable to all financial engineering instruments. Financial engineering instruments are understood to take the form of “actions which make repayable investments, or provide guarantees for repayable investments, or both, in public-private partnerships or other urban projects included in integrated plans for sustainable urban development, in the case of urban development funds”.

Article 43 of the Commission Regulation (EC) No 1828/2006 sets out the provisions relating to the set up, organisation and operation of those financial engineering instruments that will be partially supported by the EU Structural Fund contributions. To ensure transparent organisation and use of funds, a business plan, to be assessed and monitored by the Member State Managing Authority, must to be submitted by the co-financing partners or shareholders of the UDF and/or HF. In addition, the Article specifies the legal set-up of the financial engineering instruments, including HFs, as independent legal entities governed by agreements

¹ This chapter reproduces with adaptations the text of the JESSICA Preliminary Evaluation Study (2006).

between the co-financing partners or shareholders or as “a separate block of finance” within a financial institution.

The Article spells out that “the terms and conditions for contributions from operational programmes to financial engineering instruments shall be set out in a funding agreement, to be concluded between the duly mandated representative of the financial engineering instrument and the Member State or the managing authority”. Furthermore, it also stipulates the maximum management costs for the running of the financial engineering instruments, including HFs.

Article 44 Commission Regulation (EC) No 1828/2006 contains additional provisions applicable to holding funds, including the funding agreement between the Member State (or its Managing Authority) with the holding fund governing its operations and setting out the funding arrangements and objectives.

Article 46 Commission Regulation (EC) No 1828/2006 relates specifically to the additional provisions applicable to urban development funds. In particular, it specifies that, “when Structural Funds finance urban development funds, those funds shall invest in public-private partnerships or other projects included in an integrated plan for sustainable urban development. Such public-private partnerships or other projects shall not include the creation and development of financial instruments such as venture capital, loan and guarantee funds”. In addition, it states that the “urban development funds shall invest by means of equity, loans and guarantees”. Urban projects receiving grant assistance from an operational programme may also be supported by urban development funds. Importantly, “where Structural Funds finance urban development funds, the funds concerned shall not re-finance acquisitions or participations in projects already completed”.

Article 78 of Council Regulation (EC) No 1083/2006 concerns the contents of the statement of expenditure, including the total amount of eligible expenditure paid by beneficiaries in implementing the operations and the corresponding public contribution paid or due to be paid to the beneficiaries according to the conditions governing the public contribution. As regards financial engineering instruments, the statement of expenditure shall include the total expenditure paid in establishing or contributing to such funds or holding funds.

Importantly, any payments from UDFs for investment in public-private partnerships or other projects included in an integrated plan for urban development, any payments for investment in enterprises from each of the UDFs, or any guarantees provided including amounts committed as guarantees by guarantee funds, and eligible management costs, all make for eligible expenditures at the closure of the operational programme.

Interest generated by payments from operational programmes to funds, shall be used to finance urban development projects. In addition, resources returned to the operation from investments undertaken by funds or left over after all guarantees have been honoured shall be reused by the competent authorities of the Member States concerned for the benefit of urban development projects or of small and medium-sized enterprises.

Article 44 of the Council Regulation (EC) No 1083/2006 is one of the key articles affecting the organisation and operation of the HFs and/or UDFs. The article specifies that, “as part of an operational programme, the Structural Funds may finance expenditure in respect of an operation comprising contributions to support financial engineering instruments [...] for urban development funds, that is, funds investing in public-private partnerships and other projects included in an integrated plan for sustainable urban development”. The most important (and controversial) provision of this Article concerns the fact that,

“when such operations are organised through holding funds, that is, funds set up to invest in several venture capital funds, guarantee funds, loan funds and urban development funds, the member State of the managing authority shall implement them through one or more of the following forms: (a) the award of a public contract in accordance with applicable public procurement law; (b) in other cases, where the agreement is not a public service contract within the meaning of public procurement law, the award of a grant, defined for this purpose as a direct financial contribution by way of a donation: (i) to the EIB or to the EIF; or (ii) to a financial institution, without a call for proposal, if this is pursuant to a national law compatible with the Treaty”.

1.2 COCOF Recommendations

The COCOF (Coordination Committee of the Funds) assists the Commission (among other duties) in replying to questions by the Member States on interpreting the European regulatory framework concerning Structural Funds. Two COCOF notes directly relevant to financial engineering issues and to the JESSICA initiative have been produced so far.

In the first note published in July 2007², COCOF replies to questions raised by the Member States with respect to financial engineering instruments concerning the definition of “operation” and “beneficiary”, the selection of holding funds, the selection of financial engineering instruments, the selection of operations, the definition and eligibility of management costs, the applicability of the “major projects” definition, state aid issues and the retention of supporting documents for expenditures.

A second note³ has been discussed in a recent (25th June 2008) COCOF meeting, but has not been published. The note deals with the selection of a HF under Article 44 of Regulation (EC) No 1083/2006, contributions to financial engineering instruments other than HF, the re-use of contributions from financial engineering instruments, the possibility to combine interest subsidies and financial engineering instruments, Integrated urban development plans, audit trail for contributions from operational programmes to urban development funds investing in projects which include components that are not eligible for the Structural Funds and the applicability of revenue-generating rules (Art. 55 of Regulation EC 1083/2006) to financial engineering instruments.

Although these notes have been extremely useful in clarifying a number of aspects concerning the interpretation of the Regulations, it is fair to say that not all aspects concerning the practical implementation of JESSICA have been fully solved. One of the tasks of J4C will be to draw the practical implications for cities and managing authorities and identify the remaining uncertainties which may affect the evaluation of the options for JESSICA and the successful implementation of the initiative.

1.3 *European Institutional Operators in JESSICA*

As illustrated previously, the key actors deciding about whether and how to implement JESSICA are ultimately the Managing Authorities. MA's are responsible for managing the Operational Programmes, and for ensuring that the use of the resources allocated to the Ops are employed in line with the applicable Community regulations. It is important for the cities, however, to be aware that other actors within the European Community institutions have an important role in JESSICA. This section briefly illustrates their role.

The DG-Regio Financial Engineering Unit

The European Commission is the driving force behind the JESSICA initiative. The financial engineering instruments – which have provided the legislative framework justifying the launch of the JEREMIE and JESSICA initiatives within the 2007-2013 programming cycle – are foreseen in the governing Regulations as applicable to Structural Funds, therefore to the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the Cohesion Fund (CF). The key unit responsible for the structuring and implementation of financial engineering instruments is located in DG-Regio. This unit - D-3 “Financial Engineering” - deals with financial engineering instruments and reports to Directorate D (“Policy Coordination”). It is also essential to remember that while Unit D-3 covers this horizontal co-ordinating role, the direct counterparts of Member States and Managing Authorities are the DG-Regio geographical desks, and specific questions or issues on the implementation of OPs are normally raised and submitted to the Commission through the country desk, or in close cooperation with them.

The European Investment Bank

The EIB cooperates with the Commission in assisting the implementation of the JESSICA initiative.

Its role is (potentially) threefold:

First, the Bank operates as an agent for the Commission, which co-finance through an annual Contribution Agreement the operation of a JESSICA-dedicated unit within the Bank (the JESSICA Task Force). Under the Agreement the Task Force markets the JESSICA initiative together with the Commission (through kick-off meetings and preparatory and/or follow-up meetings as necessary) and, normally following an official request from the Member State and/or Managing Authority(ies) concerned, can launch and manage on behalf of the Commission JESSICA Evaluation Studies, usually carried out by consultants hired and

² DOC COCOF/07/0018/01-EN FINAL 16 July 2007 Final version, “Note of the Commission services on Financial Engineering in the 2007-13 programming period”

³ Draft Guidance Note on Financial Engineering, 17 June 2008.

supervised by the Task Force. It is important to note that these studies are carried out – within the limits given by the budget of the Contribution Agreement – without expenses for the requesting MS/MA. The following Table presents the evaluation studies that have been / are being carried out in the 7 countries of the J4C Partners.

Summary of current evaluation studies among J4C Partners:

PARTNERS	COUNTRIES	2006 Preliminary Study	CURRENT EVALUATION STUDIES
Regione Toscana (LP)	Italy	*	Tuscany, Liguria, National
Greater Manchester	United Kingdom	*	London, Wales, Northern Ireland
Massy	France		National
Porto Vivo	Portugal		
Poznan	Poland	*	National legal; Western Regions, Southern Regions
Brasov	Romania		
Athens	Greece		National

* Country Report included in JESSICA Preliminary Study 2006

Secondly, if the MS/MA decides to launch JESSICA and also decides to use a Holding Fund to implement then initiative, it can directly appoint the EIB as Holding Fund (without tendering procedures). In this case the EIB can act as Holding Fund.

Thirdly, the EIB if so requested can act as a provider of additional finance to UDF and/or projects supported through financial engineering mechanisms, i.e. can provide funding additional to what is available through the resources assigned to JESSICA UDFs (and JESSICA projects) within the Operational Programme.

It important to emphasise that the three roles, while not mutually exclusive, are independent, and that in particular it is the first role (agent of the Commission) that the EIB is committed to play under the Contribution Agreement, while the other two depend on specific circumstances and on the decisions by national operators (such as MS/MA, UDF managers, projects promoters,...) about the opportunity to use, respectively, the EIB as Holding Fund and/or provider of funds.

It also important to mention that the Council of Europe Development Bank (CEB) is an institutional partner contributing to the work of the JESSICA Task Force, which is presented in more detail below.

The JESSICA Task Force

EIB RESOURCES DEDICATED TO JESSICA in 2008

The JESSICA TASK FORCE (set up in April 2007):

E. Leanza: Mgmt. + Operations / HF/UDF Structuring

B. Field, Technical Advisory & Policy issues

G. Carbonaro, Technical Advisory & Policy issues

F. Lee: Operations & HF/ UDF Structuring

R. Rybacki: Operations & HF / UDF Structuring

Björn Gabriel, Technical Advisory & Operations

C. Cuevas, Technical Advisor & Operations

N. Stümmeler, Product Support & Information

S. Dawoud, Secretarial Support

Part-time JESSICA Support:

M. Turró: PJ Special Advisor

JESSICA Legal Coordination:

J. Fernandez-Martin

A. Panarella

+ EIB OPS/JU/PJ Specialists

(JESSICA “ad hoc” tasks for specific countries/operations)

Cooperation

CEB: E. Yuksel – Technical Advisor (since April 2008)

Selected external advisors and Local “Specialists” supporting the Task Force in focussed country studies realisation and dealing with local regulatory matters.

EIB in JESSICA – a tailored approach

A customised approach is needed as a result of the considerable diversity of the JESSICA-related environment in the 27 EU Member States. Four typologies of intervention are emerging which summarise in broad terms the differing roles that EIB might play in taking JESSICA forward across the various Member States and Regions.

JESSICA environment: Country-specific situation & characteristics				
Typology / Characteristics	Type A	Type B	Type C	Type D
ERDF resources	+	++	+++	+++
Planning environment / Integrated Urban Development	+++	++	++	+
Project development & implementation capacity	+++	++	+	+
Financial Engineering	+++	++	+	+
JESSICA implementation: Possible EIB intervention by type				
Typology / EIB interventions	Type A	Type B	Type C	Type D
Holding Fund operator		+	++	+++
Technical Assistance re JESSICA prerequisites		+	++	+++
Support re JESSICA instruments and "vehicle" architecture	++	+++	+++	+++
Co-financing on HF/UDF or project level	+++	+++	+++	+++
COUNTRIES:	AT, DK, FR, DE, NL, UK	BE, FI, IE, IT, LU, SE	CY, CZ, EE, EL, HU, LV, LT, MT, PL, PT, SI, SK, ES	BG, RO

TYPE A: Situation and characteristics (AT, DE, FR, DK, NL, UK)

- ERDF resources limited; JESSICA used to stretch existing and leverage additional resources
 - Planning environment and integrated urban development approaches sophisticated
 - Project development and implementation capacity high
 - Financial Engineering well developed and applied in urban sector
- **EIB role:** HF mandate unlikely; no technical assistance needed, however support on JESSICA conceptualisation and implementation; co-financing on UDF/project level.

TYPE B: Situation and characteristics (BE, FI, IE, IT, LU, SE,):

- ERDF resources moderate; JESSICA used to stretch existing and leverage additional resources; complementary to existing promotional programmes
 - Planning environment and integrated urban development approaches relatively well developed
 - Project development and implementation capacity high
 - Financial Engineering instruments in operation, but application in the urban sector limited
- **EIB role:** HF mandate possible; support regarding the establishment and implementation of JESSICA instruments and "vehicle" architecture; co-financing on (HF)/UDF/project level.

TYPE C Situation and characteristics (CY, CZ, EE, EL, HU, LV, LT, MT, PL, PT, SL, SK, ES) :

- ERDF resources high; Non-ERDF funding for urban regeneration limited; JESSICA as potentially important instrument for the financing of urban regeneration (incl. stretching as revolving funds)
 - Planning environment developed but outdated; limited experience with integrated urban development concepts
 - Project development and implementation capacity limited
 - Financial Engineering skills and experiences in its infancy, with little or no application in urban sector
- **EIB role:** temporary HF operator; TA in establishing JESSICA requisites (planning environment, project preparation); support regarding the establishment and implementation of JESSICA instruments and “vehicle” architecture, particularly with regard to reconciling local laws with COM regulations; co-financing on HF/UDF/project level

TYPE D: Situation and characteristics (BG, RO):

- ERDF resources high; Non-ERDF funding for urban regeneration limited; JESSICA as a large scale vehicle for the financing of urban regeneration (incl. stretching as revolving funds)
 - Planning environment to develop, almost no experience with integrated urban development
 - Project development and implementation capacity limited
 - Financial Engineering very limited, no application in urban sector
- **EIB role:** mid to long-term HF operator; TA in establishing JESSICA requisites (planning environment, project preparation); support regarding the establishment and implementation of JESSICA instruments and “vehicle” architecture, particularly with regard to reconciling local laws with COM regulations; co-financing on HF/UDF/project level

1.4 Where We Stand with Jessica

1.4.1 Lessons learned so far

Since the launch of the JESSICA initiative in mid-2006, preliminary studies have been carried out and an Expert Working Group has been set up by the competent ministries in the Member States to discuss how to best implement the initiative. Several further tailored preparatory evaluation studies have been and are being carried out under EIB supervision on behalf of the European Commission.

This activity has so far highlighted some lessons:

Lesson 1. JESSICA should be seen as a flexible instrument

JESSICA needs to be interpreted differently in different constituencies, which means that

- Flexibility in approach is needed, bearing in mind also that JESSICA is meant to complement rather than compete with existing instruments.
- There is a relevant role for “best practice” urban planning, given the need to achieve “integrated” and sustainable urban outcomes.
- Mix of private sector financing and public funding including EC resources is an essential ingredient for JESSICA – the type of instruments and relative weight of the public vs. private component will probably vary across Member States.
- Management expertise is needed, covering awareness of best practice in planning and the design and operation of financial engineering instruments.
- Operational streamlining of procedures – in particular Operational Programme mechanisms, including procurement, state aid issues and reporting - is needed.

Therefore, two conclusions arise. First, the potential for easy replicability of Jessica models across countries is limited. However, knowledge-sharing is crucial so as to learn from different national experiences and use Jessica as a driver to promote integrated urban planning at a European level.

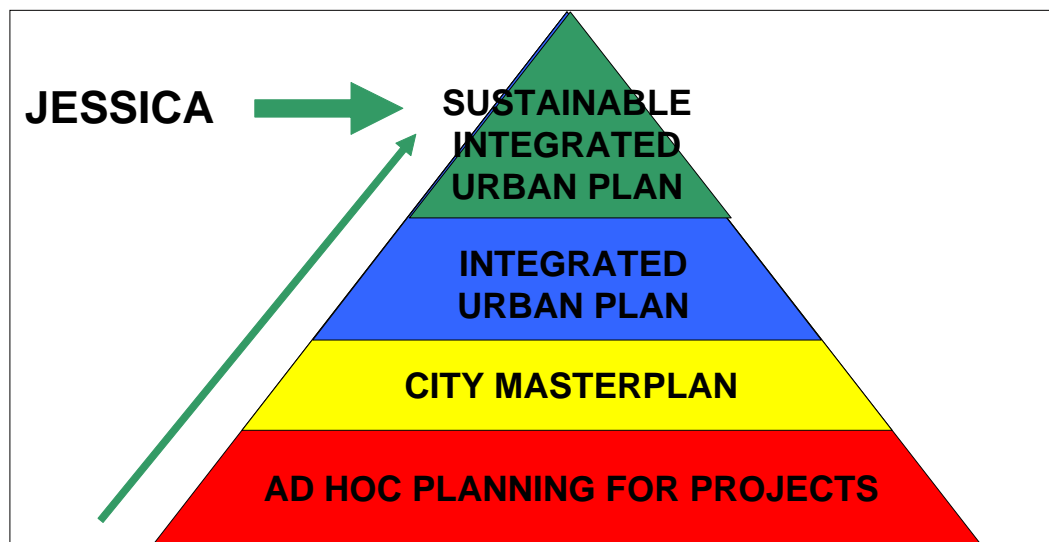
Lesson 2. Pan-European exchange and co-operation is essential in order to identify investment strategies, linked to innovative financial models for sustainable urban transformation

Not all kinds of developments are targeted by Jessica, but only those contributing to sustainable urban transformation objectives. In practice, whatever the scale of the projects, be it local, municipal, regional, or even wider, Jessica's guiding criteria for investment are based upon the following principles:

- Projects would normally be, or be part of, mixed-use developments
- They should encourage people to live in compact cities by promoting centralisation and discouraging suburbanisation
- They should contribute to create economically vibrant neighbourhoods and precincts
- In big cities, JESSICA investment should exploit opportunities to use former industrial sites in central locations, unnecessary ports/logistics nodes in the built-up area, or large redevelopment areas under public ownership.
- In smaller towns, opportunities could rather focus on using infill sites and/or redevelopment areas.

In any event apart from any specific requirements the investment must conform to two broad criteria that are essential for JESSICA. First, the projects must be part of an "integrated plan for sustainable urban development". While such concept relates obviously to the Leipzig Charter and the sustainable community agenda, the precise interpretation of integrated plan and how it links to existing planning instruments is left to the MS/MA. Secondly projects must be capable – through user charges, revenue generation from market transactions or other payment mechanisms – to remunerate investors or to otherwise reconstitute the funds invested.

Illustration: Jessica in a new planning environment



The following list provides illustrative and non-exhaustive examples of the kind of projects which could be funded through a JESSICA financial engineering instrument:

- Site remediation and preparation
- Basic urban infrastructure, street furniture, green spaces

- Urban public transport or energy networks
- Urban e-government infrastructure
- Human capital infrastructure – health and education
- Science parks and business clusters/craft workshops
- Restoration of historic/listed buildings
- Cultural complexes and “signature/landmark” buildings
- Multi-use recreational complexes

Lesson 3. Clarification of legal and regulatory matters is necessary, regarding in particular the legal form of Urban Development Funds

The Regulations do not provide a detailed definition of financial engineering instruments for urban development, but these can be Urban Development Funds (UDF) or Holding Funds (HF).

UDF's are defined in the governing regulations as “*funds investing in public-private partnerships and other projects included in an integrated plan for sustainable urban development*”.

- Art 43 of Commission Regulation No 1828/2006 is not specific on legal form of UDFs, although a UDF should be an independent legal entity, or possibly a “*separate block of finance within a financial institution*”.
- There is a need for a “*business plan*”, specifying items such as target market, operational budget, ownership structure, exit and winding up provisions.
- Managing Authorities should take precautions to comply with regulatory framework, in particular with respect to procurement and state aid issues.

A **Holding Fund** is a fund set up to invest in several Urban Development Funds - it is an option for MAs. Possible advantages of using a Holding Fund are the following:

- reduction of administrative burden for MAs, including the responsibility to supervise, monitor and report on the UDF's;
- exploiting expertise and experience in fund and/or investment selection and management, in other words a HF can act as a vehicle to deliver advisory and technical assistance services to MS and MA's;
- quicker delivery of EU Structural Funds (which become payable at the moment when the HF is established and funded through Operational Programme financial resources), which may be relevant where the MS/MA foresees absorption capacity issues;
- additional leverage opportunity, as the HF could in principle attract additional funds from public and/or private sources other than the OP.

Lesson 4. Longer-term future for JESSICA:

JESSICA should play a key role in the coming years in establishing a European platform for key players - DG Regio, IFIs, MS, private and public banks, not-for-profit organisations, investment funds and institutional, project promoters) in the funding of urban regeneration to deliver EU's urban agenda.

Chapter II

J4C Partners: local profile and relation with Project activities/outputs

2.1 Implementation of Jessica among J4C Partners at Member State level


For each Partner an overview on the country profile and the state of art of JESSICA implementation is provided. Data come from the EIB report JESSICA Preliminary Evaluation Study, January 2007 and quarterly Progress Reports on the implementation of the JESSICA initiative submitted by the Bank to the JESSICA Steering Committee.

- ◆ Italy
- ◆ United Kingdom
- ◆ France
- ◆ Portugal
- ◆ Romania
- ◆ Greece
- ◆ Poland

2.1.1 Italy

Italy

A significant need for investment, and an emerging PPP market for regeneration. However, capacity and planning needs to be enhanced especially in peripheral areas

	Current Programme for Urban Investment	PPP Market
	<p>A number of previous schemes in Italy show alignment to JESSICA objectives: STU - Società di Trasformazione Urbana' focusing on commercial/industrial; Programmi di Recupero Urbano focusing on housing and Contratti di Quartiere focusing on renewal.</p>	<p>Identified as having intermediately developed PPP market, which began significantly in 2000, and over 20 PPP projects had been completed particularly in the transport, health, accommodation and water sectors. Emerging track record of use in housing sector.</p>
Need for Urban Investment	Focus of NSRF	Future Developments
<p>There continues to be a major demand for urban investment in Italy and there is a historical focus of urban regeneration on 'bricks and mortar' solutions.</p>	<p>3 of the 13 identified priorities are applicable to urban investment, but significant focus on wider competitiveness issues.</p>	<p>Continued infrastructure gap and constrained public sector finances will see continued demand for PPP, and its expansion beyond current areas of focus.</p>
Capacity of Public Sector	Capacity of Private Sector	Capacity of Private Sector
	<p>Experience so far is that in southern regions it is more difficult to build wide partnerships and there is an higher dependence on public (state or EU) expenditure. There are weaknesses in regional planning, but growing recognition of the need for capacity building and stronger governance.</p>	<p>Construction industry is relatively dynamic in contrast to weakening Italian economy (although just 6 in top 100 European), but is relatively insular (closed to outsiders). However, the weakness in southern urban areas is a major factor of influence for the quality of projects.</p>

The Managing Authorities responsible for mobilising JESSICA resources in Italy are primarily the regions, Implementing JESSICA therefore requires a decentralised and collaborative approach, concentrated on establishing partnerships with the key actors in urban development and financing at the local level, as well as co-ordination with the central government units.

In 2007, Tuscany has agreed to act as lead co-ordinator in a working group in charge of studying concrete ways to set up UDFs for the Competitiveness regions (Northern and Central Italy). In addition, several cities, mostly in the centre-north, have shown interest for setting up urban development funds of the type envisaged in JESSICA.

Close co-operation has also been launched with the Banking Foundations (*Fondazioni Bancarie*), Italy's key charitable / non-profit operators in urban regeneration and prospective partners in setting up UDFs at city level.

Progress and recent developments

There are several operational issues at stake, one of them being to clarify European procedures and precisely define Holding Fund functions within the context of Italian legislation. Another key issue is to identify concrete operations in cities and regions with a view to identifying portfolios of urban projects part of integrated plans which could be financed through JESSICA-like UDFs. Detailed preparatory studies for the implementation of JESSICA have been requested by, and are being launched in Tuscany and Liguria.

A diagnostic and forecasting tool for the evaluation of territorial capital is also being studied, in co-operation with the banking foundations and a network of consultants specialised in local development. The tool should be used and disseminated to MA's and project promoters to support the study and design of JESSICA investment strategies in cities and regions.


Key issues arising

The key challenges in Italy are connected to the role of individual regional authorities in a decentralised decision system. There is also a strong need for clarification of Jessica procedures at the European level and how JESSICA should be incorporated in practice within OP's.

2.2.3 United Kingdom

United Kingdom

The most advanced in terms of PPP and with significant regeneration programmes, but NSRF has a focus around economic, employment and skills areas

	Urban Regeneration and Rural Development	PPP Market
	<p>Large number of existing programmes including URDs, RMR, Pathfinder, Growth Areas, RDAs, NRF etc mean a patchwork of investment and policy priorities for urban investment, particularly focused on city centres and inner city neighbourhoods. Stock transfer of housing stock.</p>	<p>Most mature PPP market in Europe across virtually all sectors, including sustainable communities/housing and other major infrastructure.</p>
	Economic Policy	Private Environment
	<p>Significant focus in NSRF on Lisbon agenda and economic and employment initiatives. NSRF refers to potential for JESSICA, but highlights that it should not duplicate other urban funding/sustainable communities initiatives.</p>	<p>Despite some political criticism over PFI efficacy, there is no real move against PPP, and new mechanisms/forms of PPP for where there is less certainty on project specification are being developed.</p>
Need for Urban Investment	Capacity of Public Sector	Capacity of Private Sector
<p>Despite investment over the past three decades – there are major concentrations of deprivation in UK urban areas, and a growing recognition that cities are key economic drivers. Focus on growth areas and cities through the Northern Way means this will continue to be a major priority.</p>	<p>Significant and growing experience of using PPP mechanisms for urban investment/regeneration, but success is still patchy and many local authorities remain lacking in capacity.</p>	<p>Significant capacity in the private sector to deliver PPP and urban investment incl. international investors (e.g. Australia), and the private sector institutions in the UK who have a growing track record of urban investment projects with the public sector. 35 of top 100 European players.</p>

Evaluation work about Jessica in the UK dates back to 2006. A first study was then done by Price Waterhouse Coopers, as a scoping study of the UK market in support of the JESSICA preliminary evaluation report. The study essentially concluded that both a sophisticated urban planning and financial engineering market existed in the respective jurisdictions that could allow for the relatively rapid implementation of the JESSICA initiative.

Procurement and eligibility rules were flagged as issues that needed further clarification and guidance, as did clarification on how the initiative might provide “additionality” to what the UK authorities perceived as an already adequately served investment market. To some extent, the UK market would be seen as a good early “test ground” for JESSICA.

Progress and recent developments

During 2007, numerous contacts between the EIB, all the four UK Managing Authorities, as well as interested Regional Development Agencies (RDAs are designated as intermediary bodies responsible for delivery of Structural Funds in England) and cities, have taken place. Significant interest was generated amongst both private and public sector players.

The Blueprint fund, a public private urban regeneration partnership operating in a number of towns within the East Midlands region has been considered as an early model for JESSICA Urban Development Funds in Europe. Public sector partners in Blueprint are the East Midlands RDA (the implementing body for the regional Operational Programme) and English Partnerships (a specialised national urban regeneration government agency). Following the successful launch of Blueprint in 2005 the East Midlands RDA are interested in the potential of investing Structural Fund resources through this and other similar vehicles as UDFs.

At the beginning of 2008, EIB mandated Deloitte UK to undertake a JESSICA evaluation study for the London region. Also, significant steps forward have been made in Wales, and in early 2008, upon the initiative of the Welsh Managing Authority, all 4 UK Managing Authorities participated in a meeting with DG REGIO representatives on JESSICA issues. Several other cities and regions, such as Glasgow (Clyde riverbanks and gateway areas), have also shown their high interest in UDF's and Jessica.

Key issues arising

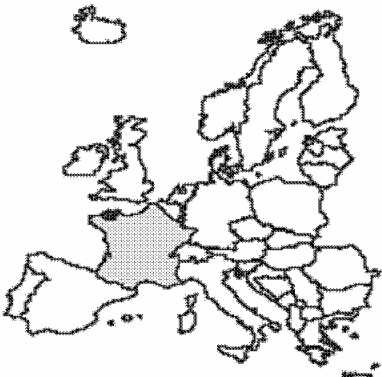
The Managing Authorities in the UK seek to gain further clarity with respect to interpreting the JESSICA-specific Structural Fund Regulations:

- eligibility rules
- procurement of UDFs
- the concept of integrated plans for sustainable urban development
- conditions for the “re-use” of JESSICA investment returns and the timing thereof
- state aid concerns, in particular where support is given to projects involving private property development.

2.2.4 France

France

A maturing market for PPP, and recent urban unrest has highlighted significant need for urban investment and sustainable communities that will likely drive priorities.

	<p>Current Progress for Urban Investment</p> <p>Cities have seen major investment, although key priorities have been focused on Paris (as a national department) and Lyon. The emphasis on 'national projects' and infrastructure has means less focus if national programmes on some 'softer'/'local' regeneration priorities.</p>	<p>PPP Market</p> <p>An intermediate (almost mature) PPP market across a wide spectrum of fields but with lower levels of activity, including transportation, utilities, prisons, health, accommodation, and emerging proposals for defence. Little evidence of current regeneration or housing PPPs.</p>
<p>Need for Urban Investment</p> <p>NRSF is emphasising potential role of 'growth poles' which will likely have an urban focus – the recent urban unrest also stimulates a need for major investment to tackle deep-seated social and economic problems, particularly in peripheral suburbs.</p>	<p>Capacity of Public Sector</p> <p>Key challenge around managing public finances means an increased public sector reliance on maximising private sector investment. Decentralisation means take-up will inevitably rely on capacity of local areas.</p>	<p>Capacity of Private Sector</p> <p>Research suggests only a small proportion of project financing for PPP has operated at standard PPP-margins, external debt is lent at public sector risk margins. Public sector continues to dominate (54%) industry. 9 of top 100 Europe players, but there are many local players.</p>

In France, several meetings have taken place about Jessica, involving DIACT (*Délégation à l'aménagement et à la compétitivité des territoires*), DIV (Délégation Interministérielle à la Ville) and CDC (*Caisse des dépôts*), as well as the Ministry of Urban Areas and Employment, ANRU and banking sector institutions. The objective has been to evaluate market demand and potential financial structures to support specialised UDFs to facilitate urban regeneration, particularly in ZUS (*Zones Urbaines Sensibles*).

Progress and recent developments

The country report which was launched in the beginning of 2008 was to construct a typology of French urban and institutional specificities and to propose a methodology and a schedule for 2008 and onwards. First conclusions illustrate that both national and local levels should be a key target for implementation of Jessica in France, with some regions such as, *Ile-de-France*, *Aquitaine*, *Nord-Pas de Calais* and *Rhône-Alpes* showing a stronger potential to apply the JESSICA tool.

Key issues arising

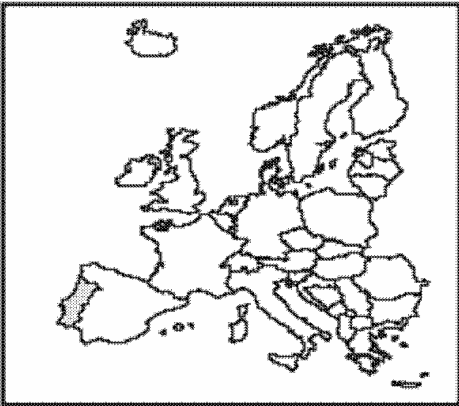
In the French context regions have the decision on activating JESSICA, but they have to share it with State authorities. Besides, the need for urban regeneration investment is high, as well as the institutional capability for integrated planning. The challenge is therefore to incorporate JESSICA in the existing mechanisms and procedures and convince the MA that OP resources already committed as traditional grant instruments to urban priorities and to specific local authorities could also be employed – and in fact made more effective - through JESSICA mechanisms.

2.2.2 Portugal

Portugal

Significant EU funding and regeneration of its historic urban cores, coupled with its emerging PPP credentials present strong potential for JESSICA

JESSICA Preliminary Evaluation Study/January 2007

	Current Programme for Urban Investment	PPP Market
	<p>Significant investment since 1995, particularly in Lisbon and Oporto. Programmes such as RECURIA focused on financial support for conservation as part of programme to revitalise historic cores.</p>	<p>Portugal is defined as an intermediate PPP market. Significant use of PPP, particularly within roads, waste/water, sports/leisure and transport sector, coupled with some health and IT projects. Total value very high relative to GDP, but legal blockages have hampered progress.</p>
Need for Urban Investment	Current Strategy	Future Development
	<p>Early draft focused on sustained growth, social and territorial cohesion, territorial and urban development, and human resource development. Further regionalisation of allocations, giving more flexibility/local autonomy.</p>	<p>Recent major upsurge in the value of PPP within Portugal (335% increase from 2004/5). Current housing projects are under consideration for PPP, alongside further planned investment. Major investment in priority infrastructure, including rail and airport infrastructure.</p>
Need for Urban Investment	Capacity of Public Sector	Capacity of Private Sector
<p>Significant need for further investment, broadening the urban regeneration programmes from that so far achieved.</p>	<p>Significant well structured and clear structure for PPP. Recent legal changes have further developed the potential for PPP, although are regarded as being too bureaucratic and the role of the State-holding company was not regarded as helpful. May depend on regional and local govt.</p>	<p>Although initial focus of funding for major infrastructure was EU/ESF, there has been a significant role for private sector, and this is considered likely to continue. Relatively small players and high competition for PPP contracts. 3 construction players in Euro top 100.</p>

The need for urban renewal and modernisation in Portugal is substantial, and generally speaking, the legal background seems well adapted to the development of UDFs, which have a considerable potential in a country that requires important complementary funding from the private sector. The Managing Authorities are potentially interested in using Holding Funds, in order to accelerate the process and provide technical assistance.

The Ministry of Urban Areas has recently confirmed that Portugal is considering to invest some EUR 1.0 bn on urban projects (50% of which in urban rehabilitation, with the remaining 50% represented by urban "competitiveness" initiatives). A part of this amount could be channelled via JESSICA structures.

Progress and recent developments

High level discussions have taken place during the first semester of 2008 between DG Regio, the EIB, CEB, Instituto de Habitação e Reabilitação Urbana (IHRU) as well as the Secretario de Estado do Ordenamento do Territorio e das Cidades, and the Secretario de Estado do Desenvolvimento Regional, so as to formulate a concept for JESSICA implementation.

Essentially, the concept foresees a Holding Fund model for which the Instituto da Habitação e Reabilitação Urbana, I.P. ("IHRU", administering State housing aids and programmes), the sociedades de reabilitação urbana ("SRU", municipal urban regeneration corporations) and the Fundos de Investimento Imobiliário (Real Estate Investment Funds) serve as important building blocks.

Under one of the options currently being considered, IHRU (or the entity designated by the Portuguese authorities) would channel funds to rehabilitation projects through Fundos de Investimento Imobiliário. To this effect, IHRU could subscribe investment units in the fund, grant loans, etc. The Fundos de Investimento Imobiliário would invest directly in individual rehabilitation schemes. IHRU would enter into framework agreements with the SRU, which, in turn, would enter into a "contrato de reabilitação urbana" with the Fundos de Investimento Imobiliário. The SRU could also carry out individual rehabilitation initiatives.


Key issues arising

The proposed JESSICA concept for Portugal is currently being reviewed by the Portuguese authorities and further high-level consultations are expected to take place during the second half of 2008 in order to agree specific action.

2.2.5 Romania

Romania

Significant need for urban regeneration and land development, but a weak market and unclear policy focus

	Current Programme for Urban Investment	PPP Market
	<p>Large-scale privatisation of social housing has left majority of problem in the private sector. Government focus on large scale infrastructure projects and tourism. Redevelopment of brownfield land understood to have low priority.</p>	<p>PPP market (often concession schemes) focused in a number of sectors, often driven by local municipalities rather than central government, particularly in housing, health, roads, leisure and utilities. Government cancelled three major deals in 2005 on highway schemes.</p>
Issues for Urban Investment	Focus of NSRF	Future Development
	<p>NSRF focused on infrastructure requirements and other economic measures rather than on territorial development/quality of life. Leads to suggest less focus on JESSICA aligned projects than in some other accession states.</p>	<p>New legislative framework in place, and outlook is regarded positively, particularly for highways, energy, water and waste. Emerging projects including tourism schemes.</p>
Issues for Urban Investment	Capacity of Public Sector	Capacity of Private Sector
<p>Over 900,000 ha of contaminated land, often in the heart of major cities. Peripheral housing estates, often dilapidated and in poor condition.</p>	<p>Limited experience of municipalities in delivering housing renewal, and many development projects remain small scale. However, emerging focus on major real estate projects.</p>	<p>Low land values on brownfield land and the spatial configuration of land and property within major urban areas means there is limited appetite for private sector engagement on many of the most difficult opportunities, although commercial and retail sectors have potential.</p>

In the first part of 2007, considering the Bank's role in co-financing the 2007-2013 Operational Programmes, there have been various contacts with several Managing Authorities, who have been made aware of JESSICA. The need for funds to support sustainable urban development is high, and integrated urban development is explicitly included as a priority axis in the Regional Operational Programme. The Romanian authorities have commissioned consultants to work to identify and define integrated urban development plans.

A JESSICA meeting was held in November with the PPP Unit of the Ministry of Economy and Finance. The unit produced a feasibility study with respect to the establishment of a national Municipal Infrastructure Fund (MIF). It is believed that JESSICA could complement and indeed invest in such a fund, which is designed to attract private sector institutional investment to meet the massive municipal infrastructure needs in Romania. A JESSICA Holding Fund was presented as a possible option to kick start this process by providing initial capital, and there was significant interest in this proposal. Additional JESSICA introductory meetings were held with the Municipalities of Bucharest and Oradea. The potential for JESSICA is expected to be very substantial in Romania.

Progress and recent developments


Recent consultations confirm the existence of considerable interest for JESSICA. However, authorities are reluctant to commit themselves until further progress has been achieved regarding the JEREMIE initiative.

A kick off meeting is pending and could take place before the end of 2008, possibly to allow for JESSICA to be integrated with the development and implementation of the Romanian Municipal Infrastructure Fund, including the possibility of a JESSICA evaluation/feasibility study, with focus on defining pilot UDF's.

2.2.6 Greece

Greece

Limited number of PPP projects, and NSRF does not have an urban investment focus in its largest City-Region, but infrastructure is still a key requirement.

	Current Programme for Urban Investment	Size Market
	<p>Major urban investment has occurred, particularly in the run-up to the 2004 Olympics. Major investment in infrastructure.</p>	<p>Intermediate market with a relatively low number of projects (when compared to other EU States). PPP activity focused on transportation, sports and leisure, with emerging proposals for schools and hospitals. No housing or significant regeneration PPPs other than Olympic redevelopment.</p>
	Local CSOs etc	Future Opportunities
	<p>Emerging NSRF has focus on reduction of regional disparities; HC and knowledge society; competitiveness and innovation; Reinforcement of accessibility; Strengthening administrative & institutional capacity. ESF likely to be 30%. Key role for infrastructure.</p>	<p>Future scale of PPP anticipated to be increasing, and there is a political and legal framework in place to increase its use across a wider sphere of infrastructure than has so far occurred.</p>
Need for a Urban Investment	Capacity of Public Sector	Capacity of Private Sector
<p>Significant regional disparities focused on urban-rural balance (and focus on existing economic activity within Athens City-Region, means that a significant balance of focus will be on more remote rural locations (80% outside Attica)</p>	<p>NSRF identifies a key role for modernising the public and service sector.</p>	<p>Legal framework now established gives greater confidence in scope for attracting finance to PPPs.</p>

Following a JESSICA kick-off meeting in March 2007 and follow-up meetings, EIB mandated DTZ Greece to undertake a national JESSICA evaluation study, which has now been completed.

Simultaneously, EIB was asked by the Greek authorities to draft a Memorandum of Understanding (MoU) between the Bank and the Ministry of Economy and Finance as Managing Authority. The MoU, which was negotiated through the summer of 2007, outlined an initial approach towards the implementation of JESSICA, at a national level, envisaging the appointment of EIB as JESSICA Holding Fund.

Progress and recent developments

Despite the early interest shown by the Greek authorities, there has been little further progress during the first half of 2008. EIB has provided DTZ Greece with additional comments to the national evaluation study and, subject to a resumed interest from the Managing Authority, will finalise this report with them.

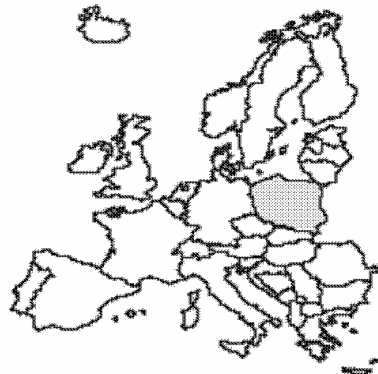
Key issues arising

Progress on JESSICA in Greece has apparently been delayed by negotiations between the Managing Authority and EIF regarding the implementation of the JEREMIE initiative.

2.2.7 Poland

Poland

The largest receiver of Structural Funds, has major investment in infrastructure and significant need for urban investment.

	Current Programmes for Urban Investment	Open Market
	<p>Major infrastructure projects and emerging housing investment schemes. 114K new homes built in 2005. Major demand for investment in Warsaw, Wrocław, Poznań, Łódź, and Kraków.</p>	<p>Limited market at the current time. Although a number of infrastructure projects have had a private involvement, they cannot be regarded as PPPs. Transport and utilities have been major focus, and there are potential proposals in a number of other sectors, including housing.</p>
Need for Urban Investment	Current NSRF	Private Developments
	<p>NSRF identifies €2,347m for infrastructure and environment under ERDF, and an overall €25bn on roads and motorways. Significant focus on revitalisation of cities, including reclamation/remediation of land and buildings.</p>	<p>There is a huge theoretical demand for projects supported by PPP, and legislation now allows a greater range of PPP activity. The scale of need, EU resources, and the potential opportunity could mean an uplift in activity. However, EU funding may actually have the opposite effect.</p>
Need for Urban Investment	Capacity of Public Sector	Capacity of Private Sector
<p>The scale of investment needed is significant, particularly focused around transportation and tackling industrial and military dereliction within the major metropolitan areas. There is a deficit of 1.6m homes, and 30% of stock requires investment. Major growth expected in cities.</p>	<p>Capacity to develop more innovative approaches to delivering urban investment is variable. Different parts of government have different levels of appetite. Emerging interest at city-level in PPP for urban regeneration.</p>	<p>Limited experience of PPP and historical legacy means that private sector within Poland has been less willing to 'do business' with the public sector. The presence of external (international) investors, and some more successful examples may change this. Lack of skilled staff is a problem for delivery.</p>

The Polish National Cohesion Strategy delegates urban regeneration issues to regional authorities. Consequently, projects related to urban regeneration and revitalization have been included in Regional Operational Programmes ("ROP") which are managed by 16 Polish regions acting as managing authorities ("MA"). This approach reflects the general policy of the Polish government to decentralise decision making on regional development issues, with the Ministry of Regional Development ("MRD") limiting its role to coordinating and monitoring activities.

Urban regeneration constitutes one of the priority axes in all 16 ROPs, 13 of which mention the possibility of using JESSICA. Apart from ROPs there are other Operational Programmes at the national level, which are managed by MRD. These programmes may indirectly address some urban regeneration issues, MRD is not contemplating employing JESSICA for them although it does not exclude such an option in future.

A JESSICA kick-off meeting comprising EIB, CEB, DG-Regio, the Managing Authority, the Polish Regions and representatives from selected municipalities was held in March 2007.

Progress and recent developments

Despite the kick-off meeting, the knowledge on the JESSICA instrument in Poland at the end of 2007 was still insufficient and it was apparent that follow-up meetings would be required. EIB held direct meetings with five MAs (Mazowieckie, Śląskie, Wielkopolskie, Zachodniopomorskie, Kujawsko-Pomorskie), and approached several further MAs, as well as other potential UDF partners including financial institutions like Bank Gospodarstwa Krajowego ("BGK"), a state owned bank responsible for managing various state funds. A JESSICA conference took place in Poznań (Wielkopolska) with participation of interested regions and MRD in April 2008. As a result it appears that awareness of the JESSICA instrument in Poland was enhanced, and meetings and contacts held so far indicate that there is general interest in further exploring opportunities granted by JESSICA.

A country study will be the next major step in implementing JESSICA in Poland. Based on discussions with MAs and other counterparts it is envisaged that the study will consist of two parts: (i) national legal sub-study ("Legal Study") discussing JESSICA in the context of Polish regulations, (ii) a set of regional business sub-studies ("Business Studies") focusing on business environment existing in a relevant region. The number of Business Studies will depend on the number of regions, which will express their preliminary interest in JESSICA. The Legal Study is expected to be launched in April/May 2008 to be followed by the launch of Feasibility Studies in May/June 2008.

Key issues arising

Although references to JESSICA are included in the majority of ROPs, no amounts are allocated to JESSICA (apart from Wielkopolska ROP, which indicatively allocates to JESSICA 50% (EUR 25m) of its budget for revitalization of problematic areas). A very important result of the follow-up meetings and discussions was to receive feedback from MAs on their opinion on applicability of JESSICA in their respective regions.

The following are the most interesting conclusions as communicated to EIB by the MAs:

- a healthy pipeline of urban regeneration projects suitable for traditional grant funding makes JESSICA instrument less useful;
- overall allocation to urban regeneration priority is limited so there is little money, which could be used for JESSICA purpose;
- the competition from smaller towns (which are less interested in implementing financial engineering instruments) to get access to Structural Funds makes the promotion of JESSICA politically sensitive for the MAs;
- there is no tradition of engaging into PPP structures, which makes this important feature of JESSICA relatively unattractive;
- close cooperation and alignment of objectives is needed between city authorities (responsible for urban projects) and regions (managing structural funds) to put in place efficient administrative infrastructure for future implementation of JESSICA.

Given the status of JESSICA as a new and untested financial instrument, implementation of a limited number of JESSICA pilot schemes appears to be a good way to take things forward.

2.3 J4C Partners profile & local situation

In order to define role and activities of each project partner facing on their specific local situation in the framework of Jessica for Cities objectives, Lead Partner submitted “local enquires” to all Project Partners.

Hereafter, all local enquires of each Project Partners are reproduced. They provide a complete overview on local challenges, needs and expectations with regard to the project activities and outputs, in particular problems and challenges regarding integrated planning, sustainability features and economic models of urban development.

- ◆ Italy

For Local Enquiry concerning **LP Regione Toscana**, see Annex IV.

- ◆ United Kingdom

For Local Enquiry concerning **PP1 Association Greater Manchester Authority**, see Annex V.

- ◆ France

For Local Enquiry concerning **PP2 Town of Massy**, see Annex VI.

- ◆ Portugal

For Local Enquiry concerning **PP3 Porto Vivo SRU**, see Annex VII.

- ◆ Romania

For Local Enquiry concerning **PP4 Brasov Metropolitan Association**, see Annex VIII.

- ◆ Greece

For Local Enquiry concerning **PP5 Municipality of Athens Development Agency**, see Annex IX.

- ◆ Poland

For Local Enquiry concerning **PP6 City of Poznan (Poznan City Hall)**, see Annex X.

Chapter III. Developing a Jessica Toolbox for Cities

On the basis of the results of the review of local problems and processes, the key objectives and deliverables in the Second Phase of the WG are presented in this section. These proposals should be examined and discussed in preparation of the final meeting of Phase 1 on 29-30 July 2008.

The aim of the Second Phase of the WG activity is to develop a “JESSICA Toolbox for Cities” to assist with the achievement of the main objective of the WG, namely to enable cities to use effectively opportunities offered by JESSICA to attain sustainable development outcomes and indicate to Managing Authorities and other relevant parties how to best structure JESSICA to benefit cities. This means that WG Partners must develop a thorough understanding of the procedures to develop through the urban investment cycle suitable strategies, integrated plans, projects and project portfolios and co-operate with MA's to incorporate them into the relevant OPs and fund them through the JESSICA instrument.

The next sections contain initial suggestions on toolbox components, to be further developed and amended as necessary during the Second Phase of the WG activity.

3.1 *Incorporating city projects into Operational Programme(s)*

How to:

- Link city investment priorities to urban agenda / sustainable development in relevant Structural Funds programming documents, in particular national and/or regional Operational Programme(s).
- Link to strategic / integrated urban planning at the different territorial levels, including
 - area-based approaches (e.g. districts, inner city, city-wide ...)
 - thematic approaches (e.g. energy efficiency, sustainable transport, social infrastructure...)
- Link to urban dimension in relevant programming documents – in particular
 - as a horizontal theme,
 - urban priority axis,
 - multi-axis approach.

3.2 *Territorial Evaluation and Diagnostics*

How to:

- Assess (general methodology) key dimensions of territorial wealth such as
 - environment, physical capital, human capital, demography,...
- Apply methodology to target territories / areas affected by projects
- Use territorial evaluation and diagnostics to identify and assess strategies for return-generating investment to achieve growth, convergence, competitiveness

3.3 *Construction of JESSICA Instruments*

How to:

- Identify structures suitable for financial engineering instruments (HF/UDF) on the basis of:
 - Evaluating suitability / feasibility of key alternatives specifically:
 - equity approach (i.e. investment fund model)
 - non-equity approach (i.e. revolving fund model)
 - The ability of structures to perform key functions in JESSICA, such as:
 - benefit from integration of investment components,
 - leverage additional public and private funds,

- cross-subsidise high/low remuneration programme/project components,
 - apply revolving fund principles (re-use of funds)
- Evaluate the opportunity to establish HF structures, e.g. considering
 - technical assistance and advisory needs
 - value of anticipating SF receipts to Partners and MA's
 - associated costs and opportunities for Partners and MA's
- Identify and structure concrete UDF structures to meet Partners' needs and OP objectives on the basis of previous analysis
- Evaluate convenience of JESSICA vs. traditional instruments using cash-flows
 - by constructing and interpreting alternative cash-flow profiles as appropriate and necessary for: projects, funds, cities, MA's
- Contribute to the drafting of JESSICA contractual agreements between the key parties
 - primarily funding agreements between MA / HF / UDF)

3.4 Construction of “Jessicable” Projects

How to:

- Design and assess projects and project portfolios in line with integration criteria
 - by determining appropriate integration concept on the basis of
 - sectoral mix,
 - target area,
 - thematic criteria,
 - spatial level.
- Assess financial viability of projects and project portfolios
 - conventional financial profitability indicators
 - affordability issues
- Assess economic / sustainable development impacts of projects and project portfolios
 - relying on cost-benefit and related approaches
 - assessing impacts on territorial capital.
- Design / reconfigure projects, programmes and project portfolios to achieve required investor returns
 - through concrete project illustrations
 - and practical evaluation methods.

3.5 Administrative Procedures in JESSICA

How to deal with:

- ERDF eligibility / accounting rules in UDF, and their implications for Partners and MA's, such as
 - range of eligible expenditures and sectors under JESSICA
 - need to comply with Lisbon Agenda constraints
 - impact of leverage (=availability of funds external to OP financial plan at HF/UDF or project level)
- Certification of expenditures
 - specific procedures for HF / UDF
- De-commitment rule (“n+2”) – implications for funds and projects

- effect of JESSICA – release of n+2 rule.
- Structuring PPPs as part of JESSICA.
- Major projects funded through JESSICA.
- Verification of relevance and need to comply with state aid rules.
- Combining grants and financial engineering instruments
 - JESSICA as a way to employ Structural Funds for revenue-generating investment
 - handling the “Article 55” rule
 - interpretation and practical illustrations.
- Monitoring, reporting and control procedures
 - by clarifying the role and responsibilities of MA, financial engineering instruments (HF/UDF), project managers
- Re-using returned funds
 - by clarifying opportunities and constraints in the re-use of funds for MA's and Partners
 - options and practical illustrations.

3.6 *Testing phase*

How to:

- Apply the methods in the Toolbox to concrete pilot projects and UDF structures and within Operational Programmes.

Depending on results of concrete applications by the Partners, amend as necessary the contents of the Toolbox.

3.7 *Conclusions*

Final considerations on the Toolbox and next steps.

Annex 1 Extracts from Regulations

COUNCIL REGULATION (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and repealing Regulation (EC) No 1260/1999

Financial engineering

Article 44

Financial engineering instruments

As part of an operational programme, the Structural Funds may finance expenditure in respect of an operation comprising contributions to support financial engineering instruments for enterprises, primarily small and medium-sized ones, such as venture capital funds, guarantee funds and loan funds, and for urban development funds, that is, funds investing in public-private partnerships and other projects included in an integrated plan for sustainable urban development.

When such operations are organised through holding funds, that is, funds set up to invest in several venture capital funds, guarantee funds, loan funds and urban development funds, the Member State or the managing authority shall implement them through one or more of the following forms:

- (a) the award of a public contract in accordance with applicable public procurement law;
- (b) in other cases, where the agreement is not a public service contract within the meaning of public procurement law, the award of a grant, defined for this purpose as a direct financial contribution by way of a donation:
 - (i) to the EIB or to the EIF; or
 - (ii) to a financial institution without a call for proposal, if this is pursuant to a national law compatible with the Treaty.

The implementing rules of this Article shall be adopted by the Commission in accordance with the procedure referred to in Article 103(3).

Technical assistance

Article 45

Technical assistance at the initiative of the Commission

1. At the initiative of and/or on behalf of the Commission, subject to a ceiling of 0,25 % of their respective annual allocation, the Funds may finance the preparatory, monitoring, administrative and technical support, evaluation, audit and inspection measures necessary for implementing this Regulation.

Those actions shall include, in particular:

- (a) assistance for project preparation and appraisal, including with the EIB through a grant or other forms of cooperation, as appropriate;
- (b) studies linked to the drawing up of the Community strategic guidelines on cohesion, the Commission's reporting on cohesion policy and the three-yearly cohesion report;
- (c) evaluations, expert reports, statistics and studies, including those of a general nature concerning the operation of the Funds, which may be carried out where appropriate by the EIB or the EIF through a grant or other forms of cooperation;
- (d) measures aimed at the partners, the beneficiaries of assistance from the Funds and the general public, including information measures;

- (e) measures to disseminate information, networking, raise awareness, promote cooperation and exchange experiences throughout the Community;
 - (f) the installation, operation and interconnection of computerised systems for management, monitoring, inspection and evaluation;
 - (g) improvements in evaluation methods and the exchange of information on practices in this field.
2. The Commission shall adopt a decision concerning the types of action listed under paragraph 1 of this Article, in accordance with the procedure referred to in Article 103(2), when a contribution from the ERDF or the Cohesion Fund is foreseen.
 3. The Commission shall adopt a decision concerning the types of action listed under paragraph 1 of this Article, after consulting the committee referred to in Article 104, in accordance with the procedure referred to in Article 103(2), when a contribution from the ESF is foreseen.

Article 78

Statement of expenditure

1. All statements of expenditure shall include, for each priority axis, the total amount of eligible expenditure, in accordance with Article 56, paid by beneficiaries in implementing the operations and the corresponding public contribution paid or due to be paid to the beneficiaries according to the conditions governing the public contribution. Expenditure paid by beneficiaries shall be supported by receipted invoices or accounting documents of equivalent probative value.

However, as regards aid schemes within the meaning of Article 87 of the Treaty only, in addition to the conditions set out in the previous subparagraph, the public contribution corresponding to the expenditure included in a statement of expenditure shall have been paid to the beneficiaries by the body granting the aid.

2. By way of derogation from paragraph 1, as regards State aid within the meaning of Article 87 of the Treaty, the statement of expenditure may include advances paid to the beneficiaries by the body granting the aid, under the following cumulative conditions:
 - (a) they shall be subject to a bank guarantee or a financial public facility having an equivalent effect;
 - (b) they shall not exceed 35 % of the total amount of the aid to be granted to a beneficiary for a given project;
 - (c) they shall be covered by expenditure paid by beneficiaries in implementing the project and supported by receipted invoices or accounting documents of equivalent probative value at the latest three years after the year of the payment of the advance or on 31 December 2015, whichever earlier; if they are not, the next statement of expenditure shall be corrected accordingly.
3. Statements of expenditure shall identify, for each operational programme, the elements referred to in paragraph 1 relating to regions receiving transitional assistance.
4. In the case of major projects as defined in Article 39, only expenditure related to major projects already adopted by the Commission may be included in statements of expenditure.
5. Where the contribution from the Funds is calculated with reference to public expenditure as provided for in Article 53(1), any information on expenditure other than public expenditure shall not affect the amount due as calculated on the basis of the payment request.
6. **By way of derogation from paragraph 1, as regards financial engineering instruments** as defined in Article 44, the statement of expenditure shall include the total expenditure paid in establishing or contributing to such funds or holding funds. However, at the partial or final closure of the operational programme, eligible expenditure shall be the total of:
 - (a) any payments from urban development funds for investment in public private partnerships or other projects included in an integrated plan for urban development; or
 - (b) any payments for investment in enterprises from each of the abovementioned funds; or

- (c) any guarantees provided including amounts committed as guarantees by guarantee funds; and
- (d) eligible management costs.

The co-financing rate shall be applied to the eligible expenditure paid by the beneficiary.

The corresponding statement of expenditure shall be corrected accordingly.

7. Interest generated by payments from operational programmes to funds as defined in Article 44, shall be used to finance urban development projects in the case of urban development funds or financial engineering instruments for small and medium-sized enterprises in other cases.

Resources returned to the operation from investments undertaken by funds as defined in article 44 or left over after all guarantees have been honoured shall be reused by the competent authorities of the Member States concerned for the benefit of urban development projects or of small and medium-sized enterprises.

REGULATION (EC) No 1080/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 July 2006 on the European Regional Development Fund and repealing Regulation (EC) No 1783/1999

Article 7

Eligibility of expenditure

1. The following expenditure shall not be eligible for a contribution from the ERDF:
 - (a) interest on debt;
 - (b) the purchase of land for an amount exceeding 10 % of the total eligible expenditure for the operation concerned. In exceptional and duly justified cases, a higher percentage may be permitted by the managing authority for operations concerning environmental conservation;
 - (c) decommissioning of nuclear power stations;
 - (d) recoverable value added tax.
2. Expenditure on housing shall be eligible only for those Member States that acceded to the European Union on or after 1 May 2004 and in the following circumstances:
 - (a) expenditure shall be programmed within the framework of an integrated urban development operation or priority axis for areas experiencing or threatened by physical deterioration and social exclusion;
 - (b) the allocation to housing expenditure shall be either a maximum of 3 % of the ERDF allocation to the operational programmes concerned or 2 % of the total ERDF allocation;
 - (c) expenditure shall be limited to:
 - multi-family housing, or
 - buildings owned by public authorities or non-profit operators for use as housing designated for low-income households or people with special needs.

The Commission shall adopt the list of criteria needed for determining the areas referred to under point (a) and the list of eligible interventions in accordance with the procedure referred to in Article 103(3) of Regulation (EC) No 1083/2006.

3. The eligibility rules set out in Article 11 of Regulation (EC) No 1081/2006 shall apply to actions co-financed by the ERDF falling within the scope of Article 3 of that Regulation.

SPECIFIC PROVISIONS ON THE TREATMENT OF PARTICULAR TERRITORIAL FEATURES

Article 8

Sustainable urban development

In addition to the activities listed in Articles 4 and 5 of this Regulation, in the case of action involving sustainable urban development as referred to in Article 37(4) (a) of Regulation (EC) No 1083/2006, the ERDF may, where appropriate, support the development of participative, integrated and sustainable

strategies to tackle the high concentration of economic, environmental and social problems affecting urban areas.

These strategies shall promote sustainable urban development through activities such as: strengthening economic growth, the rehabilitation of the physical environment, brownfield redevelopment, the preservation and development of natural and cultural heritage, the promotion of entrepreneurship, local employment and community development, and the provision of services to the population taking account of changing demographic structures.

By way of derogation from Article 34(2) of Regulation (EC) No 1083/2006, and where these activities are implemented through a specific operational programme or priority axis within an operational programme, the ERDF funding of measures under the Regional competitiveness and employment objective falling within the scope of Regulation (EC) No 1081/2006 may be raised to 15 % of the programme or priority axis concerned.

COMMISSION REGULATION (EC) No 1828/2006 of 8 December 2006 setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund

Section 8

Financial engineering instruments

Article 43

General provisions applicable to all financial engineering instruments

1. Articles 43 to 46 shall apply to financial engineering instruments in the form of actions which make repayable investments, or provide guarantees for repayable investments, or both, in the following:
 - (a) enterprises, primarily small and medium-sized enterprises (SMEs), including micro-enterprises, as defined in Commission Recommendation 2003/361/EC21 as of 1 January 2005, in the case of financial engineering instruments other than urban development funds;
 - (b) public-private partnerships or other urban projects included in integrated plans for sustainable urban development, in the case of urban development funds.
2. When the Structural Funds finance operations comprising financial engineering instruments, including those organised through holding funds, a business plan shall be submitted by the co-financing partners or shareholders or by their duly authorised representative.

The business plan shall specify at least the following:

- (a) the targeted market of enterprises or urban projects and the criteria, terms and conditions for financing them;
- (b) the operational budget of the financial engineering instrument;
- (c) the ownership of the financial engineering instrument;
- (d) the co-financing partners or shareholders;
- (e) the by-laws of the financial engineering instrument;
- (f) the provisions on professionalism, competence and independence of the management;
- (g) the justification for, and intended use of, the contribution from the Structural Funds;
- (h) the policy of the financial engineering instrument concerning exit from investments in enterprises or urban projects;
- (i) the winding-up provisions of the financial engineering instruments, including the 21 OJ L 124, 20.5.2003, p. 36. reutilisation of resources returned to the financial engineering instrument from investments or left over after all guarantees have been honoured, attributable to the contribution from the operational programme.

The business plan shall be assessed and its implementation monitored by, or under the responsibility of, the Member State or the managing authority. The assessment of the economic viability of the investment activities of the financial engineering instruments shall take into account all sources of income of the enterprises concerned.

3. Financial engineering instruments, including holding funds, shall be set up as independent legal entities governed by agreements between the co-financing partners or shareholders or as a separate block of finance within a financial institution. Where the financial engineering instrument is established within a financial institution, it shall be set up as a separate block of finance, subject to specific implementation rules within the financial institution, stipulating, in particular, that separate accounts are kept which distinguish the new resources invested in the financial engineering instrument, including those contributed by the operational programme, from those initially available in the institution.

The Commission may not become a co-financing partner or shareholder in financial engineering instruments.

4. Management costs may not exceed, on a yearly average, for the duration of the assistance any of the following thresholds, unless a higher percentage proves necessary after a competitive tender:
 - (a) 2% of the capital contributed from the operational programme to holding funds, or of the capital contributed from the operational programme or holding fund to the guarantee funds;
 - (b) 3% of the capital contributed from the operational programme or the holding fund to the financial engineering instrument in all other cases, with the exception of micro-credit instruments directed at micro-enterprises;
 - (c) 4% of the capital contributed from the operational programme or the holding fund to micro-credit instruments directed at micro-enterprises.
5. The terms and conditions for contributions from operational programmes to financial engineering instruments shall be set out in a funding agreement, to be concluded between the duly mandated representative of the financial engineering instrument and the Member State or the managing authority.
6. The funding agreement referred to in paragraph 5 shall include at least:
 - (a) the investment strategy and planning;
 - (b) monitoring of implementation in accordance with applicable rules;
 - (c) an exit policy for the contribution from the operational programme out of the financial engineering instrument;
 - (d) the winding-up provisions of the financial engineering instrument, including the reutilisation of resources returned to the financial engineering instrument from investments or left over after all guarantees have been honoured that are attributable to the contribution from the operational programme.
7. Managing authorities shall take precautions to minimise distortion of competition in the venture capital or lending markets. Returns from equity investments and loans, less a *pro rata* share of the management costs and performance incentives, may be allocated preferentially to investors operating under the market economy investor principle up to the level of remuneration laid down in the by-laws of the financial engineering instruments, and they shall then be allocated proportionally among all co-financing partners or shareholders. .

Article 44

Additional provisions applicable to holding funds

1. Where the Structural Funds finance financial engineering instruments organised through holding funds, the Member State or managing authority shall conclude a funding agreement with the holding fund, setting out the funding arrangements and objectives. The funding agreement shall, where appropriate, take account of the following:
 - (a) as regards financial engineering instruments other than urban development funds, the conclusions of an evaluation of gaps between supply of such instruments to, and demand for such instruments by, SMEs;
 - (b) as regards urban development funds, urban development studies or evaluations and integrated urban development plans included in operational programmes.

2. The funding agreement referred to in paragraph 1 shall, in particular, make provision for:

- (a) the terms and conditions for contributions from the operational programme to the holding fund;
- (b) a call for expression of interest addressed to financial intermediaries or urban development funds;
- (c) the appraisal, selection and accreditation of financial intermediaries or urban development funds by the holding fund;
- (d) the setting up and monitoring of the investment policy or the targeted urban development plans and actions;
- (e) reporting by the holding fund to Member States or managing authorities;
- (f) monitoring the implementation of investments in accordance with applicable rules;
- (g) audit requirements;
- (h) the exit policy of the holding fund out of the venture capital funds, guarantee funds, loan funds or urban development funds;
- (i) the winding-up provisions of the holding fund, including the reutilisation of resources returned to the financial engineering instrument from investments made or left over after all guarantees have been honoured which are attributable to the contribution from the operational programme.

The investment policy referred to in point (d) shall comprise at least an indication of the targeted enterprises and the financial engineering products to be supported.

3. The terms and conditions for contributions to venture capital funds, guarantee funds, loan funds and urban development funds from holding funds supported by operational programmes shall be set out in a funding agreement, to be concluded between the venture capital fund, guarantee fund, loan fund or urban development fund, on one hand, and the holding fund, on the other. The funding agreement shall include at least the elements listed in Article 43(6).

Article 46

Additional provisions applicable to urban development funds

1. Where Structural Funds finance urban development funds, those funds shall invest in public-private partnerships or other projects included in an integrated plan for sustainable urban development. Such public-private partnerships or other projects shall not include the creation and development of financial instruments such as venture capital, loan and guarantee funds.
2. For the purposes of paragraph 1, urban development funds shall invest by means of equity, loans and guarantees. Urban projects receiving grant assistance from an operational programme may also be supported by urban development funds.
3. Where Structural Funds finance urban development funds, the funds concerned shall not re-finance acquisitions or participations in projects already completed.

Article 47

Interventions in the field of housing

1. The areas selected for housing operations referred to in point (a) of Article 7(2) of Regulation (EC) No 1080/2006 shall comply with at least three of the following criteria, two of which must fall within those listed under points (a) to (h):
 - (a) a high level of poverty and exclusion;
 - (b) a high level of long-term unemployment;
 - (c) precarious demographic trends;
 - (d) a low level of education, significant skills deficiencies and high dropout rates from school;
 - (e) a high level of criminality and delinquency;

- (f) a particularly rundown environment;
- (g) a low level of economic activity;
- (h) a high number of immigrants, ethnic and minority groups, or refugees;
- (i) a comparatively low level of housing value;
- (j) a low level of energy performance in buildings.

The values for the criteria set out in the first subparagraph shall be collected by each Member State concerned at national level. The benchmarking values for each criterion shall be determined in partnership between the Commission and each Member State.




2. Only the following interventions shall be eligible under point (c) of Article 7 (2) of Regulation (EC) No 1080/2006:
 - (a) renovation of the common parts of multi-family residential buildings, as follows:
 - (i) refurbishment of the following main structural parts of the building: roof, façade, windows and doors on the façade, staircase, inside and outside corridors, entrances and their exteriors, elevator;
 - (ii) technical installations of the building;
 - (iii) energy-efficiency actions.
 - (b) delivery of modern social housing of good quality through renovation and change of use of existing buildings owned by public authorities or non-profit operators.

Article 51

In-kind contributions

1. In-kind contributions of a public or private beneficiary shall be eligible expenditure if they fulfil the following conditions:
 - (a) they consist of the provision of land or real estate, equipment or raw materials, research or professional work or unpaid voluntary work;
 - (b) their value can be independently assessed and audited.
2. In the case of the provision of land or real estate, the value shall be certified by an independent qualified valuer or duly authorised official body.
3. In the case of unpaid voluntary work, the value of that work shall be determined taking into account the time spent and the hourly and daily rates of remuneration for equivalent work.

Annex 2. Local Enquiries template

		JESSICA 4 Cities Working Group n. 3	
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Local Enquires for Baseline Study

PP n.:

Name of partner Institution:

.....

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6. PLEASE DESCRIBE THE INTERACTIONS BETWEEN SPATIAL LEVELS (EX: REGIONS, DISTRICTS, CITIES, AREAS...) CONCERNING YOUR URBAN DEVELOPMENT AND TERRITORIAL COMPETITIVENESS STRATEGY AND MAIN PROJECTS	48
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1. Details of Project Partner

Institution	
Department	
Legal status⁴	

Town	
Region⁵	
Country	
Competitiveness/Convergence	

⁴ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

⁵ Refer to NUTS II level

2. Overview of your organisation

Brief description of your regional council/metropolitan organisation/city council/ municipal structure

(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.

If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).

NOTA: answer only regarding your reference territory (that is the organisation which you belong to)

3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	
Key economic drivers (main employment sectors, innovation clusters...)	
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	

4. SWOT analysis related to local development framework

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	
Regional:	
City:	
Sectorial:	

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	Please explain the meaning
Role of the municipality	

Role of regional authorities	
Role of managing authorities	
Role of national authorities	

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	
<p>Are you part of any sustainable and integrated urban development process?</p>	
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>Form of partnerships</p> <p>Form of legal basis</p> <p>Decision making processes</p> <p>Financial instruments used in the cooperation (if any)</p>

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	...
Localisation(s)	...
Description of the project or programme	<p>Brownfield regeneration</p> <p>Urban regeneration</p> <p>Transportation</p> <p>Public facilities</p> <p>Commercial facilities</p> <p>...</p> <p>- Is the project / the programme part of a broader integrated and sustainable development strategy</p> <p>- What problems is the project / programme supposed to address</p> <p>- What should be the outcomes of the project (visible and measurable impacts)</p> <p>- Are other similar projects / programmes on stage?</p>
Level of implementation (with details)	<p>Projected?</p> <p>In progress?</p>
Main operator (with details)	<p>Public development company</p> <p>Private developer</p> <p>Partnership (ex.:PPP)</p>

Investments (amounts and structure) / with details	Total amount of investments Share of loans, equities... Share of EU structural funds Share of public and of private investment
Level of project or programme economic performance	Expected rate of return on investments Other revenues generated by the project
Integrated urban plan (with details)	Is the project / the programme part of a broader integrated and sustainable development strategy What problems is the project / programme supposed to address What should be the outcomes of the project (visible and measurable impacts) Are other similar projects / programmes on stage?

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be) involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.)</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p>	

<p>Specify:</p> <ul style="list-style-type: none">- who is the relevant managing authority for your institution- which kind of relationship does exist- how do you intend to involve it- if you are already in contact with them and/or if you have already collaborate with them	
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Table: Urbact Local Support Group: Key stakeholder

Name of partner:
Contact person: ; e-mail: ; Tel.:

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	
Intended results / achievements (effects) for your city /region?	
Intended Outputs?	
Which could be your contribution/role in order to achieve J4C goals?	
Intended key actions to be taken to achieve the expected results and outputs	
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local development?	
Which could be	

<p>main difficulties in implementing Jessica and UDFs ?</p> <p>(i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)</p>	
--	--

If there are additional question to be asked, please enter other rows.

Annex 3. Basic guidelines for ULSG organisation

Involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of network activities on local policies, each partner in a thematic network will set up an **URBACT Local Support Group** or use as an URBACT Local Support Group an equivalent existing body.

The URBACT Local Support Groups shall gather the local key stakeholders concerned by the thematic exchanges implemented within the network and by the city's local action plan to be developed.

The URBACT Local Support Groups shall follow the network's activities by receiving reports from the city representatives taking part in the network exchanges, and by supporting the latter in contributing to the network's activities (especially in the validation of case studies and the elaboration of the Local Action Plans).

Source: Urbact II Working Manual, 2007

Given the indications of the URBACT II Working Manual and the specific objectives and criteria of the J4C Working Group outlined in section 2.1.2, it is suggested that ULSG includes:

- investors, financial organisations, banks, fund managers and the like who may be interested in supporting JESSICA funds and projects;
- the Managing Authorities and where appropriate national co-ordinating agencies for Operational Programmes, as well as other cities and/or city associations potentially interested in evaluating the opportunity to adopt the JESSICA model;
- cities / MAs involved with EIB/DG-Regio JESSICA Preparatory Evaluation Studies which have been launched or are in the process of being launched in the partners' country and/or region (see table).

PARTNERS	COUNTRIES	2006 Preliminary Study	CURRENT EVALUATION STUDIES
Regione Toscana (LP)	Italy	*	Tuscany, Liguria, National
Greater Manchester	United Kingdom	*	London, Wales, Northern Ireland
Massy	France		National
Porto Vivo	Portugal		
Poznan	Poland	*	National legal; Western Regions, Southern Regions
Brasov	Romania		
Athens	Greece		National

* Country Report included in JESSICA Preliminary Study 2006

Annex IV Local Enquiry LP Regione Toscana

Annex V Local Enquiry PP1 Association Greater Manchester Authority

Annex VI Local Enquiry PP2 Town of Massy

Annex VII Local Enquiry PP3 Porto Vivo SRU

Annex VIII Local Enquiry PP4 Brasov Metropolitan Association

Annex IX Local Enquiry PP5 Municipality of Athens Development Agency

Annex X Local Enquiry PP6 City of Poznan (Poznan City Hall)

ANNEX IV



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: LP

Name of partner Institution:

REGIONE TOSCANA – DG SVILUPPO ECONOMICO

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1. Details of Project Partner

Institution	REGIONE TOSCANA
Department	DIRECTORATE GENERAL ECONOMIC DEVELOPMENT
Legal status¹	REGIONAL ADMINISTRATION

Town	FIRENZE
Region²	TOSCANA
Country	ITALY
Competitiveness/Convergence	COMPETITIVNESS

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

<p>Brief description of your regional council/metropolitan organisation/city council/ municipal structure</p> <p>(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.</p> <p>If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).</p> <p>NOTA: answer only regarding your reference territory (that is the organisation which you belong to)</p>	<p>REGIONAL ADMINISTRATION</p> <p>DIRECTORATE GENERAL ECONOMIC DEVELOPMENT</p> <p>In charge of development policies in industry, craft, tourism, commerce</p> <p>It represents the Managing Authority for the ERDF Operational Programme 2007-2013</p>
--	--

3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>In the centre of Italy</p> <p>3,6 million inhabitants (source ISTAT 2007)</p> <p>Main city: Florence 365.966 inhabitants (ISTAT 2007)</p> <p>Main provincial towns: Arezzo 95.853 inhab., Massa-Carrara 134.525 inhab., Grosseto 77.424 inhab., Livorno 160.502 inhab., Lucca 82.245 inhab., Pisa 87.166 inhab., Pistoia 86.514 inhab., Prato 185.660 inhab., Siena 53.809 inhab.</p> <p>The municipalities are small in size. Out of 287, a total of 236 have 15,000 inhabitants at the most, and 140 of these have less than 5,000 inhabitants. 51% of residents live in municipalities of less than 30,000 inhabitants.</p> <p>GDP growth 2000-2005: 0,6%</p> <p>GDP Tuscany corresponds to 6.8% of the total Italian GDP</p> <p>Employment rate: 63,7% (ISTAT 2005)</p>																
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	<p>SMEs-based economy, concentration of industrial and productive activities on few specific spatial areas (Polycentric structure)</p> <p>Complementarities between numerous small and medium towns and the regional capital, Florence.</p> <p>Migratory flow from the large urban areas to the smaller surrounding municipalities.</p> <p>Link between urban polycentric areas and coast zones.</p> <p>Concentration of productive activities in urban areas, while towns fulfil residential needs.</p> <p>Main Urban functions:</p> <table border="1" data-bbox="383 1496 1410 1839"> <thead> <tr> <th>Function</th><th>Urban Agglomeration</th></tr> </thead> <tbody> <tr> <td>SMEs Services</td><td>Firenze, Prato, Pisa</td></tr> <tr> <td>Research and Training</td><td>Firenze, Pisa, Siena</td></tr> <tr> <td>Culture</td><td>Firenze, Pisa, Livorno</td></tr> <tr> <td>Credit</td><td>Firenze, Siena, Livorno</td></tr> <tr> <td>Commerce</td><td>Firenze, Prato, Livorno</td></tr> <tr> <td>Transport</td><td>Firenze, Pisa, Livorno</td></tr> <tr> <td>Industry</td><td>Firenze, Prato</td></tr> </tbody> </table> <p>Source: ISTAT 2005</p>	Function	Urban Agglomeration	SMEs Services	Firenze, Prato, Pisa	Research and Training	Firenze, Pisa, Siena	Culture	Firenze, Pisa, Livorno	Credit	Firenze, Siena, Livorno	Commerce	Firenze, Prato, Livorno	Transport	Firenze, Pisa, Livorno	Industry	Firenze, Prato
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Commerce	Firenze, Prato, Livorno																
Transport	Firenze, Pisa, Livorno																
Industry	Firenze, Prato																

Key economic drivers (main employment sectors, innovation clusters...)	GDP composition in Tuscany									
		1980	1985	1990	1995	2000	2005	2010	2015	2020
	Agriculture, silviculture and fish	4.0	2.7	2.5	2.4	1.8	1.7	1.6	1.5	1.4
	Industry	34.9	32.7	27.8	26.5	24.6	21.5	21.7	21.5	21.5
	Buildings	5.9	5.2	4.7	4.1	4.4	4.6	4.5	4.5	4.4
	Services	55.2	59.3	65.0	66.9	69.2	72.1	72.2	72.5	72.7
	Total GDP	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Source: ISTAT and IRPET (Regional Institute for Economic Programming)									
	Economic sectors that are more important than in the Italian economy as a whole: fashion segment (textiles, clothing, leather) which counts for 9.6% of the region's industry, while the figure for Italy is 3.6%; sales, hotels and the commercial business sectors (accounting for no less than 23.1%), which shows how important tourism is for a region like Tuscany.									
	In addition to the tanning, textiles and clothing sectors, the sectors that stand out as more specialized than in Italy as a whole are goldsmith and furniture production.									
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	See upper table									

4. SWOT analysis related to local development framework

<p>STRENGTHS</p> <p>Low unemployment rate</p> <p>Presence of enterprises relevant at international level</p> <p>High and spread entrepreneurial approach</p> <p>Developed cluster system able to support vertical and sector diversification</p>	<p>WEAKNESSES</p> <p>Low growth rate GDP 2000-2004</p> <p>Low productive rate of productive system</p> <p>Employment rate lower than European one</p> <p>Difficulties of regional market to improve at international level</p>
<p>OPPORTUNITIES</p> <p>Possibility to improve and enlarge cluster system (competitive poles and regional integrated cluster)</p> <p>Presence of qualified human resources</p>	<p>THREATS</p> <p>Consequences of rate exchange Euro-dollar on traditional sector</p> <p>Effects of actual international competitiveness situation on wears, fashion system.</p> <p>Deceleration of economic development faced to qualified growth of international competitors.</p>

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	<p>National Strategic Reference Framework 2007-2013 includes guidelines for the country's comprehensive regional development policy.</p> <p>The main focus is on promoting skills and providing people and investors with public services. These national objectives are to be achieved through four macro-objectives: developing knowledge circuits; improving living standards, security and social inclusion; fostering clusters, services and competition; internationalizing and modernizing the economy. These macro-objectives include 10 cohesion priorities. Two of them are highly related to urban and territorial development:</p> <ul style="list-style-type: none"> - promotion of natural and cultural resources to enhance attractiveness and development, - competitiveness and attractiveness of cities and urban areas
Regional:	<p>PIT 2005 -2010 - Regional Territorial Plan</p> <p>PRS 2006 -2010 - Regional Development Plan</p> <p>PRSE 2007-2010 - Regional Economic Development Plan</p> <p>POR CReO FESR 2007-2013 - Regional Operational Programme ERDF</p>
Province	<p>PTC - Territorial Plan for Coordination, giving guidelines and obligation which municipalities have to conform to</p> <p>Action Agreement for Local Development (PASL), drawn up and designed by the Region, the Provinces and municipalities, defines priorities in financing operations in cities and on local level</p>
City:	<p>Structural Plan, defining the fundamental territorial layout with guidelines and obligations, without a time limit</p> <p>Urban Regulation, provide for public and private operations in a definitive lapse of time corresponding to the duration of the Major in office</p>
Sectorial:	<p>Tuscany Region has set general socio-economic goals in the Regional Development Plan (PRS) and territorial development guidelines in the Regional Territorial Plan (PIT). Specific objectives are to be achieved through about 20 specific sector based plans and programmes, among them:</p> <ul style="list-style-type: none"> - Mobility and logistic regional plan

	<ul style="list-style-type: none"> - Enviromental action regional programme - Energetic regional plan - Waste plan - Integrated social plan - Integrated educational training and work plan - Economic development regional programmes - Information society plan
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6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	Every administrative level has specific tasks and role for programming and managing resources in relation to the specific territory in the framework of Title V of Italian Republic Constitution Charter. Only State and Regions have legislative power.
Role of Province	Provide strategic framework for Municipalities intervention. Link between regional and local level.
Role of the municipality	Municipalities act for local territorial interventions.
Role of regional authorities	Regional administration (Directorate General Environment and Territory) define priorities and manage funding for Regional strategic intervention.

Role of managing authorities	Regione Toscana, DG Economic Development, in the role of MA of ERDF – OP manage funding for urban development mainly in Axe V throughout the instrument of Integrated Plans for Urban Sustainable Development (PIUSS).
Role of national authorities	The Ministry of Transport and Infrastructure acts for Strategic Projects at national level

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>Urban revitalization and regeneration to enhance development and competitiveness of some medium size cities.</p> <p>Realization of a competitive regional metropolitan system based on urban poles and productive platforms related of industrial clusters.</p> <p>Valorisation of city models for production globalization in a knowledge based economy since "Tuscan Cities" consist in place of skills, knowledge, culture, industrial sector transformation.</p>
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>Regione Toscana, DIRECTORATE GENERAL ECONOMIC DEVELOPMENT, as MA of ERDF OP, manage implementation of Axe V - PIUSS</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p><i>Form of partnerships</i></p> <p>The Region of Tuscany gives a great importance to the organisation and functioning of mechanisms of partnership and institutional, economic and social concertation in the programming and implementation phases of interventions for regional territorial and economic development (regional law No. 49/1999).</p> <p>The procedure provides for two permanent moments of confrontation: the Table of General concertation and the Table of Institutional concertation.</p> <p><i>Table of General concertation</i> (Resolutions n.328/ 2.4.2001 and No. 906/19.9.2005 of the Regional Government), involving representatives of social, economic and environmental associations, organisations for equal opportunities and representatives of municipalities, provinces and mountain communities, as well as members of the Regional Government.</p> <p><i>Table of Institutional concertation</i> (Resolution 1222/19.12.2005 of the Regional Government) involving members of the Regional Government and regional representatives of municipalities, provinces and mountain communities.</p>

	<p><i>Form of legal basis</i></p> <p>The mechanism of concertation is required by a regional law and regulated by resolutions of the Regional Government.</p> <p><i>Decision making processes</i></p> <p>The tables of concertation originate formal and binding documents which are necessarily made public.</p> <p><i>Financial instruments used in the cooperation (if any)</i></p>
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8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	PIUSS Integrated Plans for Urban Sustainable Projects
Localisation(s)	36 eligible Municipalities
Description of the project or programme	<p>Integrated operations, public and private, intersectorial and multifunctional, for economic and social development throughout improvement of urban and environmental quality and a rational use of urban space.</p> <p>Resolution 205/17.03.2008 of the Regional Government</p> <p><i>- Is the project / the programme part of a broader integrated and sustainable development strategy?</i></p> <p>PIUSS act as an instrument of Regional ERDF OP in coherence with PIT (Regional Territorial Plan)</p> <p><i>- What problems is the project / programme supposed to address?</i></p> <p>Demographic situation (aging of population, significant immigration flow)</p> <p>Necessity of planning intervention in urban areas (in expansion) faced to limited funding.</p> <p>Low rate of touristic flow and inadequate valorisation of cultural assets in disadvantages areas.</p> <p>Segmented and not coordinated interventions.</p> <p>Necessity of revitalizing urban areas by recovery and regeneration of existing urban estate</p> <p><i>- What should be the outcomes of the project (visible and measurable impacts)?</i></p> <p>Up to 18 or 20 PIUSS to be co-funded and implemented</p> <p><i>- Are other similar projects / programmes on stage?</i></p>
Level of implementation (with details)	Rules and recommendations approved by the Regional Government of Tuscany (Resolution No. 785/2007 Orientations for eligible municipalities; Resolution No. 986/2007 Orientations

	<p>for PIUSS implementation; Resolution No. 205/2008 General rules; Resolution No. 239/08 Evaluation and priority criteria, Act No. 2326/08 call for Proposals)</p> <p>Identified Tuscan eligible Municipalities (36 on 287)</p> <p>Call for proposals open until January 2009 for submission of PIUSS proposals.</p>
Main operator (with details)	<p>Municipalities</p> <p>Local governments</p> <p>Associations among local governments and private non-profit subjects</p> <p>Public research centres</p> <p>Private bodies</p>
Investments (amounts and structure) / with details	<p>Total amount of investments</p> <p>ERDF 134 millions €</p> <p>Expected investments up to 240 millions €</p>
Level of project or programme economic performance	<p><i>2013 expected values:</i></p> <p>Recovered and regenerated urban surface sm 95.900</p> <p>New built urban surface sm 9.700</p> <p>New created places in childhood infrastructures n. 1.250</p> <p>New activated services for population n. 54</p> <p>Growth GDP in urban areas 12,7%</p> <p>New jobs n. 665</p>
Integrated urban plan (with details)	<p>See upper</p>

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.))</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>EIB</p> <p>Economic Development Ministry (MiSE)</p> <p>Infrastructures and Transports Ministry (MIT)</p> <p>Cassa Depositi e Prestiti (CDP)</p> <p>Cities</p> <p>Private banks</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	<p>How could make Jessica operate in PIUSS framework</p>
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p>	<p>Lead Partner is the MA of ERDF OP</p> <p>LP intend to involve also MAs of Centre-North of Italy</p>

<p>Specify:</p> <ul style="list-style-type: none">- who is the relevant managing authority for your institution- which kind of relationship does exist- how do you intend to involve it- if you are already in contact with them and/or if you have already collaborate with them	
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Table: Urbact Local Support Group: Key stakeholder

Name of partner: REGIONE TOSCANA

Contact person: ALBINO CAPORALE; e-mail: albino.caporale@regione.toscana.it; Tel.: 0039 (0)55 4383680

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
EIB Task Force	<p>The EIB cooperates with the Commission in assisting the implementation of the JESSICA initiative</p> <p>EIB operates as an agent for the Commission, which co-finances through an annual Contribution Agreement the operation of a JESSICA-dedicated unit within the Bank (the JESSICA Task Force).</p>	<p>Responsible for implementation of Jessica among EU Member States</p> <p>Task Force markets the JESSICA initiative together with the Commission (through kick-off meetings and preparatory and/or follow-up meetings as necessary)</p> <p>Task Force can launch and manage on behalf of the Commission JESSICA evaluation Studies, usually carried out by consultants hired and supervised by the Task Force.</p>	<p>Support the group in implementing activities related to financial mainstream</p> <p>Disseminate and share results at European level</p>	Yes
MiSE	Ministry of Economic Development	Referent for implementation of Regional Operational Programmes	Support the implementation of group activities ensuring coordination and respect with EU and National rules	Yes
Cassa Depositi e Prestiti	National Bank for supporting public local investments	Possible public investor in UDF	Support the group in implementing activities related to financial mainstream	Yes
Eligible Municipalities for PIUSS	36 Tuscan municipalities on 287	Beneficiaries of UDF	Elaborate the Local Action Plan	yes
Private Banks		Possible public investor in UDF	To be defined	no

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	<p>accelerate and disseminate the development of concrete action templates (integrated planning, legal, financial) to implement JESSICA in Tuscany (and in other Italian regions).</p>
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	<p><u>How to:</u></p> <ul style="list-style-type: none"> • Identify structures suitable for financial engineering instruments (HF/UDF) on the basis of: <ul style="list-style-type: none"> ○ Evaluating suitability/feasibility of key alternatives ○ The ability of structures to perform key functions in JESSICA, such as: <ul style="list-style-type: none"> ▪ benefit from integration of investment components, ▪ leverage additional public and private funds, ▪ cross-subsidise high/low remuneration programme/project components, ▪ apply revolving fund principles (re-use of funds) • Evaluate the opportunity to establish HF structures, e.g. considering <ul style="list-style-type: none"> ○ technical assistance and advisory needs ○ value of anticipating SF receipts to Partners and MAs ○ associated costs and opportunities for Partners and MAs • Identify and structure concrete UDF structures to meet Partners' needs and OP objectives on the basis of previous analysis • Evaluate convenience of JESSICA vs. traditional instruments using cash-flows <ul style="list-style-type: none"> ○ by constructing and interpreting alternative cash-flow profiles as appropriate and necessary for: projects, funds, cities, MAs • Contribute to the drafting of JESSICA contractual agreements between the key parties <ul style="list-style-type: none"> ○ primarily funding agreements between MA / HF /

	<p>UDF</p> <ul style="list-style-type: none"> Identify eligible projects to Jessica
Intended results / achievements (effects) for your city /region?	Verify and evaluate Jessica appliance for PIUSS
Intended Outputs?	
Which could be your contribution/role in order to achieve J4C goals?	<p>Coordination of the partnership</p> <p>Tuscany Region and PIUSS could be pilot project for the group</p>
Intended key actions to be taken to achieve the expected results and outputs	Liaison with EIB and probable investors (CDP, Banks, municipalities)
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local development?	<p>Experimenting no traditional instruments for investment in urban areas and assessing alternative use of ERDF funding.</p> <p>Re-use of funds</p> <p>Exploiting expertise and experience in specialised investment funds</p>
<p>Which could be main difficulties in implementing Jessica and UDFs ?</p> <p>(i.e.: not strong relationship with local stakeholder or private sector, not weel-identified urban strategies, etc.)</p>	Evaluate the convenience of create UDF by private investors and Municipalities

If there are additional question to be asked, please enter other rows.

ANNEX V



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: ...1...

Name of partner Institution:

Association of Greater Manchester Authorities

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1. Details of Project Partner

Institution	Association of Greater Manchester Authorities
Department	Policy and Research Unit
Legal status¹	Local Government Association

Town	Wigan
Region²	Greater Manchester
Country	UK
Competitiveness/Convergence	Competitiveness

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

<p>Brief description of your regional council/metropolitan organisation/city council/ municipal structure</p> <p>(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.</p> <p>If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).</p> <p>NOTA: answer only regarding your reference territory (that is the organisation which you belong to)</p>	<p>The Association of Greater Manchester Authorities is a partnership between the ten local authorities in Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan). The Policy and Research Unit was established in 1999 to provide a strategic co-ordinating function for AGMA. The Unit contributes to the strategic management of the Housing, Planning and Economic Development, Collaborative Services, Joint Working and Research and Intelligence operations across Greater Manchester. An organisation chart is attached.</p>
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3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>Located in the North West of England region, Greater Manchester has a population of approximately 2.6million.</p>
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	<p>Greater Manchester is held by many to be the regional capital, contributing €50Billion to the regional economy (40%) and hosts several large Higher Education Institutions including Manchester and Salford Universities.</p>
Key economic drivers (main employment sectors, innovation clusters...)	<p>Key sectors are Financial and Professional Services; Life Sciences; Creative, Digital and New Media; Trade Services; and Aviation.</p>
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	<p>NW Regional Economic Strategy, Greater Manchester Sub Regional Action Plan, Greater Manchester Strategy, Greater Manchester Economic Development Plan, Regional Spatial Strategy, Employment Sites Study, Managed Workspace Study.</p>

4. SWOT analysis related to local development framework

Not Available

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	Greater Manchester Multi-Area Agreement
Regional:	NW Regional Economic Strategy, Regional Spatial Strategy
City:	Greater Manchester Economic Development Plan, GM Employment Sites Survey, GM Managed Workspace Study
Sectorial:	Under Development

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	This is managed by individual local authorities
Role of the municipality	Has responsibility for local services including Education, Social Services, Licensing, Economic Development, Planning.

Role of regional authorities	<p>North West Development Agency (NWDA) manages and delivers Regional Economic Strategy and administers some central government funding in the region.</p> <p>Government Office for the North West (GONW) represents a number of central government departments in the region.</p>
Role of managing authorities	<p>NWDA is managing authority for the North West ERDF Operational Programme.</p>
Role of national authorities	<p>National Authorities act as the certifying and accounting body for the ERDF Programmes nationally.</p>

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>Greater Manchester Economic Development Plan</p> <p>Greater Manchester Sub-Regional Action Plan</p> <p>City Employment Strategy</p>
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>Yes – the Greater Manchester Economic Development Plan is intended to be a sustainable development programme.</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>Form of partnerships</p> <p>The Board of Manchester Enterprises, which is the Economic Development Agency for Greater Manchester is private sector led with public sector representation and is typical of the good links between the private and public sectors in Greater Manchester.</p> <p>Form of legal basis</p> <p>This is currently under development.</p> <p>Decision making processes</p> <p>This is currently under development</p> <p>Financial instruments used in the cooperation (if any)</p> <p>This is currently under development</p>

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	At present these are still under development and discussion with partners and the North West Development Agency and so it is not possible to give specific project details, however we are hoping to use Jessica to develop projects related to employment sites and managed workspace and possibly also with regard to the GM Climate Change Agency.
Localisation(s)	...
Description of the project or programme	<p>Brownfield regeneration</p> <p>Urban regeneration</p> <p>Transportation</p> <p>Public facilities</p> <p>Commercial facilities</p> <p>...</p> <p>- Is the project / the programme part of a broader integrated and sustainable development strategy</p> <p>- What problems is the project / programme supposed to address</p> <p>- What should be the outcomes of the project (visible and measurable impacts)</p> <p>- Are other similar projects / programmes on stage?</p>
Level of implementation (with details)	<p>Projected?</p> <p>In progress?</p>
Main operator	Public development company

(with details)	Private developer Partnership (ex.:PPP)
Investments (amounts and structure) / with details	Total amount of investments Share of loans, equities... Share of EU structural funds Share of public and of private investment
Level of project or programme economic performance	Expected rate of return on investments Other revenues generated by the project
Integrated urban plan (with details)	Is the project / the programme part of a broader integrated and sustainable development strategy What problems is the project / programme supposed to address What should be the outcomes of the project (visible and measurable impacts) Are other similar projects / programmes on stage?

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.))</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>The ULSG will be chaired by AGMA or a representative of AGMA and will have representatives from:</p> <p>Manchester Enterprises (the Economic Development Agency for Greater Manchester)</p> <p>North West Development Agency (ERDF Managing Authority)</p> <p>Team Manchester Economic Development Leads (Strategic Economic Development Direction in Greater Manchester)</p> <p>Igloo Regeneration (financial and investment expertise)</p> <p>Local Authorities (in addition to AGMA representation)</p> <p>Private sector partners – partners will be sought from local property developers, these have yet to be approached but could include Urban Splash, Ask and others.</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	<p>This is still very much under development but is likely to involve managed workspace and employment sites projects and it is hoped will also include activity from the Greater Manchester Climate Change Agency.</p>
<p>Managing Authorities</p>	<p>The ERDF managing authority in the NW is the North West Development Agency with which we have already had discussions about Jessica and a regional meeting for</p>

<p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who is the relevant managing authority for your institution - which kind of relationship does exist - how do you intend to involve it - if you are already in contact with them and/or if you have already collaborate with them 	<p>discussion was held on the 24th July. NWDA will be invited to attend the ULSG and will be expected to have a key role in the ULSG.</p>
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Table: Urbact Local Support Group: Key stakeholder

Name of partner: Association of Greater Manchester Authorities

Contact person: Paul Evans ; e-mail: p.evans@agma.gov.uk; Tel.: 0044 1942 705723

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
AGMA	Association of local authorities in Greater Manchester	Strategic co-ordination of activity	Strategic co-ordination of activity	Y
Manchester Enterprises	Economic Development Agency for Greater Manchester	Delivery of GM Strategy and Jessica activity	To be confirmed	Y
NWDA	Managing Authority for ERDF	Managing Authority for ERDF	To be confirmed	Y
Igloo Regeneration	Regeneration Consultancy	Financial and development investment experts	To be confirmed	N
Local Authorities	Will be nominated by Team Manchester Economic Development Leads	Will provide land and property assets to a successful Jessica programme	To be confirmed	Y
Private Sector	Property developers (to be indentified)	Provision of expertise	To be confirmed	N

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	We hope to learn more about Jessica and different models of intervention through Jessica and to influence the design and development of future programmes.
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	We want to develop a greater understanding of the benefits of using Jessica as a tool for sustainable investment and to exchange best practice in implanting Jessica projects.
Intended results / achievements (effects) for your city /region?	A successful and sustainable Jessica programme which allows us to respond to economic problems and further develop and strengthen the economy of Greater Manchester.
Intended Outputs?	This is currently under development
Which could be your contribution/role in order to achieve J4C goals?	
Intended key actions to be taken to achieve the expected results and outputs	This is currently under development
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local	It is hoped that Jessica instruments will allow us to create a sustainable fund for the development and delivery of economic development projects and programmes. It is the aspect of sustainability that is critical for Greater Manchester – we have assets which we can invest in such a programme but we need to ensure that these can continue to add value to the development of the Greater Manchester Economy.

development?	
Which could be main difficulties in implementing Jessica and UDFs ? (i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)	We anticipate that there may be difficulties in the interpretation of regulations relating to financial engineering in the EU, potential difficulties in the design of the UDF at regional level (which may not accord with what we wish to see at a sub-regional level) and in general in a lack of experience in implementing measures and instruments like Jessica. We see the opportunity to share experience and concerns as one of the major advantages of our involvement in this Urbact project.

If there are additional question to be asked, please enter other rows.

ANNEX VI



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: 2

Name of partner Institution:

.....**MASSY CITY**.....

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1. Details of Project Partner

Institution	City Council
Department	Department of ESSONNE (91)
Legal status¹	Local administration (LA)

Town	Massy
Region²	Ile-de-France
Country	France
Competitiveness/Convergence	Competitiveness

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

<p>Brief description of your regional council/metropolitan organisation/city council/ municipal structure</p> <p>(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.</p> <p>If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).</p> <p>NOTA: answer only regarding your reference territory (that is the organisation which you belong to)</p>	<p>We belong to the municipal structure which is independent, but we are working with two others administrative upper level:</p> <p>Department of Essonne and Region of Ile-de-France;</p> <p>Massy is governed by the Municipal Council, composed of 37 town-councilors and lead by the Mayor, elected for the third time, and his delegate mayors.</p> <p>Massy belongs, since 2007 the 1st January, to the Urban Community of Europ'Essonne with nine others middle cities.</p> <p>The annual budget is 130 M € with 66 M € for investment.</p>
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3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>MASSY, 41 000 inh. population, is located 15 km to the south of PARIS and 7 km west from ORLY International Airport.</p>
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	<p>MASSY is a strategic regional territory because of his real interface position between two National Interest Operation (OIN):</p> <p>“West door” of Orly-Seine-Amont OIN and the “East door” of Massy-Saclay-Saint–Quentin-en-Yvelines OIN, lead by the national government.</p> <p>The town is a sort of “Hub” because of his numerous possibilities of access by publics transports: TGV station (towards Bordeaux/Spain and Marseilles/Italie, 2 RER, 2 buses stations and main roads (2 national highways...).</p>
Key economic drivers (main employment sectors, innovation clusters...)	<p>MASSY is the first employment sector of department of Essonne</p> <p>And the third sector for population importance.</p> <p>The city owns a lot of international and national business offices companies in high tech, communication, defense, energy and biomedical sectors.</p>
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	<p>MASSY in the OIN should increase for next years this place of south business center because of his part two several “competitiveness pôles” called System@tics and Medicen, promoted by Region and Government, very near from the future “university campus cluster” of Plateau de Saclay.</p>

4. SWOT analysis related to local development framework

STRENGTHS <ul style="list-style-type: none">- Communication Hub: air, rail, road 15 km south of Paris and 7 km from Orly inter. Airport- A lot of financial, research, engineering head offices companies	WEAKNESSES <ul style="list-style-type: none">- Financing problems- Road and public transport infrastructure links
OPPORTUNITIES <ul style="list-style-type: none">- Campus international of Plateau de Saclay- Increased attractiveness of the territory	THREATS <ul style="list-style-type: none">- Deteriorated economic conditions- Increase medium-term debt

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	CIADT: joint ministerial committee for planning and development of territory OIN: National Interest Operation for urban planning
Regional:	SDRIF: Regional urban and rural development plan
City:	SCOT: Urban and rural common area development plan (10 cities): just beginning PLU: Existing urban city development plan
Sectorial:	Massy-Atlantis project Franciades-Opera project

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	SDRIF is a regional planning for next 20-30 years (Infrastructures, future urban areas and preserved zones...)
Role of the municipality	PLU is city planning for next 5-10 years and must be compatible with SDRIF

Role of regional authorities	<ul style="list-style-type: none"> - Push for social housing - Promotion of heavy public transport - Economic development...
Role of managing authorities	<ul style="list-style-type: none"> - Financial aids and engineering for mean projects answering the strategic goals
Role of national authorities	<ul style="list-style-type: none"> - OIN: international campus cluster and competitiveness poles - SGAR: state departments coordination

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>The main pillar for our city is to manage a well-balanced and ambitious development between housing, activities and public services and transport offer in close co-operation with large territory</p>
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>This principle is in keeping in the local urban plan (PLU) and our earmarked areas for projects and will be in line in the future SCOT (larger community government scale).</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>Form of partnerships</p> <p>In Massy-Atlantis i.e. we develop a real close partnership with different type of private actors (industrial companies, investors, building development company) because the project concept doesn't need public ground property.</p> <p>This partnership is taken form of informal relations and discussing about the emerging conditions of the project at the beginning, then be wrote in special convention, respecting French urban law .</p> <p>The chief instruments is "financial involvement convention" (art L. 314 of urban code) and "promise to sell" lead by semi-mixed economic development company of Massy (SEM).</p> <p>But at the moment, there's no urban project under PPP's in French juridical meaning.</p>

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project): **2**

Projects / programme analysis grid:

Project or programme name	1 - MASSY-ATLANTIS
Localisation(s)	“Quartier des Champs-Ronds”: south center part of the city, just plug on the intermodal public transports station
Description of the project or programme	<p>Goal: rebuilding progressively an a 1960's industrial area, 100 Ha, into a real life city centre, with housing, office business activities, shops and amenities, in a large conurbation scale.</p> <p>Compact programme: 4000 new accommodations with 20% council housing; 500 000 m² offices, a conference centre, and proximity educational and sports facilities...</p> <p>Method: encourage investors, developers and companies to involve the project by defining clear, strong and quality rules.</p>
Level of implementation (with details)	<p>The project is building started for ¼ authorised,</p> <p>with the different types of programme</p> <p>But all the public space and infrastructure design are in progress.</p>
Main operator (with details)	<p>City + Mixed economic urban development local company (SEMMASSY)</p> <p>+ Numerous important private investors (Generali, Cortona, Fadesa, Deutsche bank.); developers (Bouygues, Nexity, Kaufmann & Broad...) and companies (Ericsson, CGG Veritas, Sanofi, Thales...)</p> <p>+ Possible public delegation service to private company the management facilities of some infrastructure (car park ...)</p>
Investments (amounts and structure) / with details	<p>Total amount of public investments: 162 M€ with more than 28 M€ deficit and 35 M€ for public amenities only.</p> <p>Share of loans, equities, public and private contributions (by ground sales charges or financial conventions)</p> <p>> Share of EU structural funds: wished</p>

Level of project or programme economic performance	<p>Expected return on investments: local residence tax (long term)</p> <p>Other revenues generated by the project: property sales tax, uniform business tax.</p> <p>But globally insufficient real estate incomes for assume infrastructure costs.</p>
Integrated urban plan (with details)	<p>the Massy-Atlantis project is indeed part of a broader integrated and sustainable development local strategy called “PADD” (main part of PLU) and “Agenda 21 local” promoted by municipality</p> <p>The project is supposed to contribute to the very problematic deficit of accommodations in Ile-de-France region and economic appeal of the territory.</p> <p>An extension of Atlantis project is possible on stage on nearby area called La Bonde.</p>

Project or programme name	2 – FRANCIADES-OPERA
Localisation(s)	“Quartier Massy-Opera”: north east part of the city, first important housing area of the city
Description of the project or programme	<p>Goal: demolish an 1960’s ageing shopping centre into a new integrated shopping programme and increase the cultural value of opera-theatre presence, with purpose to become a real modern hart of life district.</p> <p>Programme: relocate 50% and buy the others 80 existing shops. Rebuilding 10 000 m² a new ground floor shopping offer, go with 400 new accommodations upstairs (20% council housing). A new cultural proximity offer with an academic music school and an auditorium, between opera and existing complex (media library-cinema).</p> <p>Method: define progressively the programme in upstream partnership with trade expert and retail developers to have best chance of success.</p>
Level of implementation (with details)	<p>The pre-project has begun in 2007 with feasibility studies (economic, urban and juridical): favourable conclusions but not so much profitable.</p> <p>In 2008 we are going to involve pre-operational studies and property control procedures.</p>

Main operators (with details)	City + Mixed economic urban local company (SEM92) + consultation of three private retail and building associated investors (MAB, Altarea, Redevco-Urbanisme & Commerces) + Possible public delegation service to private company the management facilities of some infrastructure (car park ...)
Investments (amounts and structure) / with details	Total amount of planning investments: 54 M€ with more than 24 M€ deficit and 8 M€ minimum for public amenities. Share of loans, equities, public and private contributions (ground sales charges...) are yet to be define > Share of EU structural funds: wished
Level of project or programme economic performance	Expected return on investments: local residence tax (long term) Other revenues generated by the project: property sales tax, uniform business tax. But globally insufficient real estate incomes for assume infrastructure and property costs.
Integrated urban plan (with details)	The Franciades-Opera project is also part of a broader integrated and sustainable development local strategy called "PADD" (on going modification PLU) and "Agenda 21 local" promoted by municipality. The project is also supposed to contribute to the very problematic housing region deficit and shopping life appeal of the area.

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be) involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.)</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>In fact, we are just beginning to think for defining the best ULSG Massy' s projects:</p> <p>We could propose the following stakeholders:</p> <ul style="list-style-type: none"> ▪ Institutional one: <ul style="list-style-type: none"> - Regional Council - STIF (regional transport authority) - Department Council ▪ Operational one: <ul style="list-style-type: none"> - CDC national bank - SEMMASSY - Agree citizen's urban development committee?... <p>We are already in relation with part of them, but not yet in this new objective.</p> <p>Locals meetings could be organized soon</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	<p>To be defining, but several structure soon exist</p>
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p>	<p>In French administration there's a tandem management: Region and Prefecture (SGAR: regional joint ministerial services)</p>

<p>Specify:</p> <ul style="list-style-type: none"> - who is the relevant managing authority for your institution - which kind of relationship does exist - how do you intend to involve it - if you are already in contact with them and/or if you have already collaborate with them 	<p>A special local meeting could be soon organized</p>
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Table: Urbact Local Support Group: Key stakeholder

Name of partner: City of MASSY

Contact person: Bernard Laffargue ; e-mail: b.laffargue@mairie-massy.fr; Tel.: (+33) 1 60 13 74 67

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
To be defining and confirmate...				

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	<p>We expect above all three benefits:</p> <ul style="list-style-type: none"> - aid for financial contribution to our urban projects - exchange and learning about other inventive methodologies - acknowledgment of our sustainable urban projects
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	<p>Probably first of all, a certain type of partnership and encouraging operational area.</p>
Intended results / achievements (effects) for your city /region?	<p>To manage to going on and achieve these urban projects in reasonable time and financial conditions</p>
Intended Outputs?	<p>New financial supplies</p>
Which could be your contribution/role in order to achieve J4C goals?	<p>To participate regularly at the different exchange meetings with all partners and organize a visit.</p>
Intended key actions to be taken to achieve the expected results and outputs	<p>To confirm Massy in Jessica's working group, with intention letter and define an ULSG with new partners</p> <p>To pursue the juridical, concerted and operational procedure</p>
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local	<p>Same than upper, first chap.</p>

development?	
Which could be main difficulties in implementing Jessica and UDFs ? (i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)	- The risk of administrative delays and French juridical difficulties for implementing UD

Annex VII



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: 3

Name of partner Institution:

**PORTO VIVO, SRU Sociedade de Reabilitação Urbana da Baixa
Portuense, S.A.....**

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1. Details of Project Partner

Institution	PORTO VIVO, SRU
Department	-
Legal status¹	PUBLIC COMPANY (PEB) Housing and Urban Rehabilitation Institute Municipality of Porto

Town	Porto
Region²	North of Portugal
Country	Portugal
Competitiveness/Convergence	Convergence

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

Brief description of your regional council/metropolitan organisation/city council/ municipal structure

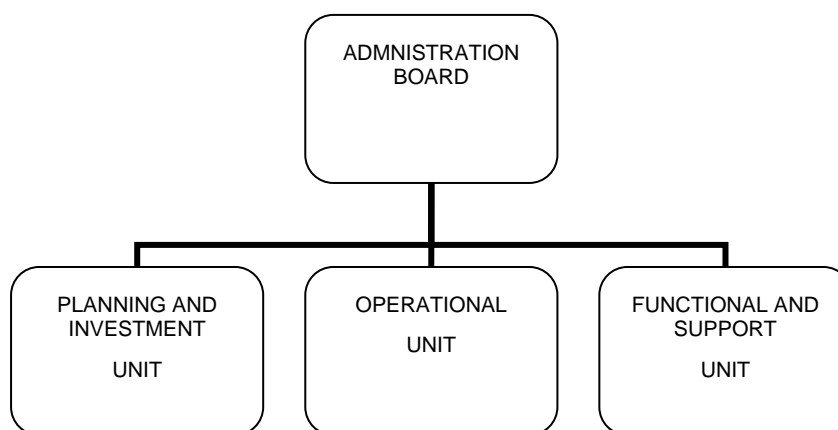
(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.

If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).

NOTA: answer only regarding your reference territory (that is the organisation which you belong to)

Porto Vivo, SRU is a public company created by the Housing and Urban Rehabilitation Institute (National Institute) and the Municipality of Porto.

It was created in 2004/2005 and Its main aim is to promote the rehabilitation of downtown of Porto. It has a small and flexible structure:



The Planning and Investment Unit is responsible for:

- physical planning
- partnership dynamization
- process monitorization and control
- management of funding opportunities for the urban rehabilitation process
- investment promotion

The Operational Unit is responsible for the interventions in the territory, mainly in the buildings. This Unit is also responsible for the building permit and inspection process.

The functional and support Unit is responsible for the logistical support to the entire Company. These support means that this Unit is responsible for several tasks:

- legal;
- administrative;
- accounting;
- Communication.

3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<table><tr><td></td><td><u>City of Porto</u></td><td><u>Downtown (ACRRU)</u></td></tr><tr><td>NºResidents (2001)</td><td>263.131</td><td>84.380</td></tr><tr><td>Area (km2)</td><td>40</td><td>10</td></tr></table>		<u>City of Porto</u>	<u>Downtown (ACRRU)</u>	NºResidents (2001)	263.131	84.380	Area (km2)	40	10
	<u>City of Porto</u>	<u>Downtown (ACRRU)</u>								
NºResidents (2001)	263.131	84.380								
Area (km2)	40	10								
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	The city of Porto is the second biggest city in Portugal and It is the capital of the North Region. It is therefore an important business, academic / scientific and health centre. Because of its cultural (world heritage site) and natural (Douro river) attributes, the city of Porto is also a strong very attractive to tourist.									
Key economic drivers (main employment sectors, innovation clusters...)	The main employment sector in Porto are: <ul style="list-style-type: none">- services- tourism- educational- health									
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	In the past few years the municipality of Porto has been developing several studies with an overview of the main issues, namely: urban, economic, social, cultural and environmental issues. With the outcome of these studies it has been possible to promote a serious debate about the future of the city.									

4. SWOT analysis related to local development framework

<p>STRENGTHS</p> <p>UNIVERSITY – dimension / research</p> <p>CULTURAL EQUIPMENTS – diversified net</p> <p>DOURO RIVER – tourism / riverfront</p> <p>BUILDINGS – world heritage</p> <p>POLITIC CONTEXT – willingness</p>	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Lack of parking in the buildings - Frequent traffic jam - Population lacking economic power and investors lacking trust - Unhealthy and underused neighbourhood inner yards - High Unemployment rate - Tenants with very low rents - High percentage of retired and pensioner
<p>OPPORTUNITIES</p> <p>SUBWAY'S ARRIVAL TO PORTO CITY CENTRE – centrality reinforcement</p> <p>COMMERCIAL AND TOURISTIC POTENTIAL – commercial downtown / heritage routes</p> <p>BUILDINGS – rehabilitation process</p>	<p>THREATS</p>

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	National Law for Urban and Territorial Planning (territorial management instruments) Special Urban Rehabilitation Regime for Depressive Areas Historic Sites Regulation
Regional:	-
City:	Municipal Law – Comprehensive Plan / Land Use
Sectorial:	Education / Tourism / Health Regulations

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	Porto Vivo is responsible for the rehabilitation of downtown of the city of Porto. Because the process depends on the residents, building owners, investors, etc, it is expected a strong involvement of the community and neighborhoods. It is Porto Vivo's role to motivate and help them in order to achieve the urban rehabilitation project drawn. The role of the community and neighborhood is crucial.
Role of the municipality	The role of the municipality is very important, not only because it is a shareholder but also it is responsible for the local policies. Although Porto Vivo SRU has competences to plan and implement the urban rehabilitation strategy, the municipality has an important role because it is responsible for all the other local sector policies like: traffic, economic, social, cultural, and environmental. On the other hand the municipality is responsible for the management of the rest of the city which has a strong influence in this process.

Role of regional authorities	-
Role of managing authorities	<p>The managing authority is the Regional Development Coordination Commission of the North Region.</p> <p>It is responsible for the management of the European Funds and therefore has a big role in the rehabilitation process</p>
Role of national authorities	<p>The national authorities have a main role in the urban rehabilitation process since they are responsible for all the major laws and regulations which can make the difference.</p> <p>The national authorities can allocate financial resources to the process and/or design regulations with a positive impact in the participation (for example: in 2008 the government decided that the rehabilitation's expenses would have a 5% of tax instead the regular 21%)</p>

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>The rehabilitation project is being developed under the Law 104/2004 (urban rehabilitation societies)</p> <p>The project is based in the following pillars / goals:</p> <ul style="list-style-type: none"> - rehabilitation of downtown - promotion of the business sector - dynamization of the commercial sector - promotion of the tourism, the culture and the leisure - qualification of the public domain
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>Porto Vivo, SRU was created because of the urban rehabilitation process. The projects developed by Porto Vivo are under the integrated urban rehabilitation process.</p> <p>It was elaborated a Master plan with the overall strategy.</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>Porto Vivo's way of working is trying to establish public private partnerships which will develop specific projects.</p> <p>There are several partnerships with private and public institutions working in projects. The relations are very good, and the private sector is well informed about the rehabilitation process and believes in it.</p> <p>There are no Urban Development Funds.</p>

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	Morro da Sé Urban Rehabilitation
Localisation(s)	Historic Centre of Porto
Description of the project or programme	<p>Rehabilitation of eleven quarters - 220 buildings in very bad conditions, situated in the heart of the historic centre. The project :</p> <ul style="list-style-type: none"> - rehabilitation of the buildings (private) - creation of a students' residence - creation of a Hotel - modernisation of a elderly centre - rehabilitation of the public space - promotion of <i>town management</i> – development of several activities in order to integrate actual and future population <p>- Is the project / the programme part of a broader integrated and sustainable development strategy</p> <p>This project is part of the overall urban rehabilitation project for Porto's downtown.</p> <p>- What problems is the project / programme supposed to address</p> <p>Very Depressive physical and social conditions</p> <p>- What should be the outcomes of the project (visible and measurable impacts)</p> <p>The eleven quarters will be rehabilitated, new population will live in the area, students will have a new residence.</p> <p>- Are other similar projects / programmes on stage?</p>
Level of implementation (with details)	<p>Projected?</p> <p>In progress? Yes. A private company is already chosen. ERDF</p>

	funds were given in the amount of 7 million. The project will start in September.
Main operator (with details)	Partnership (ex.:PPP) The main partners are: <ul style="list-style-type: none"> - Porto Vivo - City Hall - Private Company
Investments (amounts and structure) / with details	Total amount of investments: 15 million Share of loans, equities... Share of EU structural funds: 7 million Share of public and of private investment: Public: 3,5 millions Private: 4,6 millions
Level of project or programme economic performance	Expected rate of return on investments Other revenues generated by the project <ul style="list-style-type: none"> - revenues generated by the student's residence and the hotel - rents from the apartments rehabilitated
Integrated urban plan (with details)	

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.))</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>The Local Support Group shall involve the following institutions:</p> <ul style="list-style-type: none"> - the city - the managing authority (Coordination Commission of the North Region) - National Housing and Rehabilitation Institute - Financial Institutions (banks) - Private Companies – Construction / real state sector - University <p>All these institutions know the rehabilitation project for Porto's downtown and are already involved in the process (in different ways)</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p>	

<p>Specify:</p> <ul style="list-style-type: none">- who is the relevant managing authority for your institution- which kind of relationship does exist- how do you intend to involve it- if you are already in contact with them and/or if you have already collaborate with them	
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Table: Urbact Local Support Group: Key stakeholder

Name of partner: Porto Vivo, SRU

Contact person: Francisca Ramalhosa; e-mail: sru.franciscaramalhosa@cm-porto.pt Tel.: +351 22 2072716

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
Coordination Commission of the North Region	Managing Authority		Management of the ERDF funds for the North Region of Portugal	
National Housing and Rehabilitation Institute	National Rehabilitation Institute for Urban Rehabilitation It has 60% of Porto Vivo		Urban Rehabilitation Policy	
Banks				
University				
Private Companies – Real State				

10. Perspectives about involvement in J4C and Jessica Implementation

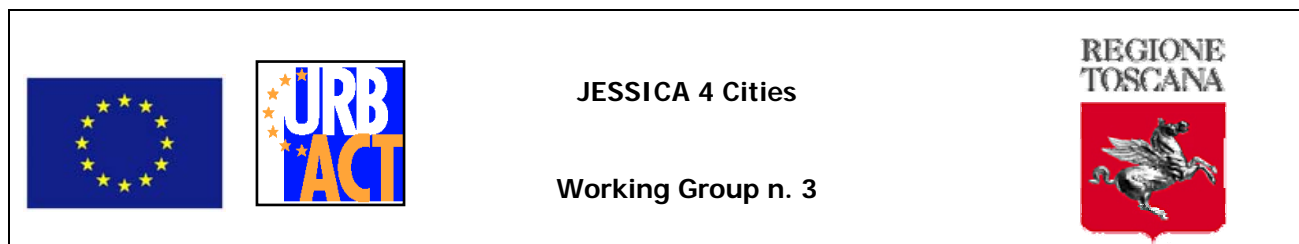
Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	Because Porto Vivo is responsible for the urban rehabilitation project for Porto's downtown, it is crucial to find financial instruments for the projects. With the participation in this group Porto Vivo expects to learn how the use of JESSICA can help the urban rehabilitation project.
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	How to finance the projects / how to involve the private sector. The use of urban development funds. How to finance the activities which are not eligible for the ERDF funds
Intended results / achievements (effects) for your city /region?	A new financial instrument for urban rehabilitation
Intended Outputs?	Manual - How to use JESSICA
Which could be your contribution/role in order to achieve J4C goals?	We can give our experience in the rehabilitation projects and their finance
Intended key actions to be taken to achieve the expected results and outputs	
What are in your opinion the added value and the opportunities by using Jessica instruments in the	

framework of your urban strategies and local development?	
Which could be main difficulties in implementing Jessica and UDFs ? (i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)	<p>Legal Aspects</p> <p>Not a clear definition from the EIB and the EU about the initiative.</p> <p>Not a good coordination between European and national institutions.</p>

If there are additional question to be asked, please enter other rows.

Annex VIII



Local Enquires for Baseline Study

PP n.: 4

Name of partner Institution:

BRASOV METROPOLITAN ASSOCIATION for Sustainable Development - Romania

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1. Details of Project Partner

Institution	Brasov Metropolitan Association for Sustainable Development
Department	Community Programs Department
Legal status¹	<p>Association for inter-communitary development – associative structure of Brasov, the city of first rank and 12 neighboring communities – according to the provisions of the Romanian law of public administration no. 215/2001 art. 1, para. 2, lett. j (definition for metropolitan area) and art. 11, para. 2 (regarding the scope of the association for inter-comunitary development).</p> <p>Regarding the eligibility of Brasov Metropolitan Association for Sustainable Development as city partner, in relation with the URBACT II project Jessica for Cities, we can assure you that the above organization fulfill the eligibility criteria mentioned in the URBACT II Technical Working Document. In accordance with: Law no. 215/2001 of local public administration - art. 11, para. 1 (the right of the local public administration for associating)</p> <p>Law no. 286/2007 for modification of the law no. 215/2001 - art. 1, para. 2, lett. j (definition for metropolitan area) and art. 11, para. 2 (regarding the scope of the association for inter-comunitary development)</p> <p>Law no. 351/2001 regarding the network of the localities and spatial development - art. 7 (conditions for establishing metropolitan areas) and annex II, item 3.8. (Brasov city - municipality of I rank from the point of view of size and inhabitants)</p> <p>The Ministry of Development Public Works and Housing – the Directorate for International Territorial Cooperation - confirms that Brasov Metropolitan Association for Sustainable Development is a city in its broadest term as defined in the framework of the URBACT II programme, being a body governed by public law and having the legal competencies and frameworks to ensure effective management.</p>

Town	Brasov
Region²	Region 7- Centre
Country	Romania
Competitiveness/Convergence	Convergence

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

<p>Brief description of your regional council/metropolitan organisation/city council/ municipal structure</p> <p>(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.</p> <p>If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).</p> <p>NOTA: answer only regarding your reference territory (that is the organisation which you belong to)</p>	<p>Braşov Metropolitan Association for Sustainable Development (AMB) has been founded and started to work on January 2006. The association is a non-governmental and non-profit organization operating at the inter-community and regional levels. The association has as constituents 13 local governments committed to join in action to promote and implement regional and local sustainable development.</p> <p>The members of the Braşov Metropolitan Association for Sustainable Development are three cities: Braşov (285000 inhabitants), Codlea (24053 inhabitants) and Săcele (31192 inhabitants), three towns: Ghimbav (5264 inhabitants), Predeal (5715) and Râşnov (16695 inhabitants) and seven communes: Bod (4056), Cristian (4110), Hălchiu (4072), Hărman (4494), Prejmer (6043), Sânpetru (3853), Târlungeni (7657) and Brasov County Council (Brasov county has 630000 inhabitants).</p> <p>Services: The association AMB provides consulting and technical assistance to its members for community development according to the European requirements. The association is an outsource for its members, providing both access to the national and international donors for local and regional projects and support for project management and/or supervision. The population that benefits from AMB services numbers 400204 inhabitants.</p> <p>The association budget is composed by the membership fees and separate contributions for specific projects.</p> <p>Main activities: The association (AMB) develops and runs projects and activities in support of the communities' sustainable development, inter-community cooperation, citizen participation to the decision making process and sustainable development process dissemination nationwide.</p> <ul style="list-style-type: none"> • Develop Local Development Strategic Plans for its member communities according to the national plan for spatial and regional sustainable development. – At present AMB is working out the local development strategic plans for the communities of : Hălchiu, Hărman and Sânpetru and provides consulting and assistance to the development of the local development strategic plan of Codlea. At the same time, AMB provides the harmonization of local development plans with the strategic development plan of Brasov Metropolitan Area. • Develop the development strategic plan for the Braşov Metropolitan Area according to the national plan for spatial and regional sustainable development – The strategic plan is actually in the phase of identifying the short, medium and long term projects for each development component: land use, infrastructure and public utilities and services, environment protection and preservation, economic growth, social development (including education, health, culture, youth and sports facilities) and community safety. • Works out the project applications to donors and presents the projects in support of communities development to different donors: European Commission, Structural Funds, Romanian Government, banking institutions for loans and grants • Develops action plans, helps implementation and support initiatives and activities aiming the economic recovery/re-conversion and urban/community regeneration through developing the industrial areas/parks and innovative industries centers in harmony with healthy community principles
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- **Provides technical assistance and consulting** to the local communities in support of local/regional development, to implementing the capital investment projects and to diversifying and re-orienting the business environment and the community economic profiles towards the community concrete needs and expectations in accordance with the national/European strategies on sustainable development
- **Provides training** in the following fields: public management, sustainable development policies and their implementation, citizen participation, organizational development
- **Works in collaboration with the local governments and with the business environment** to support the communities to implementing appropriately the legislation concerning the sustainable development, environment protection and preservation, the professional public management
- **Cooperates with European institutions and organizations** in order to promote and implement the European laws, procedures and policies in the communities of Romania. At present, AMB cooperates with the Economic Bureau of Namur Province-Belgium and the Economic Bureau of Limburg Province-Belgium and with some of Brasov sister-cities: Tours-France, Gyor-Hungary and Leeds- United Kingdom on concrete projects for economic development having regional impact and with Prato province – Italy on social projects.
- **Develops public policies on communication, transparency and accountability of local governments**
- **Represents the Brasov, Codlea and Săcele** in the Association of Municipalities of Romania
- **Represents the Association of Municipalities of Romania to the CEMR-Council of European Municipalities and Regions** in the working groups on environment, on energy and on occupational policies.

Organizational structure

The organization has a staff of 19 employees and works on a contractual basis with 12 community representatives (one person appointed by the mayor from each member community,).

The association has a Steering Board of the mayors of the 12 member communities, that meets once per year and any other time is needed and the executive body organized in management team and 4 departments:

Management team (executive director and audit expert)

1. **Community Programs Department (4)**
2. **Economic Development Department (5)**
3. **Social Programs and Partnership Department (5)**
4. **Administration Unit (3)**

3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>Located in South-East Transylvania, Brasov County is located at the junction of three major natural units: Eastern Carpathian Mountains, Meridional Carpathian Mountains and Transilvania Plateau, resulting in a high degree of complexity and diversity of the geological and geomorphic features, to be reflected in the climate, hydrographical networks, soils, vegetation and fauna.</p> <p>From Brasov County total population of 630000 inhabitants, Brasov and its metropolitan area concentrate 402016 inhabitants.</p>
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	<p>Tourism – Brasov region is the most important and the most visited area regarding the alpine tourism, Poiana Brasov (winter sports and summer recreation resort, open all year long) and Predeal (ski resort) being the most famous centers for winter sports, concentrating, at the same time, a large diversity of tourist objectives. The city of Brasov, harmonizes all the important styles in the European architecture, from Renaissance and Baroque, to Art Nouveau.</p> <p>Ethnic diversity – Located in South-East Transylvania, in the region with the highest cultural and ethnic diversity (Romanians – 90 %, Germans-Saxons 0,8 %, Hungarians – 8,2 %, a small Jewish community 0,3 %) Brasov Metropolitan Area represents a rich cultural and historic area, with traditions and historic heritages that reflect the contribution of the various cultural and ethnic groups in shaping the local specificity.</p> <p>Culture – The cultural and artistic events are emblematic for the life of the community, with a long standing tradition in organizing music and theatre festivals, exhibitions, thematic fairs and cultural exchanges, at local and international level.</p> <p>Academic centre – Brasov is famous for its polytechnic university: <i>Transilvania University</i> focused mainly on technical profiles as engineering, IT, forestry, and industrial equipments. In the last 10 years the Medicine Faculty, Humanistic Sciences and Social Science Faculties have been added as a response to the labor market needs and young people expectations. Three private universities developed in the last 10 years: <i>Spiru Haret University</i>, <i>George Baritiu University</i> and <i>Dimitrie Cantemir University</i>, all of them including economics, public administration and public management, tourist industry, law, humanistic sciences and social sciences.</p> <p>Business center – Brasov, due to its industrial tradition, academic reputation and geographical position represents a big potential for business development. The Chamber of Commerce, the Brasov Business Association, the Association of Tourist Operators and Developers, Association of Real Estate Operators and other business organizations are contributing to the development of the local business environment and to the international expansion of Romanian businesses. Brasov Metropolitan Association (AMB) works in cooperation with the <i>City of Leeds – UK</i>, the <i>city of Barcelona – Spain</i> and the provinces of <i>Namur and Limburg – Belgium</i> to create the concrete links between the businesses from these cities and to support the future joint investments.</p>
Key economic drivers (main employment sectors, innovation clusters...)	<p>The economy of Brasov Metropolitan Area is complex, with a strong industrial character, Brasov area benefiting from one of the highest industrial and economic potentials in Romania.</p> <p>Brasov has a long historic tradition as an essential economic and commercial centre, a tradition going back many centuries in history, thanks to its strategic location at the crossroads of the main commercial routes, as well as to the contribution of the different ethnic groups to the development of the economic specificity of the area. The trend has been emphasized some decades ago, during the heavy industrialization implemented in the region, with Brasov becoming, in this way one of the biggest industrial centers in Romania.</p> <p>As a consequence, Brasov Metropolitan Area is benefiting, at the present, from a high level qualified labor force, thanks to the existence of the universities of Brasov, providing a large number of faculties, profiles and research centers.</p> <p>The main trends of the city and metropolitan area development are:</p> <ul style="list-style-type: none"> Industry and technology Tourism Building development

	<p>Services</p> <p>Due to the collapse of the communist big industrial plants, the re-conversion of the economic profile of the area became a necessity and an immediate goal for both the local governments and the business environment. Urban regeneration is closely related to the new economy profiling and this is why AMB association started to work together and learned from other ex-industrial cities as Leeds and Barcelona.</p> <p>At the present, the current economic trend of the area is characterized by a significant growth real estate development, the forestry industry and the car spare parts/components industry.</p> <p>An ascending trend is to be observed also in the development of the wholesale and retail trading which experienced an important growth in the past 3 years.</p> <p>The development perspectives of the region are emphasized by the significant improvement of the transport infrastructure, through the construction of the Brasov International Airport and of the Bucharest-Brasov highway.</p> <p>Brasov Metropolitan Area comprises 66% of the total population of Brasov County and 70% of the total economic potential of the county.</p> <p>At the same time, Brasov represents an extremely attractive area for residential projects, benefiting from exquisite locations from the point of view of the landscape and the natural heritage.</p>
<p>Economic and development overview and forecasts for the next 10 years (studies, development plan...)</p>	<p>Major capital investments</p> <ol style="list-style-type: none"> 1. Brasov International Airport – starts operation 2011 2. Bucharest-Brasov-Bals-Oradea Highway – to be operational by 2015 3. Brasov Ring Road – large version – to be finalized by 2013 4. Brasov Ring Road – small version – to be finalized by 2012 5. Green belt of Brasov Metropolitan Area – to be finalized by 2013 6. Metropolitan Public transportation services – to be operational by 2013 7. Integrated system of traffic and communication in the metropolitan area – to be operational by 2013 8. Metropolitan Community Police and Emergency Intervention services – to be operational by 2011 <p>Strategic planning</p> <ol style="list-style-type: none"> 1. Brasov Metropolitan Development Plan to be finalized by 2008 (metropolitan area urban and land management plan have been issued on July 2008) 2. Brasov Metropolitan Area Integrated Plan (under elaboration)– to be finalized by 2008 3. Local development plans of the communities of Brasov metropolitan area – to be finalized by 2009 4. The city of Brasov general urban plan (PUG) – to be finalized by 2008 5. Brasov Metropolitan Area Economic development plan – to be finalized by 2009

4. SWOT analysis related to local development framework

<p>STRENGTHS</p> <p>Brasov Metropolitan Association is functional</p> <p>The urban and land management plan for Brasov Metropolitan Area was just issued in 2008</p> <p>The communities development plans are on the way of elaboration</p> <p>Brasov Metropolitan Area Development Plan is under construction and is to be finalized in 2008</p> <p>The main parts and the stakeholders of the metropolitan development process work well together</p> <p>Political parties support the metropolitan development</p> <p>Brasov and the 12 neighboring communities comply with the geographical distribution, economic diversity and demographic development requirements for the organization of the metropolitan area</p> <p>Communities are committed to develop and run joint programs for creating integrated services</p> <p>Brasov Metropolitan Association is available to provide the consulting and technical assistance for the metropolitan area communities to access European funds for development of integrated services and for the controlled urban development</p>	<p>WEAKNESSES</p> <p>Collapse of the big industrial sites</p> <p>The economic profile of the neighboring communities narrows in favor of Brasov, the core city of the metropolitan area</p> <p>Economic immigration of young, educated labor force</p> <p>The quality of national education system is decreasing, leading to educational immigration of youth</p> <p>Poor quality infrastructure facilities (roads, public utilities, connectivity)</p> <p>„Traditional” problems of the urban agglomeration (urban sprawling, dormitory-communities versus big city as industrial-business-service center, population migration, uncontrolled real estate expansion, population at margins, social development versus security services etc.)</p> <p>The decentralization of the public administration system is a slow process and affects the community standard of life and the European integration process</p> <p>The economic development strategic plans (for communities and for metropolitan area) are just under construction and time consuming, leading to delays to accessing European funds</p> <p>All the strategic plans for individual and integrated community development are under construction</p> <p>Communication and cooperation between the local governments and central government is slow and low-efficient</p>
<p>OPPORTUNITIES</p> <p>Create new industrial sites and parks for new industries and green energy</p> <p>Existing (improvable) infrastructure for economic development in all the communities of the metropolitan area</p> <p>Common geographic area</p> <p>Expressed need for integrated public services (water, sewer, public transport, bicycle itinerary)</p> <p>Common interest and commitment to develop the housing sector and additional infrastructure and utilities</p>	<p>THREATS</p> <p>Strengths and opportunities could be ignored and/or are not fructified at the full potential</p> <p>Different approach to accessing funds depending on the size of the community (small communities could get smaller funds due to the smaller budgets to administrate and associations of communities could get smaller funds due to the distribution of responsibilities, including funds management)</p> <p>Differences between the development potential of different communities</p>

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	<ul style="list-style-type: none"> • National Development Strategic Plan 2007-2013 • National Rural Development Plan 2007-2013 • National Fishery and Fishing Plan 2007-2013 • National Environment Master Plan 2007-2020 • Law of public administration no. 215/2001 • Law no. 351/2001 concerning the spatial development and the network of localities - art. 7 (conditions for establishing metropolitan areas) and annex II, item 3.8. (Brasov city - municipality of I rank from the point of view of size and inhabitants),
Regional:	<p>Regional Operational Plan (Region 7 Centre)</p> <p>Regional Development Strategies (one for each of the 7 development region)</p> <p>Regional Environment Master Plan (one for each of the 7 development region)</p> <p>Brasov Metropolitan Strategic Plan (on the way of elaboration)</p>
City:	<p>Brasov Strategy for Sustainable Development – Local Agenda 21/2001</p> <p>Community Development Plans for 2008-2020 for the communities included in Brasov Metropolitan area (on the way of elaboration)</p> <p>Integrated Public transportation and mobility plan for Brasov Metropolitan area</p> <p>City Air Quality Map (developed in 2007-2008)</p> <p>City Noise Map (on the way of elaboration)</p>
Sectorial:	<p>Environment Sectorial Plan</p> <p>Human Resources Development Sectorial Plan</p> <p>Competitiveness Sectorial Plan</p> <p>Transport Sectorial Plan</p>

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	<p>Please explain the meaning</p> <p>Romania has 40 counties and the City of Bucharest which is assimilated with a county</p> <p>Each county has a capital city (eg.: Brasov county has Brasov as capital city) and a number of other cities (in the Brasov county: Sacele, Codlea, Fagaras), towns (Victoria, Ghimbav, Predeal, Rasnov, Zarnesti, Rupea) and communes (52 Communes in Brasov county)</p> <p>Each county has an elected County Council (Brasov county Council has 35 members). The president of the county council is elected directed by the county population. The two vice-presidents are elected in between the rest of the 34 council members. The County Council manages county projects, infrastructure and capital investments.</p> <p>Each local council has autonomy, its own budget and power of decision on community issues. The local councils are not subordinated to the County Council. Still, the government redistributes funds from the central budget to the local budgets through the County Council (compensations, complementary funds, support allocations etc).</p> <p>Each county has a Prefecture (similar to the French public administration</p>
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	<p>structure). The Prefecture represents the central government at the county level and supervises the activity of the decentralized organizations of the ministries (Health Department, School District, Labor and Welfare Department, Culture Department). The prefect and the deputy-prefects are appointed by the government and are responsible for implementing the Government national policies at the county level.</p> <p>City of Brasov have 23 districts: Poiana Brasov, Schei, Groaveri, Prund, Centru, Brasovul Vechi, Bartolomeu, Bartolomeu Nord, Sprengi, Rasaritul, Stupini, Tractorul, Mihai Viteazul, Blumana, Valea Cetatii, Temelia, Caragiale, Florilor, Zizin, Craiter, Timis-Triaj, Astra, Noua, Darste. The districts are delimited virtually and formally, by the infrastructure of the city (streets, parks), by the traditional limits (historic center with 5 districts), natural limits (mountain neighborhood, lakes, creeks) industrial districts (7 districts) integrated neighborhood communities (Stupini, Darste, Poiana Brasov)</p>
Role of the municipality	<p>To administrate the municipality assets and funds for the benefit of its constituents. The municipality provides the living opportunities, provides or contracts the public services, controls the land management and the urban development, provide social welfare.</p>
Role of regional authorities	<p>The County Council administrates the areas in-between communities (county roads, water districts, county public transportation, cultural monuments), runs county projects (the building and operation of the airports, the county cultural centers, the rehabilitation of historic sites and monuments all around the county and helps with projects the communities that cannot afford it (small communities with small budgets, law expertise)</p> <p>Romania has 7 Development Regions. Each region is grouping 5-7 counties. Brasov County is included in the 7-th Development Region – Centre, together with other 5 counties: Alba, Covasna, Harghita, Mures and Sibiu. The Development Region Agency is based in Alba County, in the capital city Alba Iulia. The Agency is a government body, appointed by the government and provide consulting and technical assistance to development programs of the member counties, evaluate the projects and send them to the managing authorities.</p>
Role of managing authorities	<p>For each program there is a Program Management Authority (PMA).</p> <p>For each sub-program there is a UIP – Project Implementation Unit in the ministry or government agency responsible for the sub-program implementation.</p> <p>While the project is admitted, the contract will be signed on one hand with the Program Management Authority and on the other hand with the Payment Authority, which works under the Ministry of Finance.</p> <p>Eg: The Regional Development Agency is a UIP – Program Implementation Unit for the projects submitted under Regional Operational Program.</p> <p>Eg.: The national Agency of SMEs (ANIMMC) is a UIP – Program Implementation Unit for the projects submitted under the Competitiveness Program and the PMA – Program Management Authority is the Ministry of Economy and Finances.</p>
Role of national authorities	<p>The Ministry of Development, Public Works and Housing is the authority for the Regional Operational Plan.</p> <p>It is active in the following domains: national territory and regional development and planning, transnational and interregional cooperation, urban planning and territory management, estate and town developing and management – including housing, public works and building.</p> <p>The Ministry of Development, Public Works and Housing:</p> <ul style="list-style-type: none"> - elaborates economic policies for its activity domains

	<ul style="list-style-type: none"> - elaborates and submits to approbation the legislative frame for their activity domains - elaborates strategies for their activity domains - elaborates and implementing political application of national strategies <p>puts in practice the rights and obligations of the state as shareholder in the units under its order, coordinated by it or under its authority</p> <p>Ministry of Environment and Sustainable Development is the authority for Environment Sectorial Plan</p> <p>Ministry of Labor and Social Services is the authority for the Human Resources Development Sectorial Plan</p> <p>Ministry of Economy and Finance is the authority for the Competitiveness Sectorial Plan</p> <p>Ministry of Transport is the authority for the Transport Sectorial Plan</p>
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7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>Laws</p> <ul style="list-style-type: none"> • Law no. 351/2001 concerning the National Plan for Land Use • Law no. 350/2001 concerning the land use and urban development • Law no. 286/2006 modifying the Law 215/2001 concerning the public administration structure and operation • Government Ordinance 53/2002 concerning the standard by-law of the local government units <p>Urban Planning Projects – city and metropolitan area of Brasov</p> <ul style="list-style-type: none"> • Regional Operational Plan (Region 7 Centre) • Regional Environment Master Plan ((Region 7 Centre) • General Urban Plans of the 12 localities members in the Brasov Metropolitan Association (elaborated and approved between 1998-2003, all of them are in the process or up-dating) • General Urban Plan of the city of Brasov (to be delivered by the end of 2008) • Urban development and Land Use Plan of the Brasov Metropolitan Area (issued in 2008) • Brasov Metropolitan Strategic Plan (includes urban development and economic development, to be delivered by the end of 2008) <p>Urban development projects based on structural funds</p> <p>Project 1: Development of Integrated Development Plan of Brasov Metropolitan Area</p> <p>Field: <i>Urban structure rehabilitation and public service improvement</i></p> <p>Project 2: Study and implementation plan for the integrated public transportation services for Brasov Metropolitan Area</p> <p>Project 3: Feasibility Study and urban plan for the integrating parking system in Brasov metropolitan area</p> <p>Project 4: Feasibility Study and urban plan for historic centers rehabilitation and planning the thematic tourist circuits in Brasov Metropolitan Area</p> <p>Field: <i>Environment protection and preservation</i></p> <p>Project 5: Building the communication ways inside and between the localities, including facilities for pollution prevention and mitigation (green areas and parks, protected areas, protection measures against noise and noxes, bicycle paths system etc.)</p> <p>Project 6: Integrated plan for parks and recreation development, expansion, and modernizing (parks, green areas, public gardens, natural protected areas, recreation and green areas for residential and public areas)</p> <p>Project 7: Feasibility Study and urban plan for „green belt of the metropolitan area”, by improvement, extension, and inter-connection of the green spaces and natural areas of the localities included in the metropolitan area (plant, forest maintenance, natural protected areas maintenance, public lanes building following pre-designed trajectories)</p> <p>Project 8: Organize and implement the integrated public service for Waste Collection and recycling for the metropolitan area of Brasov</p>
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	<p>Field : Urban regeneration of Brasov districts and the localities included in the localities included in the metropolitan area</p> <p>Project 9: Inventory, risk analysis and planning for rehabilitation/renovation of abandoned buildings and allocation of new economic and social functions</p> <p>Project 10: Feasibility Study and urban plan for integrated system of public spaces re-design and development : streets, pedestrian areas, passages, public squares, public and architectural lighting, street signs, broadband lines, recreation facilities, for kids, youth and elderly, spaces and endowments for social and leisure activities, bicycle access etc.)</p> <p>Field: Sustainable development of business environment</p> <p>Project 11: Rehabilitation of industrial sites towards new functions and integration in the community according good quality living needs (commercial, business, leisure and recreation, social activities); building the accesses and the street matrix inside the commercial and business areas)</p>
Are you part of any sustainable and integrated urban development process?	AMB-Brasov Metropolitan Association is involved in developing, funding, and implementing all the 10 projects mentioned above.
In your area, how could you best characterize relations between public authorities and the private sector?	<p>The legislation, the procedure and implementation process for public-private partnerships are enforced.</p> <ul style="list-style-type: none"> • There is not a sound local policy for integrated economic development of each community and for the groups of communities, as the metropolitan areas • The local government structure does not include the economic development tools and responsibilities • The utilities and capital investments for providing the integrated economic development are few and dispersed • There are few and law incentives and facilities attract, help and maintain the businesses in the communities
Existing Urban development funds?	<p>Brasov Metropolitan Development Plan (the strategic plan) to be finalized by 2008 (metropolitan area urban and land management plan have been issued on July 2008)</p> <p>Brasov Metropolitan General Urban Plan (PUG – Brasov Metropolitan)– to be ordered in 2008 by the Brasov County Council</p> <p>Brasov Metropolitan Area Economic Development Plan – to be finalized by 2009</p> <p>Brasov Metropolitan Area Integrated Plan (under elaboration)– to be finalized by 2008 (similar with the strategic plan, requested for accessing the European structural funds)</p> <p>Local development plans of the communities of Brasov metropolitan area – to be finalized by 2009</p> <p>The city of Brasov General Urban Plan (PUG-Brasov) – to be finalized by 2008</p>
Urban projects under PPP's?	<p>Industrial parks development (Prejmer local authority is partner of - Graells & LLonch Spain developer)</p> <p>Regeneration of industrialsites (Brasov local authority is in the process to cooperate with a UK developer for the regeneration of Tractorul industrial site, Rasnov local authority is partner of the local investor for the regeneration of the industrial site)</p>
Public development companies / private developers...	Real estate developments (local authorities are partners of Romanian and foreign developers all over the 12 local authorities of metropolitan area

	Industrial park Ghimbav- under development by a local private investor ICCO
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8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	<ul style="list-style-type: none"> • Urban Planning for metropolitan areas • Urban regeneration planning and implementation (industrial sites and parks out of activity, transition from cars to pedestrian facilities etc.)-Brownfield regeneration • Creation of new development areas– Greenfield development including intelligent energy procedures • Urban sprawling prevention and mitigation • Integrated public services (for the metropolitan areas) organization and management: Public transport master plan,
Localisation(s)	Brasov Metropolitan Area 124000 hectares, 400000 inhabitants
Description of the project or programme	See point 7.
Level of implementation	See point 7.
Main operator	Local governments and private sector.
Investments (amounts and structure) / with details	<p>Total amount of investments</p> <p>Share of EU structural funds- The projects are in the process of elaboration (guides just issued on March/June 2008)</p> <p>Share of public and of private investment – in few communities</p>
Level of project or programme economic performance	<p>Expected rate of return on investments</p> <p>Other revenues generated by the project</p>
Integrated urban plan (with details)	<p>Integrated urban plan is part of the metropolitan area strategic development plan</p> <p>The integrated urban plan of the metropolitan area is addressing the problems concerning the economic development of communities, social services and facilities, communication and transport facilities, environment issues and integrated quality public services c</p> <p>What should be the outcomes of the project (visible and measurabl impacts)</p> <p>Are other similar projects / programmes on stage?</p>

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be) involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.)</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>See the table- for business and public environment</p> <p>The citizen consulting groups in the 13 communities of Brasov metropolitan area</p> <p>See table</p> <p>All have official partnership relations with Brasov Metropolitan Association</p> <p>Adapt the Urbact Packages to the Romanian and particularly Brasov area needs and constraints</p> <p>We have experience in organizing public hearings (for community involvement in decision making process)</p> <p>Brasov Metropolitan Association is in permanent contact with them</p> <p>We discuss budget details to the meeting in Pisa</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who is the relevant managing authority for your institution - which kind of relationship does exist - how do you intend to involve it - if you are already in contact with them and/or if you have already collaborate with them 	<p>Managing authority: Managing Authority for Regional Operational Program - Ministry of Development, Public Works and Housing</p> <p>The managing authority is supervising the Urbact projects implementation and follow-up involving Romanian partners</p> <p>Brasov Metropolitan Association will provide to the managing authority reports on the Urbact project development and will support dissemination of best results and creation of practices all over Romania</p>

Table: Urbact Local Support Group: Key stakeholder

Name of partner:			
Contact person:		; e-mail:	
		; Tel.:	

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
13 communities members of the Brasov Metropolitan Association	There is a public servant of each local government in charge with Metropolitan Association activity	The communities of Brasov metropolitan area will be the direct beneficiaries of the program		
Brasov County Council	The chief architect and the urban planning department of Brasov County	They will order the General Urban Plan for the Metropolitan area They have ordered and are supervising the Land Use Plan for Brasov Metropolitan Area		
Brasov Environment Protection Agency		Lead partner for all environment targetted or connected projects		
Brasov Architects Order	NGO-Professional body with role of consulting and monitoring the urban development of the communities			
Romsilva Forestry Division				
Forestry Management Division Kronstadt				
Brasov County Unemployment Agency				
Brasov Chamber of Commerce				

Brasov SMEs Agency				
Brasov Industrial Parks and Business Incubators Association				
Brasov Business Association-Pro Invest				
Brasov Business Women Association				
Carfil Industrial Park				
Metrom Industrial Park				
Prejmer Graells & Llonch Industrial Park				
Research and Design Institute for Vehicles				
Regional Water Company				
National Water Authority				
Distrigaz Sud – Gas de France				
Electrica Transilvania Sud				
Waste collectors and processors/ Urban, Vectra, Cibin				
Brasov Public Transportation Company				
Romanian Traffic Authority				

Brasov County Roads & Bridges Athority				
Brasov County Statistics Division				
Transilvania University of Brasov				
Brasov Association of Tourist Agents				
Brasov Association of Real Estate Developers				

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

<p>Which benefit / learning do you expect from participating in J4C?</p>	<p>Beneficiaries</p> <p>The City of Brasov an the 12 communities members of the Brasov Metropolitan Association</p> <p>The eight large cities of Romania entitled to have metropolitan areas (Bucharest, Ploiesti, Constanta, Iasi, Cluj, Oradea, Timisoara, Tg. Mures) and the two urban agglomerations (Arad and Baia Mare)</p> <p>The smaller communities included in the metropolitan areas</p> <p>Benefits</p> <ol style="list-style-type: none"> 1. Concrete examples of planning for urban agglomerations and action plans to adapt those examples to the Romanian communities 2. A step-by-step understanding and practice of the integrated urban planning 3. Packages of information on: <ul style="list-style-type: none"> • Urban Planning for metropolitan areas • Urban regeneration planning and implementation • Urban sprawling prevention and mitigation • Integrated public services (for the metropolitan areas) organization and management
<p>What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?</p>	<p>We would appreciate to have complete packages of information (legislation, procedure, best practices, lessons learned on the topics)</p> <ul style="list-style-type: none"> • Urban Planning for metropolitan areas • Urban regeneration planning and implementation • Urban sprawling prevention and mitigation • Integrated public services (for the metropolitan areas) organization and management
<p>Intended results / achievements (effects) for your city /region?</p>	<p>We would like to undertake, to adapt and to implement as much as we can from the other partners experience.</p>
<p>Intended Outputs?</p>	<p>„Urbact Packages” according to the Romanian and European laws for implementing:</p> <ul style="list-style-type: none"> • Urban Planning for metropolitan areas (<u>package of procedures</u>)– ready to be used by the 8 metropolitan cities of Romania (• Urban regeneration planning and implementation (<u>guide for local governments</u>) – to be developed in cooperation with the Romanian Ministry of Development, Public Works and Housing and • Urban sprawling prevention and mitigation (<u>guide for local governments</u>) • Integrated public services for the metropolitan areas (<u>guide for local governments and service providers</u>)

Which could be your contribution/role in order to achieve J4C goals?	Working together with stakeholders to develop, to adapt and to help implementation of the „Urbact Packages” in Romania.
Intended key actions to be taken to achieve the expected results and outputs	<ul style="list-style-type: none"> • Help in development of the „Urbact Packages” • Data collection and processing • Legislation comparison • Procedures comparison and adaptation • Involve in Urbact Package implementation process • Cooperation and communication with other communities of Romania • Dissemination of the results to the local governments of Romania and to the central government
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local development?	We are in a real need for a sound, clear and comprehensive strategic urban planning and local development planning and we are open to learn from and use the Jessica instruments
Which could be main difficulties in implementing Jessica and UDFs ? <i>(i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)</i>	<p>The financial procedure of Jessica would be very new for our government structures and participating in the program we shall understand the benefits of public-private cooperation to our communities.</p> <p>Romanian local governments will (and should) learn to think businesslike.</p> <p>Citizens are clients (and shareholders) and deserve best quality services and standard of living and the public services and the economic infrastructure should be tailored upon their needs and expectations. We hope to see that from the experience of our partners in the project.</p> <ul style="list-style-type: none"> • The metropolitan concept is provided by the legislation but is difficult to be effective and efficient in the real life • There are few or no public policies to structure and encourage the public-private cooperation, that most frequently is just formal • Both local governments and the businesses don't know how to cooperate and how to take in account their impact on community life present and future

If there are additional question to be asked, please enter other rows.

Annex IX



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: 5

Name of partner Institution:

Municipality of Athens Development Agency (AEDA)

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1. Details of Project Partner

Institution	Municipality of Athens Development Agency (AEDA)
Department	European Programmes
Legal status¹	PEB (linked to the City of Athens)

Town	Athens
Region²	GR30
Country	Greece
Competitiveness/Convergence	Convergence (Phasing Out)

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

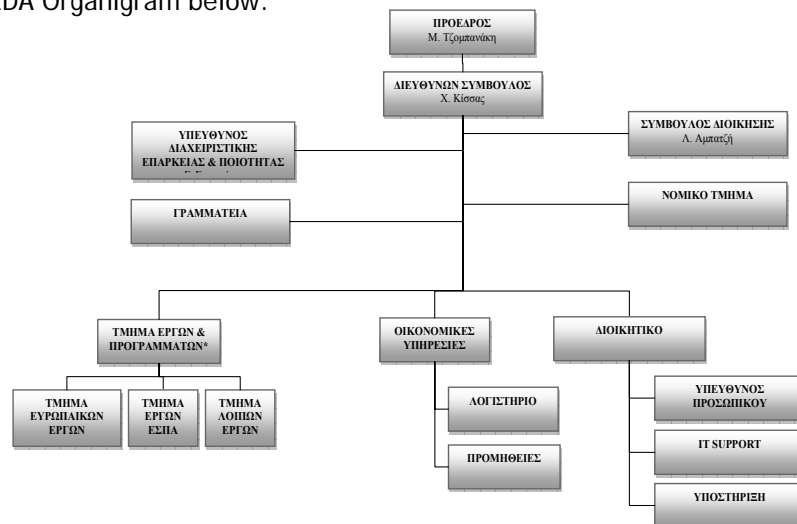
Brief description of your regional council/metropolitan organisation/city council/ municipal structure

(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.

If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).

NOTA: answer only regarding your reference territory (that is the organisation which you belong to)

The City of Athens has created (and posses 98%, while the rest 2% belong to other Greek public bodies) of a specialised organization (the Municipality of Athens Development Agency or AEDA) in order to efficiently execute its developmental role, to exploit funding opportunities, manage and implement projects. AEDA's goal is to search for innovative approaches on urban design and management, to propose policies that will contribute to the economic development of the cities and their citizens, and to social cohesion. AEDA is the development mechanism of the City of Athens and organises and manages various small-to-large scale projects funded by EU Programmes, Structural Funds and Public-private Partnerships on behalf of the city of Athens. The organization is governed by its Board of Directors, and it is managed by the Managing Director Dr. Christos Kissas. AEDA has 3 departments (Financial Dpt., Administration Dpt., and Projects' Dpt.) See AEDA Organigram below:



3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>The metropolitan area of Athens hosts a population of 5.000.000 people in Greece. The City of Athens plays a prominent role in addressing the needs of people in the capital city and it chairs the Association of Hellenic Cities (KEDKE), the body of all Local Authorities in Greece.</p>
Strategic importance within the urban framework (i.e. regional capital, business centre, scientific or academic centre)	<p>Athens is the business, financial and political centre of Greece. In the Athens Metro area there are also numerous prominent academic institutions such as the Technical University of Athens and the National University of Athens.</p>
Key economic drivers (main employment sectors, innovation clusters...)	<p>The key economic drivers of the City are the business and financial sector, especially the services sector.</p>
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	<p>The City will develop even more as a business and financial centre of the greater South East Europe and the tertiary sector will play a dominant role in the economy.</p>

4. SWOT analysis related to local development framework

STRENGTHS New public infrastructures due to Olympic Games 2004. Accumulated know-how in managing EU funding and EU funded projects in public administration and private sector	WEAKNESSES Long and tedious administration procedures for project launch and development.
OPPORTUNITIES More than 500 Million Euro from the programming period 2007 – 2013 for the development of the Athens metro area. Many opportunities for the private sector to invest in various projects through PPPs.	THREATS Lack of integration of projects and plans due to legal and institutional reasons.

5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	The (Hellenic) Strategic Development Framework 2007 – 2013 approved by the European Commission is the overall platform for development.
Regional:	The Regional Operating Programme of Attiki is the guiding document.
City:	The City has recently developed an Operational Plan for its future development (some parts are still under development and approval by the City Council)
Sectorial:	As above.

6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	The area based approach is realised through the political level (political representation by the City districts representatives) and the representatives in the City Council.
Role of the municipality	To coordinate the development efforts, to mobilize resources to build the future economic, social and environmental landscape.

Role of regional authorities	To assist and control local authorities in pursuing development plans and projects.
Role of managing authorities	To control the process of financing projects, auditing and reporting to the Government and EU level.
Role of national authorities	To balance out inequalities and coordinate country-wide development processes and progress.

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>Legal: the introduction of PPP legislative framework in Greece.</p> <p>Economic: The 20,1 Billion euro allocated for the 2007 – 2013 programming period, through O.P.</p> <p>City: The Operational Plan to be finalised soon.</p>
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>The City of Athens already implements the biggest double regeneration process in the South East Europe at urban level.</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p> <p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>Form of partnerships</p> <p>Very well relations. They realise that they need each other.</p> <p>Form of legal basis</p> <p>-</p> <p>Decision making processes</p> <p>Double regeneration (Panathinaikos Stadium, Votanikos area, Leoforos Alexandra's area)</p> <p>Financial instruments used in the cooperation (if any)</p>

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Projects / programme analysis grid:

Project or programme name	Double regeneration in the city of Athens (Dipli Anaplas)
Localisation(s)	Athens, Votanikos/Elaionas area, Leoforos Alexandras area
Description of the project or programme	<p>Urban regeneration (environmental cleanup, new residential blocks)</p> <p>Transportation (metro station, new/improved roads)</p> <p>Public facilities (Football stadium)</p> <p>Commercial facilities (new City Hall offices, commercial area)</p> <p>- Is the project / the programme part of a broader integrated and sustainable development strategy</p> <p>Yes, there is a wider plan to upgrade whole city areas.</p> <p>- What problems is the project / programme supposed to address</p> <p>Environmental degradation in Elaionas area, traffic congestion in Leoforos Alexandras area.</p> <p>- What should be the outcomes of the project (visible and measurable impacts)</p> <p>- Are other similar projects / programmes on stage?</p> <p>Not for the time being</p>
Level of implementation (with details)	<p>In progress?</p> <p>Yes, it is already in progress</p>
Main operator (with details)	Partnership (ex.:PPP). The main driver is the City of Athens company "Dipli Anaplas SA" (or Double Regeneration)
Investments (amounts and structure) / with details	-
Level of project or	-

programme economic performance	
Integrated urban plan (with details)	-

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.))</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or organized meetings (with all of them or with someone) - if you intend to reserve a budget allocation for local meetings <p>Please fill in the table at the bottom of the section</p>	<p>The envisaged Local Support Group will include representatives from the following organizations:</p> <ul style="list-style-type: none"> • Structural Funds Management Authority in Greece, (the City of Athens has excellent relations with this authority, it has closely collaborated in the past for numerous projects) • the Ministry of Finance, • the Ministry of Interior, • the Ministry of Environment and Public Works, • the Association of Hellenic Local Authorities - KEDKE (Athens Mayor chairs the Board of the Association), • the Union of Hellenic Banks and (possibly) private banks • the Technical Chamber of Greece, • the Regional Authority of Attika • selected NGOs. <p>The engagement process will be outlined in the AEDA Board of Directors to take a decision and initiate formally the invitation process.</p> <p>The organization of local meetings will be in rounds so as to facilitate efficient participation.</p> <p>The necessary budget allocation will be proposed and decided by AEDA Board of Directors.</p>
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p>	<p>See above</p>

<p>Specify:</p> <ul style="list-style-type: none">- who is the relevant managing authority for your institution- which kind of relationship does exist- how do you intend to involve it- if you are already in contact with them and/or if you have already collaborate with them	
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Table: Urbact Local Support Group: Key stakeholder

Name of partner:
Contact person: ; e-mail: ; Tel.:

Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				
To be specified				

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	Better use of JESSICA. Networking, exchange of know-how, collaboration in joint project development
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	UDF set up, run and management. Leverage of private funds. Guidelines for Integrated urban plans
Intended results / achievements (effects) for your city /region?	Being pioneer in utilizing JESSICA in Greece.
Intended Outputs?	Methodological guidelines for City managers. Provision of services to MA and Cities
Which could be your contribution/role in order to achieve J4C goals?	Actively participate in project events, share knowledge and experience, organize extra activities and events.
Intended key actions to be taken to achieve the expected results and outputs	A special collaboration with the Association of Hellenic Local Authorities - KEDKE (Athens Mayor chairs the Board of the Association) in mentoring other Greek cities in utilising JESSICA.
What are in your opinion the added value and the opportunities by using Jessica instruments in the	JESSICA seems to offer a valuable platform/combination of resources for large scale sustainable urban projects.

framework of your urban strategies and local development?	
Which could be main difficulties in implementing Jessica and UDFs ? (i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)	Not clear understanding of the general value of JESSICA and of its administrative procedures by the Public and Private stakeholders.

If there are additional question to be asked, please enter other rows.

Annex X



JESSICA 4 Cities

Working Group n. 3



Local Enquires for Baseline Study

PP n.: 6

Name of partner Institution:

...CITY OF POZNAN (POZNAN CITY HALL).....

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1. Details of Project Partner

Institution	City of Poznan (Poznan City Hall)
Department	City Development Department
Legal status¹	LA

Town	Poznan
Region²	Wielkopolska
Country	Poland
Competitiveness/Convergence	Convergence

¹ National Administration NA, Regional Administration RA, Local Administration LA, Economic and Social Partners ESP, Private Companies PC, Non governmental organization NGO, University U, Public Equivalent Body PEB (please specify which institution you are linked to), Other Please Specify

² Refer to NUTS II level

2. Overview of your organisation

<p>Brief description of your regional council/metropolitan organisation/city council/ municipal structure</p> <p>(please provide a short description of the structure. You should briefly mention the number of departments, their key responsibilities and insert an organisation chart if you have one.</p> <p>If you are an equivalent public body, please provide information on the composition of the company budget and the above information referring the structure you are linked to).</p> <p>NOTA: answer only regarding your reference territory (that is the organisation which you belong to)</p>	<p>Poznan City Hall consists of many departments and offices, each being in charge of specific problems. (e.g.: Department of Architecture and Urban Planning, City Development Department, Department of Business Activity etc.). Apart from internal units, there are also external municipal entities whose activities are focused on the specified sectors (e.g.: City Routes Management, City Green Areas Management, Town Planning Office etc.). The external units are partly founded from the City budget.</p> <p>Mayor of Poznan – subordinated departments/units:</p> <ul style="list-style-type: none"> – Department of Organisation Services – Mayor's Office – Public Relations Office – City Council Office – Legal Adviser Office – External Municipal Units: Town Planning Office, Geodesy and Land & Building Register, City Green Areas Management <p>Deputy Mayor of Poznań for City Development Strategy - subordinated departments/units:</p> <ul style="list-style-type: none"> – City Development Department – Department of Business Activity – Department of Agriculture and Food Management – Department of Crisis Management and Security – Consumer Ombudsman – City Spokesman – External Municipal Units: The Police, The Fire-brigade <p>Deputy Mayor of Poznań for Infrastructure and Communal Management - subordinated departments/units:</p> <ul style="list-style-type: none"> – Department of Communal Management and Housing – Department of City Stock Management – Office for Owners Supervision – External Municipal Units: City Routes Management, Communal Waste Management, ZOO, Communal Housing Stock Management, Communal Services, Palm-house <p>Deputy Mayor of Poznań for Urban Planning, Real Estate Management and Social Services - subordinated departments/units:</p> <ul style="list-style-type: none"> – Department of Architecture and Urban Planning – Department of Environmental Protection – Department of Health and Social Services – Investment Promotion Office – Historic Preservation – External Municipal Units: Health Care Centres, Local Social Aid Centres <p>Deputy Mayor of Poznań for Education, Culture and Sport - subordinated departments/units:</p> <ul style="list-style-type: none"> – Department of Culture and Art – Department of Sport and Tourism
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	<ul style="list-style-type: none"> - Department of Education - External Municipal Units: Schools, Nursery Schools, Education Units, City Cultural Centres, Artistic Schools, Youth Cultural Centres <p>City Secretary - subordinated departments/units:</p> <ul style="list-style-type: none"> - Department of Informatics - Department of Transportation - Department of Citizens Services - Department of Auxiliary Units - Registry - Public Orders Office <p>City Treasurer - subordinated departments/units:</p> <ul style="list-style-type: none"> - Department of Budget and Analysis - Department of Finances
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3. Please provide a short description of your territory, highlighting key characteristics and assets

Location & population size	<p>The City of Poznan, the capital of the Wielkopolska Province is located in the Wielkopolskie Lake District. The geographic coordinates of Poznan are: latitude - from 52017`34`` to 52030`27``N and longitude - from 16044`08`` to 17004`28``E. Amsterdam and Berlin are located at similar latitudes. The limits of Poznan can be inscribed within a circle which is approximately 27 km in diameter. The longest straight distance within the city limits is 26 km NW-SE (Kiekrz – Sypniewo), the shortest is 10.9 km NE-SW (Lubon – Kozielowy).</p> <p>The distance from Poznan to Poland's eastern border is 454 km, to the western border 161 km and to the southern border 236 km. Poznan, together with Szczecin and Wroclaw, is the largest Polish cities located closest to the German border. Poznan's location in relation to Berlin, one of the largest urban areas in Europe, is conducive to growing mutual relations between the cities, which in turn is significant for numerous aspects of Poznan's development. The geographic and transport location of Poznan, both in relation to the European continent as well as Poland, gives the city an advantageous position. Transport routes leading from the east to west and from the north to south intersect in Poznan. Furthermore, Poznan is located on the route of one of the four pan-European transport corridors¹ running through Poland belonging to the European network of land transportation, namely corridor no 2 (Berlin – Poznan – Warsaw – Minsk – Moscow) and the section of corridor no VI A (Grudziadz – Swiecie – Poznan), running from Gdańsk/Gdynia to Zwardoń (Polish-Slovakian border). Important in terms of transit are also the following international railway lines: E-20 (Brussels – Berlin – Poznan – Warsaw – Terespol) and E-59 (Swinoujscie – Poznan –Wroclaw – Ostrava). A well developed system of roads and railway lines in the Wielkopolskie province makes Poznan easy to access. The most important national roads include: road no. 2 (Swiecko - Poznan – Warsaw), road no. 5 (Wroclaw - Poznan – Bydgoszcz) and road no. 11 (Kolobrzeg – Poznan – Kępno – Kluczbork). The completion of the western section of the A2 motorway from Nowy Tomyśl to Świecko will be of special significance. Poznan also has a regional airport which provides regular connections to many European cities. The extension and improvement of the existing rail, coach and air connections are especially important for Poznan's development. It is also possible to use water transport on the River Warta, which flows into the River Oder and connects Poznan with the sea ports of Szczecin and Świnoujście. Further on, this route, through a system of canals and the River Laba, can form an alternative connection to Germany and other EU countries.</p> <p>Since the beginning of the 1990's, a decline in the population, similar to the tendency in most of the large cities in Poland, has continued. This decline is caused by the negative population growth rate and – mainly in several last years - a negative migration balance. In 2005, these indicators were -0.01 and -3.7 per 1000 inhabitants, respectively. The fertility rate is 1.0 and does not guarantee generation-to-generation replacement (2.1).</p> <p>Over 2/3 of Poznan's population constitutes people of working age (from</p>
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	<p>18 to 59/64 years). In recent years, a growth in this population group and the post-working age group has been observed with a concurrent decline in the share of the pre-working group. This is similar to the changes in the province as a whole as well as the country as a whole. A disadvantageous situation is observed in the nonworking age group, i.e. a low share of people in pre-working age and a relatively high share of people in post-working age. This is attributable to the extended life span of the population accompanied by a decline in the birth rate. According to forecasts, the post-working age group will rise only slightly after 2006. However, the tendency for continuous fall in the number of children and youths aged below 17 years is of concern, as it is with regards to the country as a whole.</p> <p>According to the results of the 2002 National Census of Population and Housing, Poznan is inhabited by people with high professional qualifications. Every fifth Poznanian has a higher education degree and over 40% are graduates of secondary and post-secondary schools. These rates significantly exceed the national statistics, according to which only every tenth person has a higher education degree and only every third person is a secondary or post-secondary school graduate. A relatively large group of working-age people with a higher education is an excellent asset in the face of the competitive EU labour market.</p> <p>A negative migration balance has been reported since 2000. In 2005 it totaled as much as -3.7‰ and once again had a greater effect on the city's population decline than the birth rate. Most of the people who decide to emigrate from the city choose to live within the surrounding Poznan County area because of lower real estate prices and favorable living conditions. If this trend is sustained, Poznan will run the risk of becoming depopulated quickly in the future.</p> <p>According to the demographic forecast published in March 2004 by the Central Statistical Office (GUS)⁶, the population of Poznan will gradually decrease and by 2030 it will reach 485,100, i.e. 16% less than in 2002. The most significant decline will be observed in the working age group, i.e. by 93,700 people. The group of people in the pre-working age will also decrease (by 44,100). The only group to witness growth (by 45,800) will be the post-working age group. The demographic changes will strongly affect the employment market (a fall in the working age group after 2005), education (a continuous and rapid decline in the number of children and young people attending schools) and the demand for services for the elderly (a growth in the group of people aged over 65 years, particularly after 2010). A significant decline in the number of taxpayers may also pose a problem since this will lead to a lower inflow of funds to the city budget.</p>
<p>Strategic importance within the urban framework</p> <p>(i.e. regional capital, business centre, scientific or academic centre)</p>	<p>Poznan is located in one of the most important transit corridors, linking the western and eastern parts of Europe. It is situated midway between Berlin and Warsaw, 160 km from the border with Germany. Poznan forms an important junction, linking seven national and international roads. Work is being carried out to improve road transport and further strengthen the position of Poznan as an important transportation center. Construction of the part of A-2 highway (so far 2 sections were completed – from Nowy Tomyśl – Poznan – Strykowo near Łódź with the motorway ring road around Poznan), running from the German border in Świecko via Poznan and Warsaw to the border with Belarus in Terespol, has already commenced in the vicinity of Poznan and will undoubtedly contribute to this. The transportation potential of the city is</p>

increased by the existence of a regional airport in Ławica. It services both national as well as international routes. In Poznan, there is also a military airport Krzesiny.

Poznan, like the whole of the Wielkopolska region, is famous in Poland for its traditionally good economy, high level of work discipline and thriftiness. It is making effective use of the favourable conditions resulting from the political and economic transformations in Poland. The institutional system supporting businesses has grown dynamically, consisting of a network of financial institutions, consulting companies, enterprise associations, and institutes of higher education and schools of business.

Poznan also constitutes a powerful academic and scientific center; the city belongs to the national van in this field. There are 25 higher schools in the city, including 8 public and 17 private schools, attended by 133k students. The scientific activities of the schools are supplemented by over 50 research and development institutes, employing 3k people.

Poznan is also the cultural center of west-central Poland. The city hosts 9 theaters and musical institutions, including a philharmonic, a number of choirs and orchestras and 21 museums, dozens of galleries and exhibition halls. Poznan is also the venue for prominent festivals and music competitions. The most important include the H. Wieniawski International Violin and Lute Competition, Malta International Theater Festival and contemporary music festivals, 'Poznan Music Spring'. Poznan is also a venue of international festivals of alternative theatres MALTA and MASKI.

Poznan is a large center for tourism. The city offers over 7,000 accommodation places in 34 hotels, motel, 4 youth hostels and 2 camping sites. It attracts tourists with its numerous examples of secular and sacral architecture, representing all styles and historical epochs, among which the most precious include the unique in European renaissance architecture in the area of the Old Market Square, in particular the Old Town Hall.

The city's green areas are also attractive to tourists. Worth mentioning here are the Morasko Preserve and the Poznan Green House, one of the biggest in Europe, situated in the historical Wilson Park. There are 4 lakes within the city used for water sports and recreation. Lake Malta, for example, has one of the most modern regatta courses in Europe, and in its immediate vicinity there is a year-round artificial ski slope and bobsledding track. Poznan also has 10 sports stadiums, 14 swimming pools, a horse-riding track, a motorcycle and car tracks, 3 archery ranges and a modern sports and concert hall.

Poznan maintains ongoing relations that consist of exchanges of experience in the areas of local government, culture, education, physical culture, city management and social care, with 12 twin cities, including: Hanover in Germany, Rennes in France, Assen in Holland, Toledo in the USA, Pozuelo de Alarçon in Spain, Nottinghamshire County in Great Britain and Gyor in Hungary.

Since 1999 the city is the administration center of Wielkopolska Province with the seat of Wielkopolska Province and Wielkopolska Marshall. Poznan is the seat of Polish Cities Association and Wielkopolska Communities and Counties Association.

Key economic drivers

(main employment sectors, innovation clusters...)

Poznan is the second strongest city in Poland in terms of economy (after Warsaw). According to the Central Statistical Office, the gross domestic product (GDP) generated in Poznan in 2004 was PLN 28.1 billion, that is, PLN 49.1k per capita (201% of the national average and 195% of the average for the Wielkopolskie Province). The share of the gross value added (GVA), the basic value affecting GDP, generated in Poznan represents 3% of the whole domestic GVA. The main source of the GVA are companies from the services sector (72.2%) as well as the industry and construction sectors (27.7%).

Poznan's economy is diversified in terms of structure and well developed in terms of sectors with a dominating service sector. The economy is dominated by commerce, financial services, educational services and the real estate market. Diversified industry, the dynamically growing sector of commercial and financial services as well as the significant potential of specialised construction companies which are capable of competing with foreign constructors make Poznan one of the leaders among Polish cities which are well developed in terms of economy.

In 2005, there were 222.2k people employed in Poznan (including 104.7k women – 47%), i.e. 391 employed people per 1000 inhabitants. After a period of structural reforms, the share of the private sector in the employment market stabilized at about 65%. Similarly to other Western European cities, 70% of Poznan's employed inhabitants work in services (46% of in market services) and 28% in industry and construction. Over the past several years, as a result of the economic slowdown, a fall in the number of employed people is being observed. There have also been shifts within particular sectors, but the share of people working in 'industry' continues to dominate (23% of the total number of employees). Next in order comes 'trade and repairs' (18%), 'education' (12%) and 'real estate and business-related services' (13%). The highest employment growth has been reported in 'hotels and restaurant' and 'financial services'.

People employed in Poznan account for 28.6% of all the employees in the Wielkopolskie Province. In comparison to the province as a whole, a particularly significant proportion of employees in Poznan is observed in the following sections: 'real estate and business-related services; education' (54%), 'hotels and restaurants' (51%), 'financial services' (46%). These figures confirm the important role of

Poznan as a centre of business-related institutions in the whole province.

The largest number of work places was provided by the small enterprises group (employing up to 49 people) which represent 99% of all the companies registered in the REGON system (the statistical identification register). The leading employers in Poznan (employing more than 1000 people) operate in the following sectors: manufacturing, construction, transport, communications, financial agents, education, health care and administration. Most of these companies are state-owned. Poznan's industry is the source of income for 22% of the total number of employed people and generates the second largest share (after the services sector) of the city's total gross domestic product (27.7% of total value for industry and services). The specific feature of industry in Poznan is the high percentage of small and medium enterprises which demonstrates a high mobility and flexibility in adapting

	<p>to the requirements of the market economy.</p> <p>In terms of the share of total sales the leading industry sectors in Poznan include: manufacture of mechanical vehicles, trailers and semi-trailers (33%), food and beverage manufacturing (22%) and production and supply of electric power, gas, hot water and steam (12%). When considering the employment level criterion, the most significant branches are: food and beverage manufacturing and production and supply of electric power, gas, hot water and steam (17%) and manufacture of mechanical vehicles, trailers and semi-trailers (9%).</p> <p>Poznan leads in the country in the manufacture of delivery vans (manufactured by Volkswagen) and lead batteries (produced by Exide, considered to be one of the largest car battery producers in Central Europe). Poznan's industry also has a significant share in the manufacture of water meters and passenger cars.</p>
Economic and development overview and forecasts for the next 10 years (studies, development plan...)	<p>From 2005, after a period of slowdown in the economy, a period of economic growth is observed in Poznan. The local firms noticed a very good financial performance, from the beginning of the 90-ties the unemployment rate is the lowest in Poland (after Warsaw) and from 2005 is falling down. Poznan is very attractive for foreign investors. The value of direct foreign investment amounts to 4.8 billion USD during last 15 years (the highest in Poland, after Warsaw).</p>

4. SWOT analysis related to local development framework

Poznan City Development Plan for the years 2005-2010

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ geographical, cultural and mental proximity to Western European countries ▪ strong economic position of the city against other large cities in Poland ▪ the highest investment attractiveness and credit rating, good opinion about the city and Poznań conurbation as a place to do business ▪ diversified economy with great adaptability and development opportunities, and accordingly, possibilities to employ specialised staff ▪ strong position of Poznań colleges and universities in league tables ▪ high quality of the general education of the society, wide educational offer at all levels ▪ increased accessibility of the city (developed infrastructure for aircraft transportation, developed road and railway network) ▪ developed metropolitan functions of the city ▪ high quality of labour market resources ▪ presence of renowned companies and institutions ▪ developed system of business support institutions: chambers, foundations, business associations ▪ relatively high level of wealth of Poznań population, as compared to the rest of the country, which creates a strong internal market ▪ caring about natural environment ▪ good conditions for recreation and leisure ▪ rich cultural offer ▪ available areas for housing development and business activity ▪ available land in the city centre 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ unresolved ownership issues and high land prices ▪ unsolved restructuring problems in former state companies – potential threat to the labour market ▪ low level of product and technological innovation, especially in SMEs ▪ small number of organisations facilitating the transfer of technology between science and economy ▪ lack of finance for innovative processes (venture capital) ▪ social stratification, and consequently, unequal access to IT and telecommunications infrastructure for all social groups in the city ▪ high costs of living – low competitiveness as compared to adjacent gminas ▪ insufficient municipal infrastructure in peripheral areas – long time to cover the distance to the city centre, condition of local roads, lack of a sewerage system etc. ▪ lack of unequivocal preferences for development of areas designated for housing, including single family houses ▪ increased crime threat among children and youth ▪ insufficient social infrastructure in the areas of newly-built single family houses ▪ insufficient care for the surroundings – unaesthetic apartment blocks unchanged for decades, greenery not looked after, dirty streets ▪ insufficient facilities for general recreation (swimming pools, ice rink, golf course, tennis courts) ▪ increasing nuisance of the airport in Krzesiny
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ plans for the development of the European space indicate Poznań as one of growth centres, so called Europol, which will offer multiple 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ unstable legal and tax system ▪ unstable assumptions of the state financial policy ▪ centralisation of institutions, decisions and

<p>development and employment opportunities</p> <ul style="list-style-type: none"> ▪ process of European integration, integration of Poland with the European Union ▪ growing attractiveness of European regional centres ▪ opportunity for Poznań to become a supraregional growth centre for the north western part of Poland ▪ development of international projects addressed to the countries in Central and Eastern Europe, i.e. new EU member states, financed by EU and World Bank funds. ▪ increased significance of cities with strong academic centres ▪ growing awareness as regards the significance of knowledge in personal and professional development, as well as economic development ▪ creation of a new culture and organisation of work, new types of services (including exports) with greater added value ▪ increased attractiveness of city centres – revitalisation trends ▪ trend in European cities – new fashion: young people living in city centres ▪ society's expectation of large high quality recreational areas ▪ considered location of a NATO airforce base in Krzesiny and arising opportunities 	<p>public finance</p> <ul style="list-style-type: none"> ▪ successively decreasing budget expenditure on science ▪ unfavourable share in the budgetary and nonbudgetary financing of scientific research (reversed proportions as compared to highly developed countries), poor prospects for the coming years as regards the financing of research from the state budget ▪ competition from imported innovation (assembly of imported sub-units) as a factor weakening local technological and innovation entrepreneurship ▪ evolving mobile society, whereby entrepreneurial people (highly qualified cadre) move where the labour market offers the best employment conditions ▪ evolving information society, in which individual development opportunities are not dependent solely on living in a big city ▪ noticeable signs of an evolving “dehumanised” society, in which emotional attachment to the place of birth, tradition and values nurtured by generations lose in importance when faced with existential materialism ▪ globalisation of economic processes, and consequently, lack of stability on the labour market ▪ increased competition from peer cities, smaller cities, also abroad in attracting direct investment ▪ increased competition from smaller cities: Konin, Kalisz, Leszno etc. as a result of decentralisation of higher level services (e.g. universities, colleges)
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5. Strategies and tools (Programmes, Regulations, Documents, etc.) for urban and territorial development which have an impact on the concerned administrative level

National :	National Development Strategy 2007-2015 - adopted by the Council of Ministers on 29 November 2006.
Regional:	<p>REGIONAL STRATEGIES WHICH HAVE INFLUENCE ON URBAN DEVELOPMENT IN THE CITY OF POZNAN:</p> <ul style="list-style-type: none"> - Development Strategy for the region of Wielkopolska till 2020 (long-term, region-wide, general aims of development for the region in most important sectors) - Spatial Management Plan for the region of Wielkopolska (long-term, region-wide, general principles for improvement of spatial management in the region)
City:	<p>CITY STRATEGIES AND PROGRAMS:</p> <ul style="list-style-type: none"> - Strategic Development Program for the City of Poznan (long-term, city-wide, most important strategic aims and directions of development for the City), - Poznan City Development Plan for the years 2005-2010 (medium-term, city-wide, strategy of development in eight priorities: new jobs, investing in knowledge, accessible Poznan, new information and communication technologies, high quality of living standards, culture and recreation, new quality of the city centre, civic Poznan)
Sectorial:	<p>CITY PROGRAMS:</p> <ul style="list-style-type: none"> - Transportation Policy for the City of Poznan (long-term, city-wide, strategic aims in the transport sector), - Program of environmental preservation for the City of Poznan 2004-2007 (medium-term, city-wide, strategic aims in the environmental sector) - Development Strategy for the tourist market in the City of Poznan (long-term, city-wide, strategic aims in the tourist sector) - City strategy for the social policy (long-term, city-wide, strategic aims in the social policy sector) - City program of criminality prevention and protection of citizens safety and public order (long-term, city-wide, strategic aims in the criminality prevention and citizens safety sector) - Long-term program and principles of cooperation between the City of Poznan and non-governmental organizations (long-term, city-wide, main principles and fields of cooperation) - Long-term social housing stock management program for the City of Poznan 2004-2008 (long-term, city-wide, strategic aims in the social housing sector) - Strategy for the development of the national tourist product "The Royal - Imperial Route in Poznan" (long-term, city-wide and area of the town, strategic aims in the tourist sector: preservation of the national heritage and consolidation of national identity)

	<ul style="list-style-type: none"> - Study of conditions and directions of spatial management in the City of Poznan (long-term, city-wide, strategic aims in the spatial development coherent to the principles of balanced development) - Urban Regeneration Program for the City of Poznan (long-term and progressive program, based on selected areas, program of the integrated approach in the fields of economic, social, infrastructural and spatial development)
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6. Please describe the interactions between spatial levels (ex: regions, districts, cities, areas...) concerning your urban development and territorial competitiveness strategy and main projects

Area based approach and role of communities and/or neighbourhoods	<p>Please explain the meaning</p> <p>The communities are consulted as far as spatial planning is concerned (issue described in point 7). As it will be described further, the communities and neighbourhoods are involved in regeneration projects implemented by the City in different districts.</p>
Role of the municipality	<p>Urban development of the City of Poznan is most of all managed by the City Administration. For 10 years the Poznan's development has been conducted and created on the basis of the Strategic Development Programme for the City of Poznan, which determines strategic goals for the development of Poznan.</p>
Role of regional authorities Role of managing authorities Role of national authorities	<p>It is recommended that the City's development documents be in compliance with strategic documents of the higher level, i.e. national and regional.</p> <p>It is especially important upon the arrival of new possibilities of obtaining external resources for the realisation of the City's development projects. In Poland there are two levels of distributing European Funds means:</p> <ul style="list-style-type: none"> - central government administration (large project of "national" significance) - regional government level administration (Marshal's Office) - authorised by the central government to distribute funding from Regional Operational Programmes <p>It is often the case that some projects with functions larger than the regional ones, including those referring to airport development, higher education or national and regional roads are realised in cooperation with regional voivodship government. However, the realisation of the projects related to the City's Development belongs primarily to the local government.</p>

7. Integrated urban development strategies

<p>What are main pillars for the city/region/area/project future development?</p> <p>Please be as specific as possible, including references to law or by-laws, projects, planning documents etc...</p>	<p>Overview:</p> <p>Urban development of the City of Poznan is most of all managed by the City Administration. For 10 years the Poznan's development has been conducted and created on the basis of the Strategic Development Programme for the City of Poznan which determines strategic goals for the development of Poznan. It is recommended that the City's development documents be in compliance with strategic documents of the higher level, i.e. national and regional. It is especially important upon the arrival of new possibilities of obtaining external resources for the realisation of the City's development projects. It is often the case that some projects with functions larger than the regional ones, including those referring to airport development, higher education or national and regional roads are realised in cooperation with regional voivodship government. However, the realisation of the projects related to the City's Development belongs primarily to the local government.</p>
<p>Are you part of any sustainable and integrated urban development process?</p>	<p>Urban Regeneration Program for the City of Poznan (URP) is a long-term and progressive program that will be periodically amended and updated. URP is a program with the integrated approach in the fields of economic, social, infrastructural and spatial development. An important element of the regeneration process is partnership and cooperation of local authorities, local community and other partners (social, artistic, economic and non-governmental organisations) engaged in regeneration activities on a given area. The program is implemented by the City with the cooperation of the following partners: Social Economy Centre, Social Innovation Centre SIC!, Mutual Aid Settlement "Barka", Intercity Art Association, Schools, Faculty of Architecture at Poznan University of Technology, Poznan Archdiocese, Neighbourhood Board, inhabitants and local businessmen.</p> <p>"The Royal & Imperial Route in Poznań" – is a long-term, city-wide project, a part of the National Strategy of Culture Development 2004-2013. The main goal of the project is intensification of monument preservation and popularization of cultural heritage. This project is to be a brand, national product of cultural tourism. This is the first project that has been realised on such a big scale by the City in cooperation with many institution of culture, education, art, tourism and science: seven Theaters, three Museums, five Universities, National Archives, Raczyński Library, "Zamek" Culture Center, Philharmonic of Poznań, "Arsenal" City Gallery, Metropolitan Curia.</p>
<p>In your area, how could you best characterize relations between public authorities and the private sector?</p>	<p>Form of partnerships under Urban Regeneration Programme</p> <p>* Partnership between City and non-governmental organisations – medium-term, centred on a given area, in the sector of social services, economy, art and culture, partnership connected with specific projects (ex: Social Economy Centre, Social Innovation Centre SIC!, Mutual Aid Settlement "Barka", Intercity Art Association, "Centre of the world" Art Association)</p>

<p>Existing Urban development funds?</p> <p>Urban projects under PPP's?</p> <p>Public development companies / private developers...</p> <p>Please give as much information as possible, including economic reports, market analysis, etc...</p>	<p>* Partnership between non-governmental organisations, and associations – short-term, centred on a given area, in the sector of social services, economy, art and culture, partnership connected with specific projects (ex: Intercity Art Association with Social Economy Centre)</p> <p>* Private, local initiatives, groups – informal cooperation, mainly short-term, partnership connected with specific activities, as a respond to the local needs.</p> <p>* Cooperation between City Hall Departments and Municipal Units – city-wide and long-term, involving all sectors, with the aim to carry out City Programmes (ex: Interdepartmental Working Group for the Urban Regeneration Program– exchange of information, data, etc.)</p> <p>Form of legal basis</p> <p>Regarding common public and private investments, since July 2005 there is generally applicable act of law on Public – Private partnership. It is a problematic legal act that mainly limits realisation of private - public enterprises. The process of implementing this legal act has taken much time. Additionally, time and labour-consuming procedure based on bureaucracy, effectively discourages both investors and public bodies to start common investments. However there are intensive works carried over the act and changes in this regards may be brought into life soon.</p> <p>In Poznan, co-operation between the City and private sector in realisation of investments involving the city budget is implemented through the procedures of: competitions announced every year. The offers are evaluated by the commission established by the Mayor.</p> <p>The City issues investments permissions on the basis of Polish law on spatial planning and management.</p> <p>All investments must be in compliance with the Study of conditions and directions of spatial management in the City of Poznan.</p> <p>In order to get information and assistance concerning investment opportunities and binding procedures in the City, private investors and developers may address to the City Investment Promotion Office and get necessary assistance.</p> <p>Decision making processes</p> <p>When it comes to spatial planning in Poznań, there are local plans of spatial management for different city district prepared by the City Hall and adopted by the City Council. Obligation of preparing such plans results from generally applicable Law on planning and spatial management.</p> <p>Each plan sets general conditions for development of a given district and in effect it determines the district character.</p> <p>The plan is prepared and its project is published. Before the project is adopted, it is analysed and consulted with the stakeholders who</p>
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may present their comments and remarks on the project. The comments and remarks are then considered by the City Council.

The final decision on adoption of the local plan of spatial management is taken by the Councillors elected in the general elections by the citizens.

As mentioned above, all investments must be in compliance with the Study of conditions and directions of spatial management in the City of Poznan and with the local plan of spatial management.

Financial instruments used in the cooperation (if any)

Poznan Fund of Credit Guarantees (Poznanski Fundusz Poreczen Kredytowych) – is a financial body created in 1999 by the City of Poznan authorities and bank PKO S.A. Its main purpose is to support SMEs active in the region by giving credit guarantees for bank loans linked with business activity, counselling investors, businessmen, private persons in preparation of, credit applications, business plans etc.

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Apart from the Fund the City implements projects aiming at support for the SMEs. Different Incubators of Enterprise are active in Poznan.

8. Describe existing or planned projects that in your intention could profit of Jessica instrument

(if you have several projects, please fill the documents for each project)

Regeneration areas of the “Urban Regeneration Programme – second edition” in the context of possibilities of financing regeneration projects in the framework of JESSICA financial instrument.

Second edition of the “Urban Regeneration Programme” (adopted by the City Council in 2006) proposed to enlarge regeneration area of Poznań from the district of Śródka (main area included in the first edition of the programme) to Ostrow Tumski, Chwaliszewo (nearby districts) and another regeneration area placed outside the very city centre: Jezyce – Lazarz.

The City is implementing pilot regeneration activities at Śródka district and in The Max Johow housing area (Jezyce – Lazarz). Those areas are characterised with high level of unemployment, poverty, complex situation in the field of property rights (many owners), spatial and housing degradation and decapitalisation.

Due to this reasons Śródka and Max Johow housing area are the first City areas eligible for regeneration of housing settlement. This process includes use of JESSICA financial instrument.

	Śródka	Max JohowaArea
Area:	26,2 ha	11,2 ha
Population: number of inhabitants	1046	3741
Buildings – number of existing housing buildings:	41	81

1. Projects / programme analysis grid:

Project or programme name	Urban Regeneration Programme (URP) for the city of Poznań - pilot area “Śródka”
Localisation(s)	Within Śródmieście district of Poznań, the historic area of Śródka was chosen as a pilot area. The area, together with Ostrow Tumski, Chwaliszewo and Old Town area is of key spatial and functional importance for the Centre of the City of Poznań. The area is located between western old districts of the city and the biggest recreational area in Poznań - Malta and developing eastern areas of the city, next to the city centre section of the Warta river.
Description of the project or programme	UPR for the Śródka district is also a part of the Poznań City Development Plan for the years 2005-2010 - Priority: New Quality of the City Centre; Program: Śródka – Restoration of the River to the City. Śródka is a protected urban-architectural area. At the same time, it is an area which is historically linked to the Cybina and Warta rivers and Ostrow Tumski – the area of the most important symbolic, historic and cultural significance of European, national, regional and local

importance, the area which marks the beginning of Christianity and state civilisation. The areas of Śródka, Ostrów Tumski and Old Town area together with city centre sections of the Warta and Cybina rivers are unifying factors of western and eastern districts of the city of historic, cultural, recreational and service importance. These are the areas, which are particularly important for the development of the City centre. The area of Śródka is protected restoration and archaeological site, the place rich in the monuments of architecture and art of high importance on a national scale.

It has exceptionally high development potential for tourism and recreation. It is situated at the beginning of the Royal-Imperial Route and borders with the biggest recreational area of the city - Malta. The majority of Śródka includes derelict areas in terms of space and function as well as the buildings which need to be renewed and supplemented.

Derelict areas include developed areas, wild green areas and banks of the Cybina river bed. It is here in Śródka and Ostrów Tumski where in the 60/70s of the 20th century, one of the most dramatic decisions related to spatial solutions in the history of the city were taken. The island and Śródka were cut by a wide transport route of interdistrict and transit importance. It destroyed vast gardens next to the archbishop's palace and seminary. The route, by passing through a southern end of the Śródecki Market, separated the areas next to the cathedral and Zagórze and destroyed the whole southern area of the district. An accidental view of the Warta valley was created, which exposed imperfect and cut structure of this characteristic district – town. Exceptionally high traffic on the route disintegrates the area spatially and functionally and greatly limits the existing spatial functions.

Access to the area of Śródka is greatly limited by the lack of safe pedestrian and bicycle ways. There is no link with a historic Ostrów Tumski, which existed before, as well as no integration of the whole area, including the Cybina and Warta beds, with a system of pedestrian ways. There is also no access to Śródka from the river.

Degradation of the area and its spatial disintegration makes it impossible to execute favourable and necessary for this area functions in relation to high historic and cultural values and tourist potential.

Services, tourist and cultural functions are reduced to the level which threatens isolation of the whole area from important areas of the City centre as well as other areas of Poznań.

Existing housing function and construction substance are being gradually decapitalised, or are losing their location values.

The existing situation excludes the area of Śródka from the spatial and functional system of the city and threatens its further degradation.

Spatial and functional situation of Śródka is a barrier for effective execution of the mission of the City of Poznań in this area. It is a significant obstacle for executing the main city development aims.

Regeneration of Śródka will result in the following:

- Obtaining by the city new service and cultural functions, favourable for the development of the city as a metropolis, restoring the area its significance as an important historic and cultural site related to the beginning of the Polish statehood and tourist destination, in connection with Ostrów Tumski and the Royal-Imperial Route.

	<ul style="list-style-type: none"> • Growth of the feeling of national, regional and local identity and the feeling of link with European cultural and civilisation area. • Restoring spatial and functional integration of Śródka with the rest of the city. • Restoring possibilities of development of spatial and functional, historic and cultural advantages as well as ecological and landscape values. • Improving and increasing attractiveness of the city centre housing locations. • Creating the areas of high values of cultural and natural landscape, recreational and tourist functions. • Improving transport system in the city within the development of pedestrian and bicycle ways system. • Creating new jobs in the area of culture, tourist and recreational services.
Level of implementation (with details)	<p>In progress</p> <p>Regeneration of Srodka pilot district has started in March 2006. Up till now several investments have been realised including construction of Cybina bridge linking Srodka with the other part of the City. This investment considered a very important phase of the regeneration process, initiated further activities in this area.</p> <p>Currently social, educational, cultural and artistic activities are carried aiming at integration of the local society and increase of district attractiveness: among others European Day of Neighbours, concerts of ancient music, trips along Srodka, "Colourful City" action for children organised during summer holidays.</p> <p>Regular meetings with citizens are organised. The citizens are very much involved in the regeneration process – they participated in preparation of social concept of Srodka management – a collection of citizens' proposals for managing the district and guidelines for district spatial management plan.</p>
Main operator (with details)	<p>The main operator is Poznan City Hall – Urban Regeneration division. But the URP is implemented in partnership - an important element of the regeneration process - cooperation of local authorities, local community and other partners (social, economic and non-governmental organisations) engaged in regeneration activities on a given area.</p>
Investments (amounts and structure) / with details	<p>Projects already realised or in the process of implementation:</p> <ul style="list-style-type: none"> • Construction of the Cybiński Bridge between Śródka and Ostrów Tumski in Poznań • Renovation of the historic complex of buildings of the Centre for Hearing-impaired Children Bydgoska 4a Street in Poznań • Construction of visual monitoring at Śródka area, • Modernization of sports facilities of the Youth Sports Centre at Gdańska 1 Street in Poznań <p>Till now the total amount of investments in the pilot stage is about:</p> <p>Including:</p> <p>Share of EU structural funds</p> <p>Share of public and of private investment</p>
Level of project or	<p>Expected rate of return on investments</p>

programme economic performance	Other revenues generated by the project
Integrated urban plan (with details)	<p>Is the project / the programme part of a broader integrated and sustainable development strategy:</p> <p><i>Urban Regeneration Programme</i></p> <p>What problems is the project / programme supposed to address:</p> <p><i>Multidisciplinary regeneration of the area (in terms of buildings regeneration, investments, social, economic regeneration)</i></p> <p>What should be the outcomes of the project (visible and measurable impacts)</p> <p>Are other similar projects / programmes on stage?</p>

2. Projects / programme analysis grid:

Project or programme name	Urban Regeneration Programme (URP) for the city of Poznań – Max Johow Area
Localisation(s)	The Max Johow housing area belongs to a bigger regeneration district JEZYCE-LAZARZ, located in the western part of Poznan.
Description of the project or programme	<p>At the turn of the 19th and 20th centuries the main development activity brought an end to existing beautiful parks and pleasant green zones along Glogowska, Wyspianskiego and Matejki streets. The biggest and most prestigious housing estate was Johow-Gelande, today called Max Johow Area, which was built for the richest people in the city. The construction of the district was discontinued when World War II broke out. In 1902 the major initiator of this development idea, namely Max Johow, set up a company. He drafted an urban plan for the whole area. Probably the work was done also by another famous urban planner acting in Poznan, Joseph Stubben. The urban design included not only the size of buildings and line regulation but</p> <p>also indications for interiors. All the buildings were designed along according to the so-called Berlin's model. The main purpose of the design process was to intensify population while increasing the quality of living. A special pattern of buildings was set up. The main building facades were moved a little into centre of the plots thus creating nice inner spaces that surrounded main entrances. Series of such buildings were located one beside another, which created an urban block. One</p> <p>block had a common green space for recreation. The pattern survived the War and buildings were rebuilt in line with this model.</p> <p>Today the area is one of the most pleasant housing estates located opposite the most beautiful Wilson Park, designed in the late 20th century. The northern part of the park has been built in the French style while the southern one in the English way.</p> <p>The Johow area has unique architectural and urban values in the scale of the whole city. In the recent past years the degradation of buildings, flats and surroundings as well as social and economic decline was noted. Actions will be taken to resolve the social, economic, technical and administrative problems. The renewal process will include social participation and cooperation with all parties interested and involved in the regeneration process.</p>
Level of implementation (with details)	<p>In progress</p> <p>Regeneration of the Max Johow area started in 2007 and at the moment it is at the preliminary phase.</p> <p>The activities started: organisation of social activities concerning education, culture, art aiming at social integration of the local community and promoting the idea of regeneration among inhabitants.</p>
Main operator (with details)	<p>The main operator is Poznan City Hall – Urban Regeneration division and Communal Housing Stock Management.</p> <p>But the URP is implemented in partnership - an important element of the regeneration process - cooperation of local authorities, local community and other partners (social, economic and non-governmental organisations) engaged in regeneration activities on a given area.</p>

Investments (amounts and structure) / with details	-
Level of project or programme economic performance	Expected rate of return on investments Other revenues generated by the project
Integrated urban plan (with details)	Is the project / the programme part of a broader integrated and sustainable development strategy: <i>Urban Regeneration Programme</i> What problems is the project / programme supposed to address: <i>Multidisciplinary regeneration of the area (in terms of housing investments, social, economic regeneration)</i> What should be the outcomes of the project (visible and measurable impacts) Are other similar projects / programmes on stage?

9. Urbact Local Support Group, Managing Authorities and Local Action Plan

<p>Possible organization of your Urbact Local Support Group</p> <p>Stakeholder (to be) involved (i.e. administrative departments, regional authorities, political authorities, NGOs, key stakeholders, citizens' actions committees, etc.)</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <ul style="list-style-type: none"> - who could be the component of the ULSG - your relationship with them (ongoing process, previous experiences of collaboration, etc) - how do you intend to involve them - how do you intend to organize local meetings - if you have already contact them and/or 	<p>Since Poznan City Hall has just joined the project we may only point at several partners that we would like to address and invite to participate in the group.</p> <p>When it comes to Poznan City Hall we will involve in the group the following administration units: City Development Department, Department of Business Activity, Department of Communal Management and Housing, Legal Adviser Office, Internal Audit and Control Office and other that will be crucial for the project.</p> <p>As for the external local partners we have already gained the most important one: Marshal's Office of the Wielkopolska Region – regional administration – Managing Authority responsible for distribution of European funding and for implementation of JESSICA in our region.</p> <p>As the City Hall we are already participating in our regional consultations concerning JESSICA and it is a good opportunity to promote the idea of creating Urbact Local Support Group and recruiting its members.</p> <p>Other prospective members are stakeholders from local communities of regenerated districts, private owners, and professional chambers.</p> <p>Normally the meetings are organised by the City Hall after sending invitation of the stakeholders.</p> <p>Mainly their involvement would be necessary to exchange views and creation of the local action plan.</p>
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<p>organized meetings (with all of them or with someone)</p> <p>- if you intend to reserve a budget allocation for local meetings</p> <p>Please fill in the table at the bottom of the section</p>	
<p>Possible content and structure of the LAP (Local Action Plan) in your city</p>	<p>It could be an operational programme that is a specification of Urban Regeneration Programme.</p>
<p>Managing Authorities</p> <p>Please refer to the Urbact Guidelines</p> <p>Specify:</p> <p>- who is the relevant managing authority for your institution</p> <p>- which kind of relationship does exist</p> <p>- how do you intend to involve it</p> <p>- if you are already in contact with them and/or if you have already collaborate with them</p>	<p>Managing authority - Marshal's Office of the Wielkopolska Region.</p> <ul style="list-style-type: none"> - Preparation of Wielkopolska Regional Operational Programme (WRPO) - Many contacts between the City and the Marshal's Office due to implementation of EU funded projects - Implementation of JESSICA instrument in the region (one of the 5 regions in Poland – for 16 regions in total) <p>Recently the Mayor of Poznan addressed a letter to the Marshal inviting the Office to participate in the project.</p> <p>The City Hall is participating in our regional consultations concerning JESSICA organised by the Marshal's Office.</p> <p>Marshal's Office representatives to participate in project meeting in Pisa.</p>

Table: Urbact Local Support Group: Key stakeholder

Name of partner: Poznan City Hall				
Contact person: Natalia Madajczyk; e-mail: natalia_madajczyk@um.poznan.pl; Tel.: +48 61 487 5011; GSM +48 600 487 451				
Name	Brief information about organisation + capacity and motivation to bring about change at local level	Reason for involvement (Needs & interest/ experience & knowledge in the specific topic of the project)	Tasks/ Responsibility	Already Involved?
Lech Langowski	Mayor's Plenipotentiary for Urban Regeneration and Royal Imperial Route, Director of City Development Dept., Poznan City Hall			Yes
Piotr Wiśniewski	Mayor's Plenipotentiary for European Funds, Deputy Director of City Development Dept., Poznan City Hall			Yes
Lech Podbrez	Head of Urban Regeneration Division, Poznan City Hall			Yes
Natalia Szwarc	Urban Regeneration Division, Poznan City Hall			Yes
Natalia Madajczyk	European Funds Unit, International Projects Co-ordination			Yes
Other members to be presented after Piza meeting				
Department of Regional Programme Implementation, Marshal's Office of Wielkopolska Region - to be confirmed but involvement very much possible				

10. Perspectives about involvement in J4C and Jessica Implementation

Please enter your point ideas and thoughts on the proposed questions

Which benefit / learning do you expect from participating in J4C?	<p>We would like to share experience with other European partners in the following domains:</p> <ul style="list-style-type: none"> - What exactly is JESSICA – details and different aspects of its functioning, terms of its implementation - What may be the best models of JESSICA implementation and in the end - its use - How the Cities may optimally benefit from the instrument - Analysing the issue of separate/common UDF for the region and city (in order to answer the question which option is better for the City) - Encouraging implementation of PPP, new perspectives, necessity to change the law (see explanation concerning complicated Polish law situation - point 7) - Support in implementation of integrated plans of sustainable development in the context of urban regeneration
What are the key issues / solutions / challenges / methodologies, etc. you want to exchange?	<ul style="list-style-type: none"> - Types of projects, partnerships, activities carried in the framework of regeneration activities - New possibilities of using integrated plans of sustainable development for the whole City - Fostering PPP - Defining projects eligible for JESSICA support
Intended results / achievements (effects) for your city /region?	<ul style="list-style-type: none"> - defining model procedure of implementing JESSICA - local action plan - elaborating recommendations and exchanging good practice concerning JESSICA and regeneration activities
Intended Outputs?	<p>It could be:</p> <ul style="list-style-type: none"> - Manual of using JESSICA - Local Action Plan concerning implementation and use of JESSICA
Which could be your contribution/role in order to achieve J4C goals?	<ul style="list-style-type: none"> - Participation in exchange of our experiences in regeneration activities - Representing problems common for many cities from Central and Eastern Europe (apart from Romania, Poznan is the only city from New Member States participating in the project)
Intended key actions to be taken	<ul style="list-style-type: none"> - creation of Urbact Local Support Group

to achieve the expected results and outputs	<ul style="list-style-type: none"> - preparing local action plan - activity in the framework of regional consultation group concerning JESSICA created by the Marshal's Office
What are in your opinion the added value and the opportunities by using Jessica instruments in the framework of your urban strategies and local development?	<ul style="list-style-type: none"> - Since there are not many governmental programmes aiming at regeneration, JESSICA might be a very interesting, even unique opportunity for the private owners who are not eligible to benefit from the EU Funds. - It may foster interest of private sector in investing in the regeneration areas and in consequence contribute to city regeneration - Benefiting from new financing source for projects in the framework of integrated programmes of urban development - Promoting integrated approach towards management of urban development
Which could be main difficulties in implementing Jessica and UDFs ? (i.e.: not strong relationship with local stakeholder or private sector, not well-identified urban strategies, etc.)	<ul style="list-style-type: none"> - Polish law (public tender, law on PPP) - Organisational and procedural issues: where the UDF should be created, how many UDFs, UDF management etc - Creating the most effective model of using JESSICA

If there are additional question to be asked, please enter other rows.