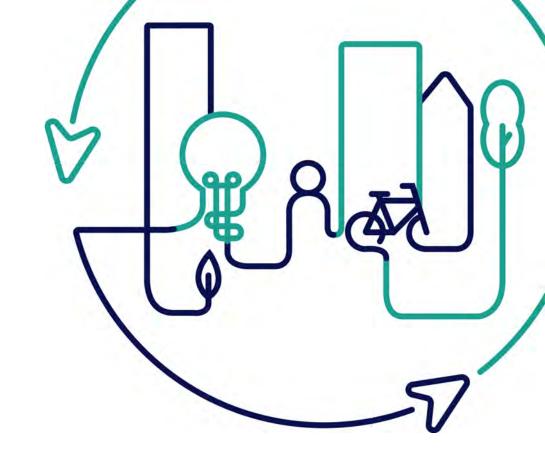
## EUROPEAN U R B A N INITIATIVE





# Access to funding: Practical tools for urban change

Welcome to day 2!





## > OUR 3 DAY JOURNEY 3 DAYS, 3 GOALS

#### DAY 1 – MAPPING THE ECOSYSTEM

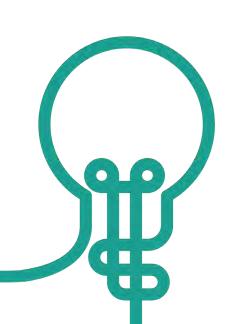
- What kind of funding is available to cities?
- What kind of Innovative Financing Schemes are out there?

## DAY 2 – UNLOCKING ACCESS & STRATEGIES

- How to overcome challenges & barriers
- How to access and combine funding sources to support investment strategies.

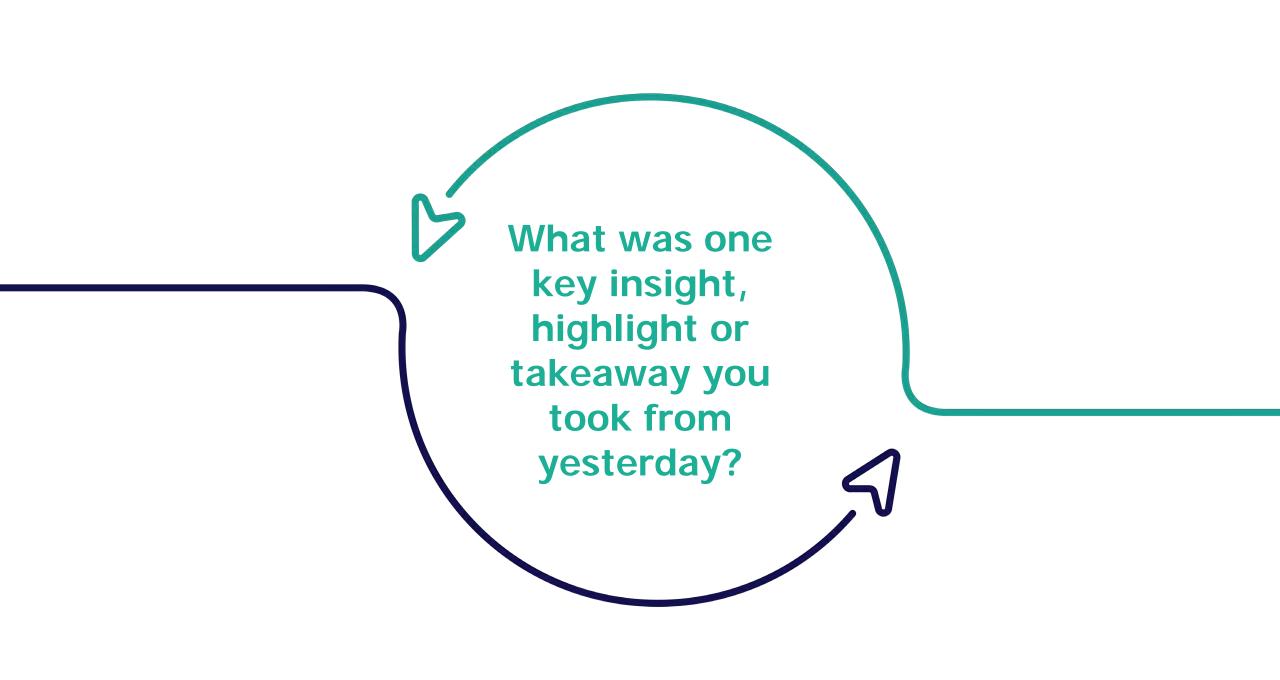
## DAY 3 – BRINING IT ALL TOGETHER

 Applying new learning & insights to funding challenges outside and within your city



#### DAY 1 HIGHLIGHTS, EXPLORING FUNDING OPTIONS FOR CITIES – WHAT'S OUT THERE?

- 1 Keynote: Rethinking Urban Finance
- Funders' Panel: Who Funds What?
- City Pitches Examples of Innovative Financing from Cities
- Site Visits: Local finance in practice
- 5 Funding Market Place & Cities Expo

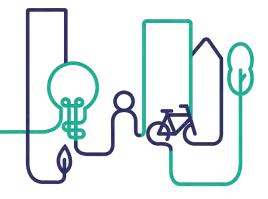


# Our challenge for Today?

How can cities combine funding sources, align with EU and national priorities, and strengthen their capacity to deliver?



# PANEL DISCUSSION: Smart funding strategies for cities





#### A conversation with

- John Moran, Mayor of Limerick, IE
- Filip Watteeuw, Deputy Mayor of Ghent, BE
- Kadija Mernissi, City Finance Specialist, Climate City Capital Hub
- Rik van der Laan, Deputy Head of Managing Authority, ERDF Programme for West Netherlands



# A WORD ON THE UPCOMING Workshops

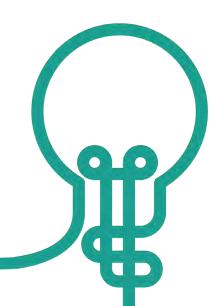
Strand A & Strand B

Carlotta Fioretti & Reka Soos – EUI experts

### **Workshops Strand A**

Reka Soos & Stephen Lorimer EUI experts





## WHY IS IT IMPORTANT TO EXPLORE BLENDED FINANCE OPTIONS FOR URBAN PROJECTS/ INVESTMENTS?

- City needs for financing is far more than grants and public funds can cover: Infinite wish for better public infrastructure, services, quality of life...
- Demand is less than needs for repayable financing as it is conditioned by borrowing capacity, city financial indicators, non-revenue generating assets, public goods
- Non-reimbursable funding generates demand
- Non –reimbursable funding leverages repayable financing
- De-risking project portfolio and strong municipal client increases access to finance
- > There are good options and strategies out there and this is in focus of the workshops

### ROTTERDAM The Netherlands



#### 213,549 inhabitants

Strategic objective - attract private investors in an extended and diverse business parks' infrastructure Total investment in Business Projects: €93 mil., [non-refundable funds € 33 mil.; public contribution € 60 mil.]

Private investments: € 709 mil.

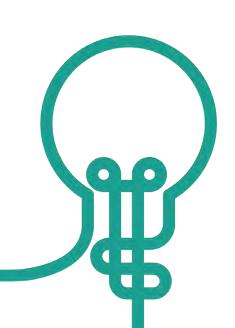
#### **ORADEA**

Romania

655,468 inhabitants
Funding urban development through Jessica and the Urban Development Fund
In focus energy transition and the business

Two Cities blend financing, attract private investments and work with the private sector to transform their vision into reality.

ecosystem sectors



# Workshop A – Combining funding sources & Engaging private sector investment

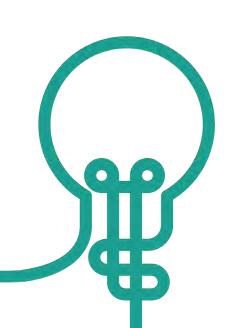
The **objective of** the workshop is to raise awareness and generate discussions arround the following topics:

- Funding gap why 100% public finance / grant is not possible?
- How to attract private investors / development banks/commercial banks?
- How to how to create partnerships for urban development, engaging investors and non-public partners effectively?

### **Workshops Strand B**

Carlotta Fioretti & Marion Cugnet EUI experts





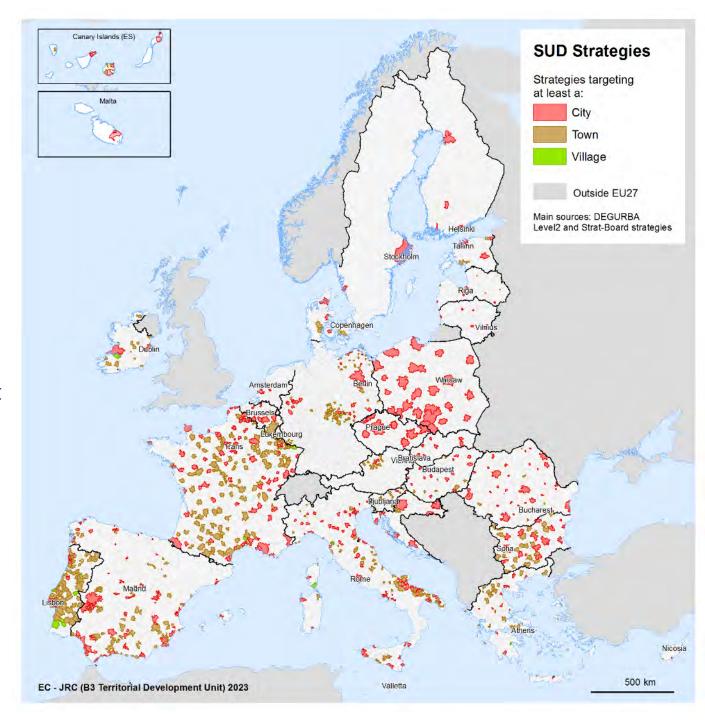
# **WORKSHOP B - Unlocking Cohesion Policy objectives**

The workshop aims to tackle the following learning objectives:

- How to identify and prepare for funding applications to benefit from Cohesion Policy and EU funds
- How to establish the appropriate funding mix for complex projects
- How to align local priorities with funding criteria and Cohesion Policy objectives at the national and EU level

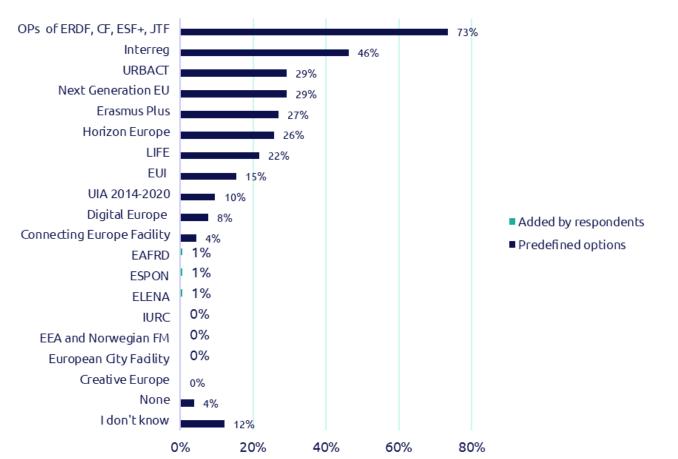
### THE IMPORTANCE OF COHESION POLICY FOR CITIES

- Cohesion Policy is aimed at addressing regional disparities across the EU
- Sustainable Urban Development as a compulsory measure for member states (at least 5% of ERDF in 14-20, at least 8% in 21-27)
- ▶ In 2014-2020 more than 1000 strategies of Sustainable Urban Development, half of them (49.7%) targeting small urban areas (settlements with less than 50.000 inhabitants).



### EUI FORWARD-LOOKING SURVEY: EU FUNDS USED BY CITIES TO IMPLEMENT THEIR STRATEGIES

Which ones of the following EU initiatives and/or funds has your city/organization used to implement sustainable urban development strategies or broader urban policies in the past 10 years?



- 51% of respondents selected from 2 to 5 EU initiatives
- Cohesion Policy initiatives are the most often selected
- Erasmus Plus was selected in particular by towns and Horizon and Life by medium-large cities

#### Challenges and opportunities in accessing EU funds

Policy Atlas of Sustainable Urban Development in Small Urban Areas (JRC, 2023)

#### **Challenges**

- Limited staff and skills
- Difficulty aligning local needs with EU strategic priorities
- Limited knowledge of available funding opportunities
- Challenges in identifying the most suitable funds
- Challenges in combining resources and creating the optimal funding mix for complex projects

#### **Opportunities**

- Invest in developing internal competencies
- Forge strategic partnerships with external actors
- Adopt a strategic approach
- Engage local communities and stakeholders in shaping a shared vision
- Explore innovative solutions
- Establish effective multilevel governance arrangements

https://publications.jrc.ec.europa.eu/repository/handle/JRC132926

#### **KOZANI**

**Greece** 

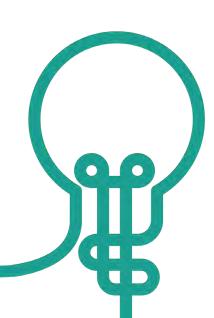
74,447 inhabitants
An integrated urban development strategy
A flagship project: the Fortress
Cohesion Policy, URBACT, Interreg, LIFE,
Horizon Europe, IEE, DUT...

#### ALBA IULIA Romania



71,388 inhabitants
A Climate City Contract
An innovative action: Ecozani
Cohesion Policy, Horizon Europe, Interreg, LIFE,
Just Transition Fund, EIB/Financial
Instruments...

Two small cities which were able to mobilise Cohesion Policy and several other EU programmes and funds to implement their local sustainable strategies



#### **SUSTAINVILLE 2030**

#### STEP 1

- Use this canvas to establish the funding strategy (in terms of EU grants) to implement Sustainville 2030
   Identify which projects (or parts of projects) can be supported by Cohesion Policy funding
- . Determine which additional EU funds could complement CP support to implement the strategy

The Green Neighbourhoods Project

The Sustainville Arts Festival and Residency Program

The Sustainville Mobility Hub Project

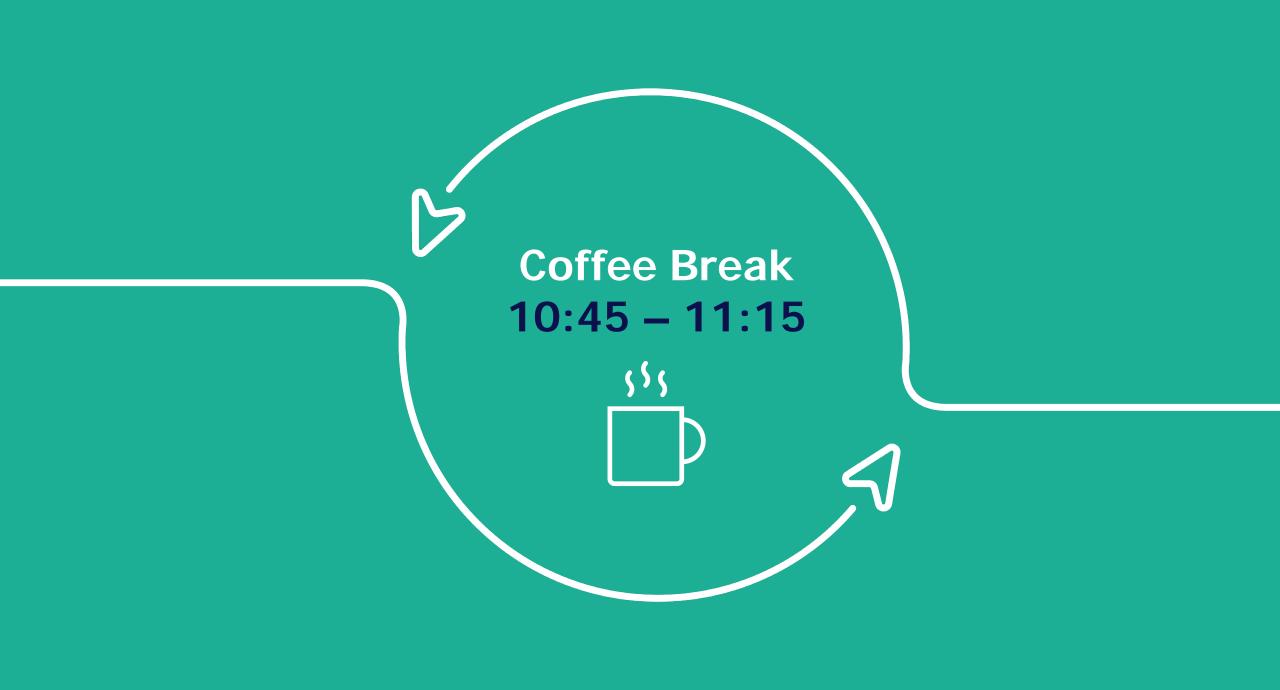
The Sustainville Public Buildings Energy Refurbishment Project



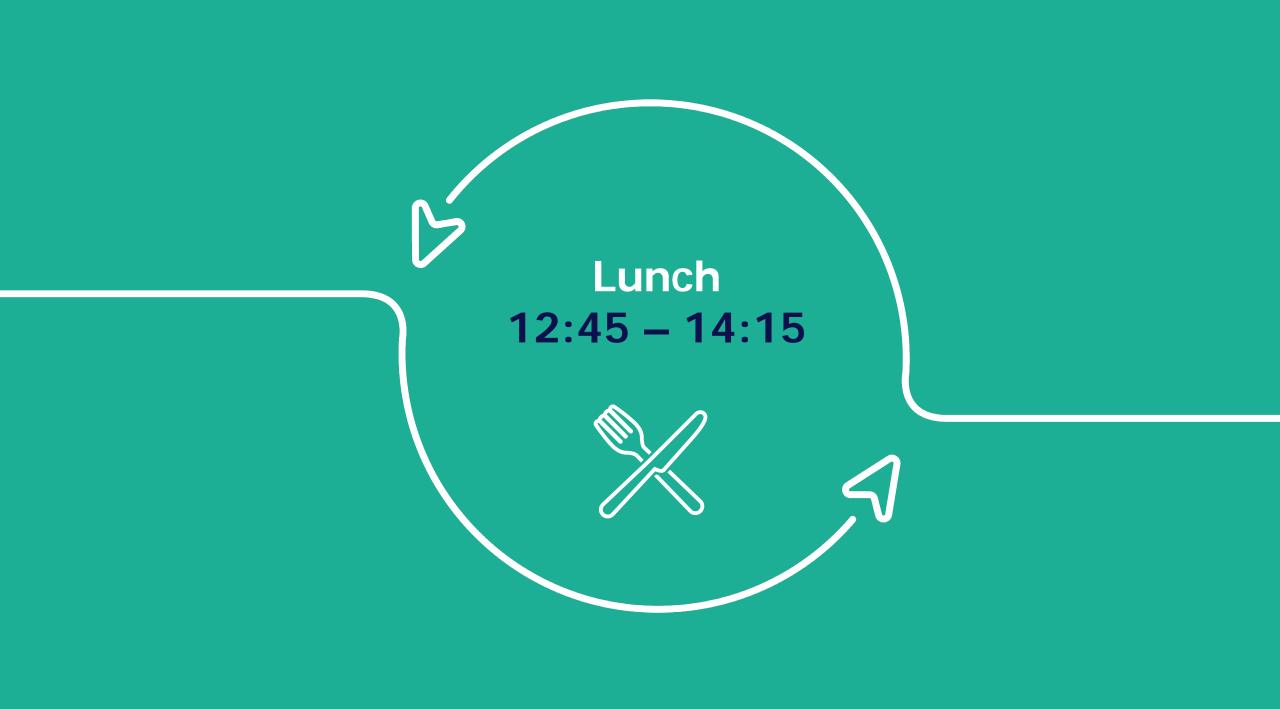
#### **Small working** groups

**SCENARIO PLAY** 

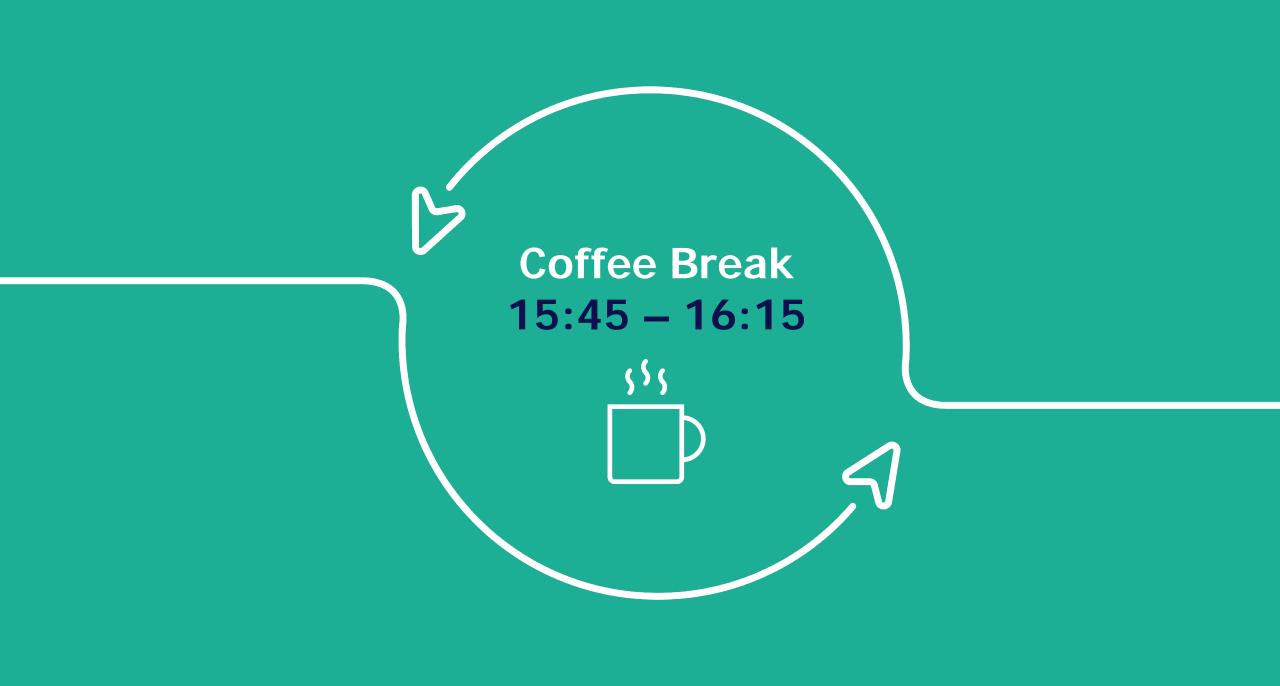


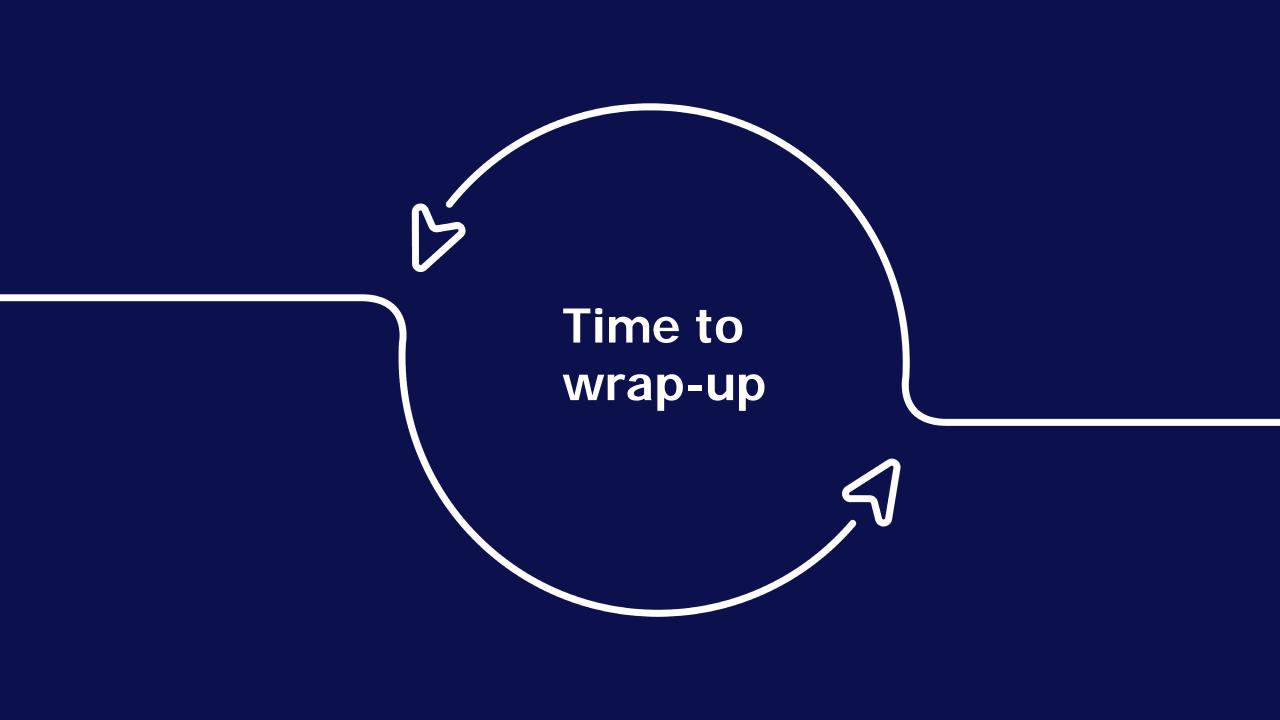






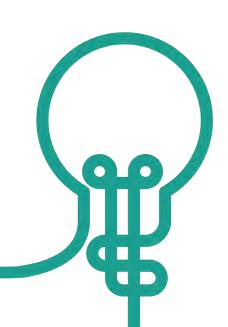






# Funding marketplace & City case studies expo

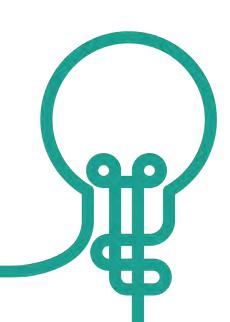
Discover, Connect, Exchange: Turn ideas into investment



#### Funding market place & City case studies expo:

World café - How does it work?

- Begin by joining your designated table
- Your table host will briefly present their funding mechanism, support or service
- Share your own experience or funding challenge, reflect on the relevance to your own city, ask questions, exchange, plan next steps.
- When the bell rings (3 x 15 minutes) move to the next table & repeat
- Final 15 minutes note your thoughts on the feedback boards



#### Funding market place & City case studies expo: Reflect on the following as you move around & feedback

- 1 What inspired you?
- What challenges would you face applying these ideas at home?
- Who in your city needs to hear about this?

### Workshop A1 and A2

**Combining funding sources & Engaging private** sector investment

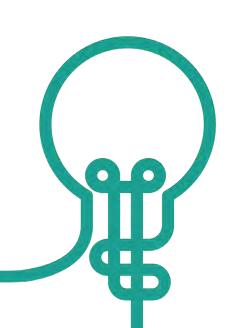
A1: ROTTERDAM, Energy Transition, JESSICA

A2: ORADEA, Industrial Parks and Business

**Ecosystems** 

Reka Soos EUI expert





# **WORKSHOP A – Combining funding sources & Engaging private sector investment**

The **objective** of the workshop is to raise awareness and generate discussions arround the following topics:

- Funding gap why 100% public finance / grant is not possible?
- How to attract private investors / development banks/commercial banks?
- How to create partnerships for urban development, engaging investors and non-public partners effectively?

# Workshop A1 Agenda, Rotterdam energy transition

| • | Introduction (this)                    | 5 min  |
|---|--|--------|
| • | Presentation of Case Study – Rotterdam | 20 min |

#### **GROUP WORK**

| • | Organize into groups 6-8 per table, tour de table | 5 min  |
|---|---|--------|
| • | STEP 1: Group work part 1 (post its)              | 25 min |
| • | STEP 2: Group work part 2 based on check list     | 20 min |

#### **PLENARY**

Wrap up in plenary

15 min

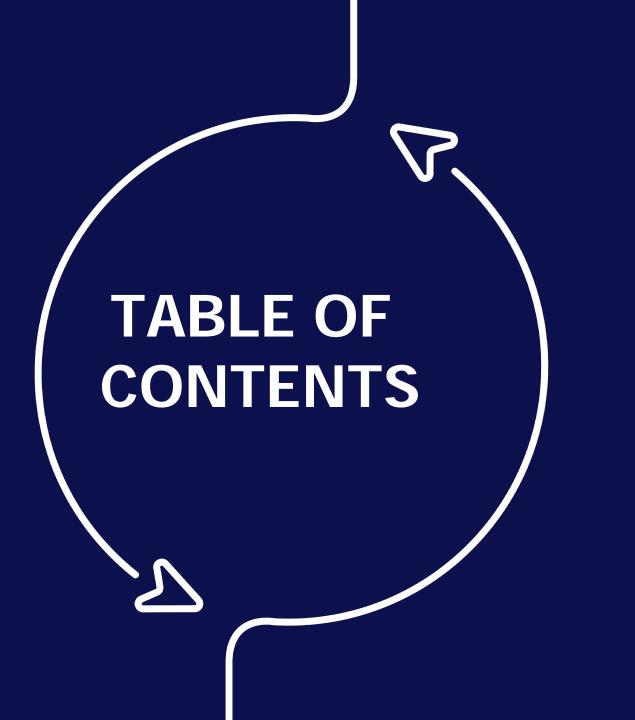
# INNOVATIVE FINANCING OF SKILLS & TRAINING SUPPORTS

Rik van der Laan Rotterdam, NL

# JESSICA funds in Rotterdam and The Hague







- 1 WHO IS JESSICA
- 2 JESSICA IN DUTCH CITIES
- 3 INVESTMENTS WITH JESSICA
- 4 LESSONS

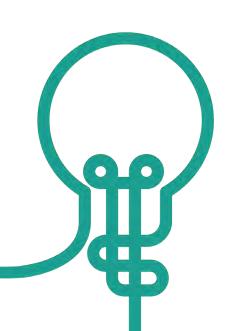
## What is JESSICA?

And what does it have to do with Urban devopment?



# Joint European Support for Sustainable Investments in City Areas

- ➤ Revolving funds for urban development a euro can be spent more than once
- ▶ Part of European Cohesion policy
- ▶ In The Netherlands via ERDF
- ▶ Introduced by EC and EIB
- > Complementary to subsidies, need for market failure for investments
- Need for private and public cofinance

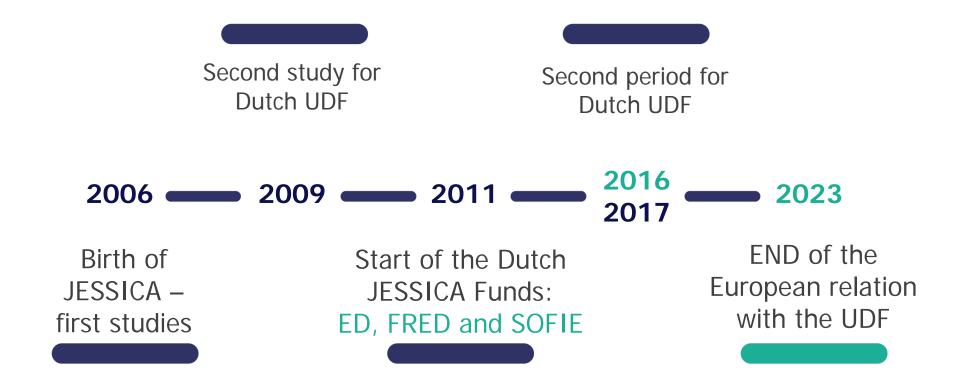


# IMPACT ON INTEGRATED URBAN DEVELOPMENT IN 5 DIFFERENT CONTEXTS OF COHESION POLICY

- Financial context: return on investment with focus on economic and social inclusiveness and cohesion
- Economic context: spill-overs and impact on economic growth and welfare of the Union
- Social context: investments in social sustainable projects and trying to counter growing social inequality
- Territorial context: JESSICA is based on territorial integrated investment strategies
- Horizontal context: requires an integrated approach and combination of context of the investments

### **JESSICA** in Dutch cities

#### **Timeline**



# 2 ways to structure a JESSICA fund

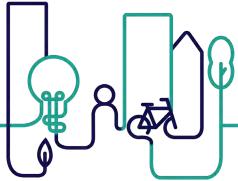
Directly implemented under a Management Authority

- SOFIE fund in Rotterdam
- ▶ Direct relation between the fund management and ERDF

Via a Holding Fund

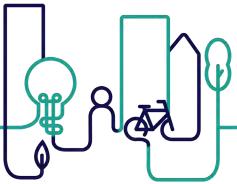
- ➤ ED and FRED fund in The Hague
- ➤ Managed via an intermediate authority, funded via subsidies from ERDF

directly to funds



# Setting up the funds

- State aid regulations
- ➤ ERDF regulations prohibited 100% financing of the funds
  - ➤ 40% to 50% ERDF financing always requires cofinancing from other sources
  - ▶ both private and public cofinancing possible on different levels
- > Tenders for public procurement for an independent fund management
- Clear regulations and process for aquirering loans an equity



## 5 examples of investments with our JESSICA Funds

- 1 HET ZUIDERZIEKENHUIS ROTTERDAM
- STICHTING WIJKVERBETERING
  ROTTERDAM ZUID ROTTERDAM
- THE NEW FARM THE HAGUE
- TITAAN THE HAGUE
- THE HAGUE GEOTHERMAL HEAT THE HAGUE

#### **ZUIDERZIEKENHUIS ROTTERDAM**

- Old hospital repurposed for housing, education and places to work
- SOFIE investment in the education and work places
- > Investment of € 3.000.000 from SOFIE
- ➤ Investments from 2.500.000 from private invester BOEi



# STICHTING WIJKVERBETERING ROTTERDAM-ZUID ROTTERDAM

- Organisation for improvement of housing in Rotterdam
- ≥ 2 investments with SOFIE
- > First loan: € 1.500.000
- Second loan of € 200.000
- Due to the investments with SOFIE Bank offered a loan and the city gave a subsidy as cofinance



# THE NEW FARM in the City of The Hague

- A vertical industrial aera in an old Philips factory
- Owned by the Coöperation
   Starterspanden shared between the
   FRED fund and The Hague
- Investments in the interior to house new Startups
- ➤ € 800.000 investment from FRED matched with € 1.000.000 from the city of The Hague



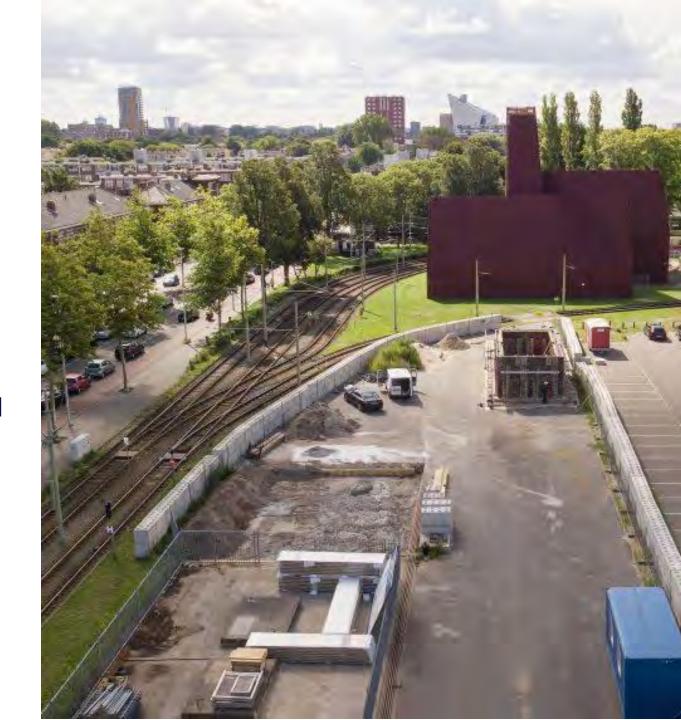
# TITAAN THE HAGUE

- Old factory repurposed for startups and scaleups in an revitalised area
- > € 3.000.000 from FRED fund
- Dver € 10.500.000 cofinance from private partners



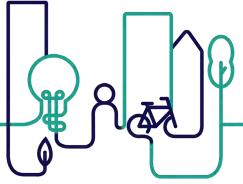
# GEOTHERMAL HEAT THE HAGUE

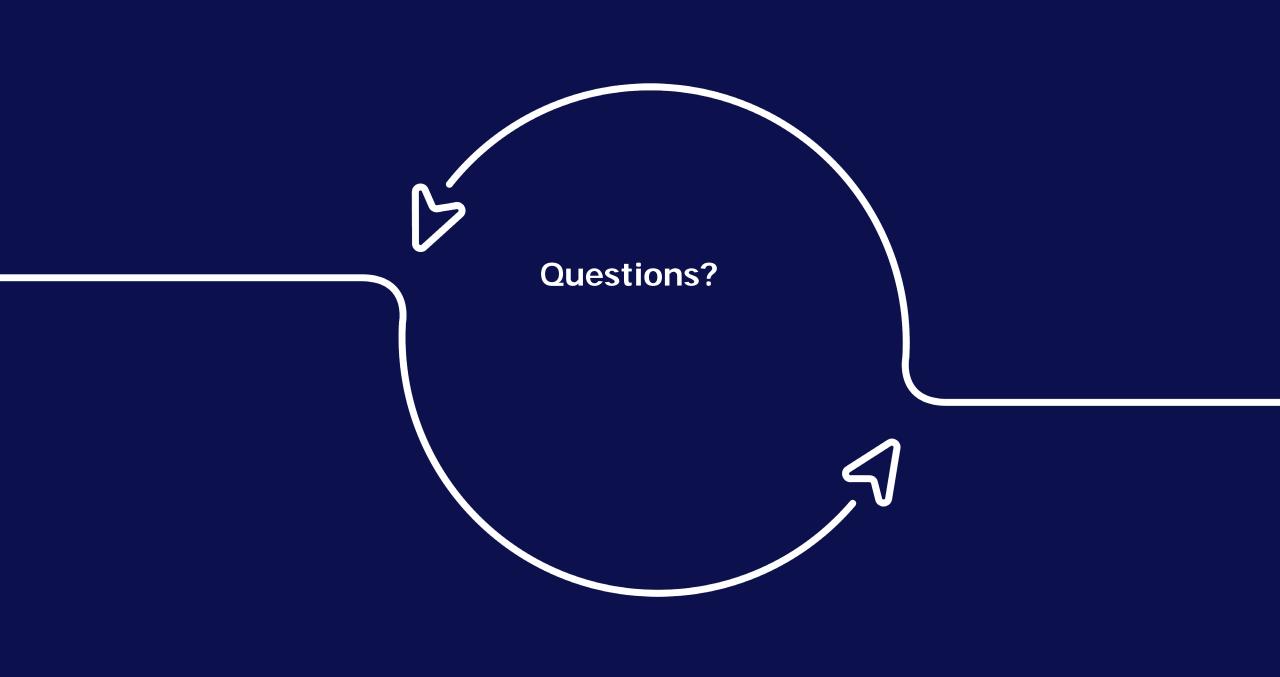
- With help of the ED fund investments in public geothermal heat network
- Due to ED, Haagse Aardwarmte could invest in the facility
- Dover time, over € 4.800.000 in loans and over € 4.300.000 in equity from ED
- Private investments over € 8.000.000 from shareholders
- ➤ Refinanced part from ED fund via public bank for Energy projects



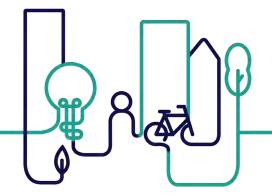
## Lessons learned with JESSICA

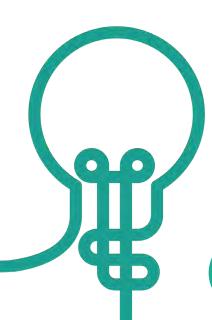
- > A euro can be spent more than once
- > Higher return on investment
- ▶ Cofinancing on the level of a project or a fund is possible but:
  - Difficult on the level of the fund
  - Market failure and state aid at the level of a project
- Investment management with longer term relations due to private legal forms





# Thank you



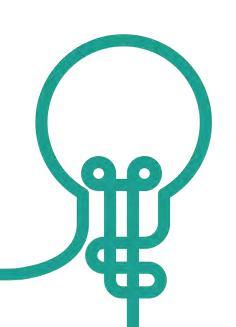


### **WORKSHOP A 1 - Rotterdam, Energy transition**

## Methodology

Join your designated tables: 4 groups are formed around the tables, 6-8 participants each

- Groups reflect on the case study presentation, and brainstorms to provide group responses to the overarching questions:
  - What are the 3 most important hesitations of private partners/financing institutions to cofinance the energy transition project portfolio of the city? Based on responses – creation of a common risk-wall.
- Groups work with a 'checklist' to identify response strategies, actions that can be taken to de-risk the portfolio. Identify actions and strategies that best fit the identified risks.
  - Which strategies/ actions are best to reduce the identified risks and why?
  - After each group-work session, participants share the main outcomes from the group discussions in 2-3 minute summary



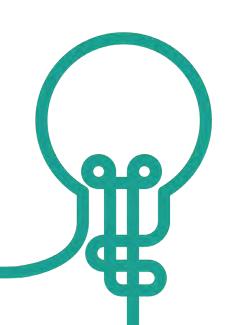
## **WORKSHOP A 1- Rotterdam, energy transition**

#### Part 1: Question to answer

- What are the 3 most important hesitations of private partners/financing institutions to cofinance the energy transition project portfolio of the city?

Three postits for each group.

2.5 min presentations from groups.



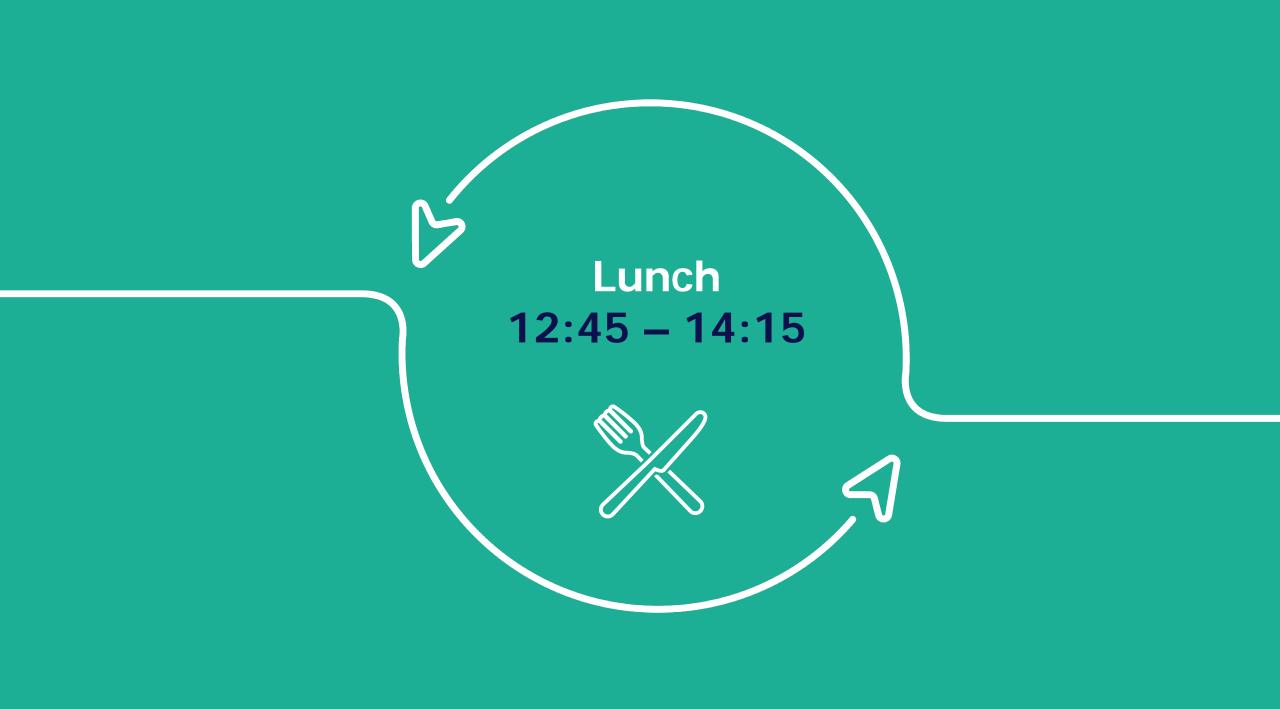
## **WORKSHOP A 1 – Rotterdam, energy transition**

### Part 2: Question to answer

- Which strategies/ actions are best to reduce the identified risks and why?

Pitch your strategy to answer to the risks you identified

2.5 min presentations from groups.





# Oradea PPP: Smart Industry & Business Ecosystem

Daniela Moţoc - Head of the Investments and Project Implementation Service Internationally Funded Projects Management Department Municipality of Oradea





# **Municipality of Oradea**

Key figures







**GDP 2024** €8 Bilion

16 % standard corporate income tax 21 % Standard VAT 10% Standard personal income tax 8% Divident tax



gross earnings -7,342 RON ≈ €1,477 (November 2024)



Unemployment rate 2,3% (March 2025)





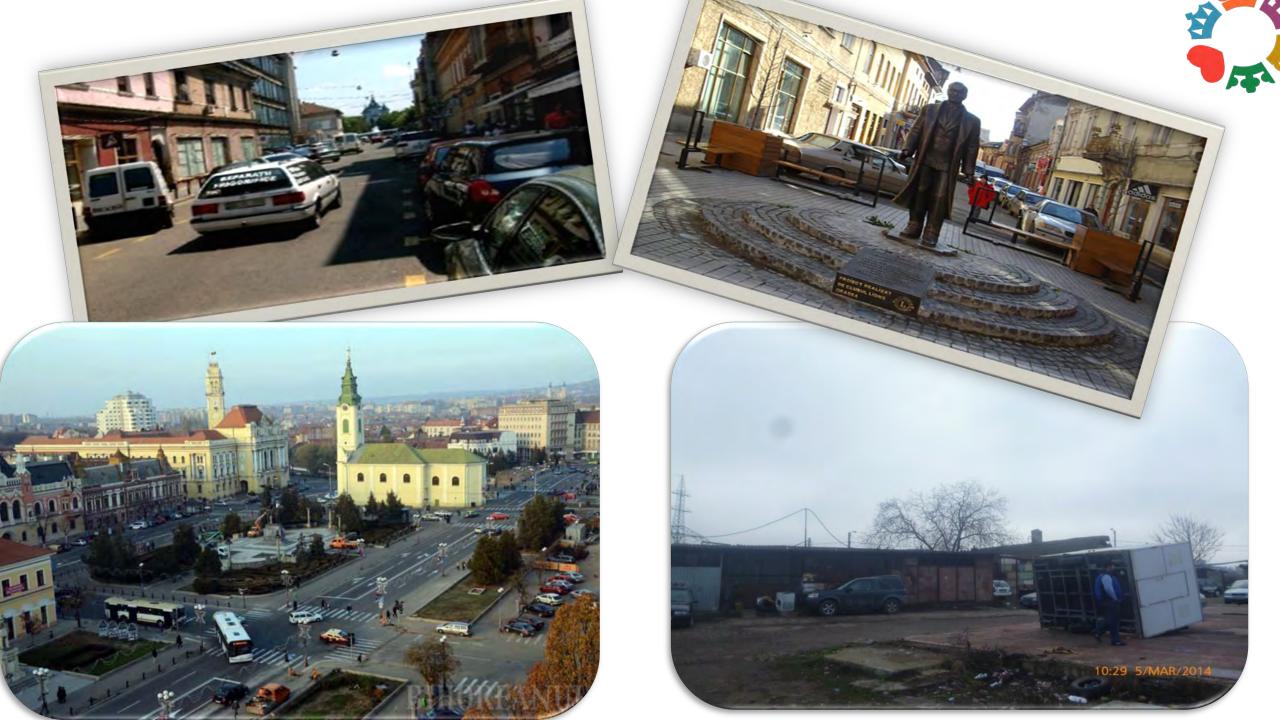
North-western Romania

Over 11.500 hectares

One of Romania's most dynamic and developed cities







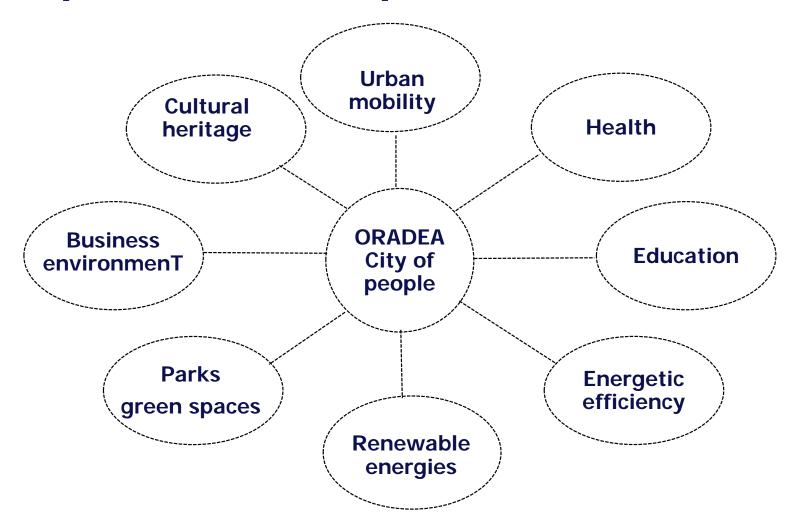


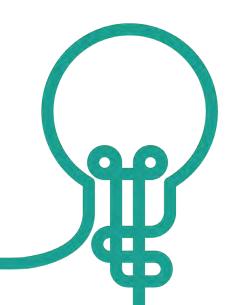


# **European funds**

# The main pillar of development









#### Strategic project overview

- 1 Vision
- 2 Programming
- Project maturity commitment
- Integrated approach
- 5 Team

- European funded

  projects worth over € 1,5
- **Billion** in the last 15 years
- 15 years of EU funds =30 years of local budget
- Funding Cycles
  - 2007 **–** 2013 →
  - 2014 **–** 2020 →
  - 2021 **–** 2027





[ **a** ] Partnership established with the EIB (European Investment Bank) to finance a portfolio of Oradea's Municipality projects

- Finances a portfolio of city's projects
- EU-funded projects are replaced by other priority projects

[ **ⓑ** ] Loan-funded **Start** → **EU** Reimbursement

E.g.: 20 mil EUR loan covered payments for projects completed in December 2015



# It always seems impossible until it's done

Your work on this project has been really impactful.





# Municipality of oradea bussiness environment map



#### **Public-Private Partnership incentives**

#### LOCAL GOVERNMENT SUPPORT

- Competitive land price
- Infrastructure
- Ease to build (urban planning, building permit is issued in 7 working days)
- Vocational education
- Partnership with the University
- Public investments in order to improve the quality of life

# INCENTIVES Tax incentives Local

- CoExemption from paying building tax
- building tax: 1.15% from the book value of the building/year
- Exemption from paying land tax
  - land tax: 0.16 euro/sqm/year
- Reduced building permit fees
- Local De Minimis Incentives:
- 3-year support for Industrial & Specialization Park residents:

100% land tax exemption 50% building tax reduction

Up to €100,000 / beneficiary

## INCENTIVES National:

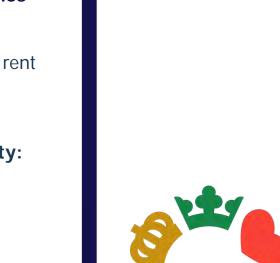
- Profit tax exemption for reinvested profits
- Research & Development incentives (deduction of 50% of the eligible expenses for R&D activities; accelerated depreciation for devices and equipment used in the R&D activities)

# Non-refundable cash subsidies – state aid schemes - Scheme for assets - Romanian Tax Authority:

- > minimum 1 million investment
- eligible costs: acquisition/production of assets and rent expenses for investment construction
- intensity: 50%

#### **Scheme for salary costs - Romanian Tax Authority:**

- > minimum 100 new working places
- eligible costs: net salary and all related taxes for a period of 2 consecutive years
- intensity: 50%



#### Flexible Industrial Land & Strategic Development Insights

#### Flexible Land Acquisition – INDUSTRIAL PARKS

- Sale-Purchase Contract (Installments & Retention of Title)
- Duration: Minimum 25 years
- Annual installment: Set at auction/negotiation (for investments over 5 mil Euro)
- ▶ ★ Early full payment: Allowed after investment & staffing commitments
- Admin fee: €0.5/sqm/year (excl. VAT)
- Retention of title: Land remains park property until fully paid by investor
- ▶ Benefit: Flexible payment + possibility of early ownership after fulfilling commitments

#### **Market & Strategic Insights**

- Source: Oradea Integrated Urban Development Strategy 2021-2027 (SIDU)
- Purpose: Support economic growth, attract private investments, diversify industry
- Initiatives: Business incubators, innovation hubs, industrial parks, specialized infrastructure
- Market Analysis/Investor Interest: Demand confirmed via letters of intent from potential investors
- Private Sector Focus: Infrastructure and service designed to facilitate investment and entrepreneurship





#### **ADLO - Oradea Local Development Agency**

- Public company sole shareholder: Oradea Municipality
- Core business: administration of industrial parks (infrastructure investment & maintenance, electricity distribution)
- Investor relations support for establishing businesses in Oradea & Bihor County
- Collaboration with public agencies facilitating permits and local procedures
- Link between private investors and education institutions
- Public investments to improve quality of life

ADLO mission is to become an important supporter of the Bihor County economic sector, promotor of innovation and partnership between private, public and academic sector in order to increase local and regional competitiveness.





#### **Business incubator - CRESC**

- Investment value: 3,6 millions euros (50% European funds )
  - rehabilitation of the building
- > Loan: €1.1 mil
- Building construction: 2.200 sqm
- Opportunity for selected companies to access start-up support services across pre-incubation, incubation, and post-incubation stages.
- ▶ Incubated Companies: 26 (target 31 companies until Dec 2026)
- Doligation: Create & maintain at least 2 jobs during incubation
- Facilities: 6 workshops, 2 prototyping workshops, a painting workshop, an architecture office and design workshop, 17 offices for future residents, 30 workspaces, meeting rooms, conference room





#### Incubated companies will:

- Receive support in developing business strategies
- Be hosted in the Business Incubator building
- Benefit from consultancy and office space
- Participate in trainings, seminars, and conferences
- Receive assistance in attracting funding.

#### **Incubation Services**

- Incubation Fee Open Space Workstations €10 + €40 (excl. VAT) Includes access to all incubator facilities and utilities
- Incubation Fee Office Space€10 + €5/sqm (excl. VAT) -Includes access to incubator facilities and utilities
- Specialized Consultancy & Mentoring Services€30/hour of mentoring

### **Eurobusiness Industrial Park I**

Located in Oradea on E79 at 4 km from the border with Hungary

➤ Total area: 144,73 hectares

Residents: 52 companies

Private investments worth: € 462 mil

▶ 100% occupancy rate





- Project funded through ROP 2007-2013
- ➤ Total investment: 20 mil Euro (50% European funds)
- > Hypo Bank Credit: €10.3 million loan
- Impact: 7.955 jobs created, significantly contributing to local economic development.
- All utilities at the property limit: internal access roads; sewer network; water supply; district heating; telecommunication, electricity and natural gas is available up to the property boundary.

### **Eurobusiness Industrial Park II**

- Located in Oradea, just 17 km from the Hungarian border and 3 km from Oradea International Airport, with easy access to the city's ring road.
- Total area: 78,76 hectares
- Residents: 45 companies
- Private investments worth: € 129 mil
- 100% occupancy rate
- > Local budget funded: € 900.000
- Impact: 2.525 jobs created, significantly contributing to local economic development.
- All utilities at the property limit: internal access roads; sewer network; water supply; telecommunication, electricity and natural gas is available up to the property boundary.



### **Eurobusiness Industrial Park III**

- Located in Oradea at 5 km from the border with Hungary, access to the city ring-road
- > Total area: 17 hectares
- All utilities at the property limit
- Residents: 27 companies
- ▶ 100% occupancy rate





- > Local budget funded: €1.43 mil
- Impact: 432 jobs created, significantly contributing to local economic development.
- Private investments worth: €29 mil



### **Eurobusiness Industrial Park IV**

- Located in Oradea just 7 km from the Hungary border and 5 km from Oradea International Airport
- Access to an industrial road
- Total area: 6,5 hectares
- Land available: 6,5 hectares
- 24 plots available for development, plus 1 plot for administrative services, such as a solar PV field.
- ▶ Local Budget Project: € 3.5 mil
- Project under implementation -a II utilities at the property limit
- Estimated private investments worth: € 36mil
- Estimated jobs created: 400



# **Biggest employers**

- Plexus: 2.100 employees (electronic manufacturing services, industries: medical, aeronautics, military)
- Celestica: 2.000 employees (electronic manufacturing services, printed circuit assembly, systems assembly, systems integration)
- Connectronics Romania: 1.400 employees (manufacture of loaded electronic boards)
- Faist Mekatronic: 1.200 employees (manufacturing of high quality Aluminum die casting, precision machining, surface plating components and assemblies for telecom, automotive, railway and industrial markets)
- Plastor: 1.200 employees (plastic injection, assembly of auto parts, ski boots)

- Purem by Eberspacher: 800 employees (produces exhaust systems for automotive)
- Vernicolor: 700 employees (innovation and high quality decoration parts)
- Nidec Oradea: 600 employees (design and manufacture of servo motors)
- Comau: 500 employees (technical design & manufacturing of robots for automotive)
- Shinheung: 350 employees (plastic injection, metal stamping blue ray DVD systems, LCD)
- employees (electric motors, generators, and transformers, as well as electrical distribution and control devices)



# **Oradea Smart Specialization Park 1**

- Project Value: ~ € 6.38 mil (incl. VAT), under implementation
- ▶ EU funded: 42,50%, Local contribution: 57,50%
- Investement: access roads & utilities for 16 plots + 1 administrative plot
- Located near the future Oradea–Arad express road with access via
   DJ797 (Oradea–Sântandrei)
- Supports high added-value companies, boosting local economic growth
- Surface: 18,60 ha
- Utilities: under development to be 100% finalized until the the end of 2026
- Estimated private investments worth: € 24 mil
- Estimated jobs created: 420

#### **LAND COSTS:**

- ▶ Rent price: starting from 3,2 euro/sqm year+VAT
- Adminsitration fee: 0,5 eur/sqm/year+VAT
- Posibility to buy: YES, after 10 years of rent



- SME Support Non-reimbursable funding secured: €3,729,375 for high added-value economic activities based on advanced technologies, innovation, and knowledge
- Minimum 5 SMEs to benefit from the funding
- 5 resident SMEs concession & financing contracts under the call for resident SMEsSupports – RP 2021-2027

# **Oradea Smart Specialization Park 2**



### **Impact**

- SME Support Non-reimbursable funding secured: €3,729,375 for high added-value economic activities based on advanced technologies, innovation, and knowledge
- Minimum 5 SMEs to benefit from the funding
- 5 resident SMEs concession & financing contracts under the call for resident SMEsSupports – RP 2021-2027

**Project Value:** ~ 9.66 M EUR (incl. VAT), under implementation

- ➤ EU funded contribution: 40%, Local contribution: 60%
- Investement: Includes access roads & utilities for 16 plots + 1 administrative plot
- Located: str. Sântandreiului nr. 31 Oradea, at 7 km from the border with Hungary
- > Surface: 19,51 ha
- Utilities: under development to be 100% finalized until the the end of 2027
- Estimated private investments worth: € 24 mil
- Estimated jobs created: 450

#### **LAND COSTS:**

- Rent price: starting from 3,2 euro/sqm year+VAT
- Adminsitration fee: 0,5 eur/sqm/year+VAT
- Posibility to buy: YES, after 10 years of rent



### Oradea intermodal hub

- Financed by the Large Infrastructure Operational Program 2014 2020, OS 2.4 Increasing the volume of goods transited through intermodal terminals
- > Total project value (VAT included): ~ € 14,8 mil
- Non-refundable project value: € 9,8 mil UE 66%
- Project completed at 31.12.2023 6 months execution
- The Intermodal center is included in the General Transport Master Plan of Romania
- ➤ The only intermodal center financed by POIM 2014 2020
- ▶ 1 company operating the intermodal HUB transparently selected
- Private investments worth: € 5 mil
- Jobs created: 10







### Oradea intermodal hub



### **Strategic position**

- Direct access to E60/DN1 & A3 (Bors Hungary border)
- Close to Oradea Industrial Park 1

### **Impact**

- Storage capacity increased 1.5x in
   Oradea's multimodal centers
- Handling of approx. 10,600 TEU/year
- Reduced road congestion → fewer accidents, lower emissions & noise
- Socio-economic growth → budget revenues & new jobs
- Improved freight transport with positive effects on environment & safety

### **Facilities**

- **1. Electricity supply and distribution** License for electricity distribution services from 2016 by ADLO
- 2. Service centers (business hotel and other facilities) housing complex for commuters
- 3. Education kindergarten located in Eurobusiness IndustrialPark I project financed through POR 2014-2020
- **4. The dual system of vocational education.** Students benefits:
- Scholarship 400 lei/student/montly
- > Transportation to and from the practice site
- Equipment
- Hot meal during practice (in some companies)
- Accommodation and meal supported by Oradea Municipality
- Possibility of employment during the holidays
- Possibility of further employment



### **Facilities**



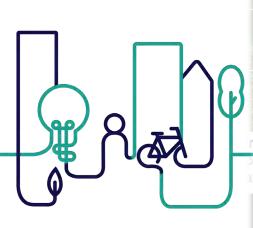
### 5. Education Development Center (The Spot)

- Develop the skills of young people, both formal and non-formal, to prepare them for adult life through integrated education/career orientation
- > It will also meet the needs of young people and trainers (educators, teachers, educational advisers)

#### 6. Block of flats

ADLO built the first residential building to be rented by local companies

- residents of the industrial parks.
- > 59 Apartments with 1 room, 1 kitchen, 1 bathroom, 1 balcony
- ▶ 6 Apartments with 2 rooms, 1 kitchen, 1 bathroom, 1 balcony





n order to give support to all ompanies in their fight for retaining and attracting new workforce,



ADLO will build 3 new block of flats to be rented by the local companies

### **Education**









Vocational education 2024- 2025

Number of graduates 372

Technological highschools 2024-2025

Number of graduates 2268

Dual education 2024-2025

Number of graduates 375



### **Number of graduates – University of Oradea**

| Crt.<br>no. | Field of Study           | Number of Graduates –<br>Class of 2025 | Number of Graduates –<br>Class of 2024 | Number of Graduates –<br>Class of 2023 |
|-------------|--------------------------|--|--|--|
| 1           | Computer science         | 344                                    | 318                                    | 367                                    |
| 2           | Electrical engineering   | 257                                    | 248                                    | 252                                    |
| 3           | Mechanical engineering   | 297                                    | 373                                    | 440                                    |
| 4           | Construction engineering | 166                                    | 170                                    | 127                                    |
| 5           | Life sciences            | 660                                    | 610                                    | 695                                    |
|             | TOTAL                    | 1724                                   | 1719                                   | 1881                                   |

### Number of Enrolled Students – University of Oradea (Bachelor's, Master's, Doctorate)

| Crt.<br>no. | Field of Study           | Number of students<br>2024-2025 |
|-------------|--------------------------|---------------------------------|
| 1           | Computer science         | 1116                            |
| 2           | Electrical engineering   | 898                             |
| 3           | Mechanical engineering   | 1224                            |
| 4           | Construction engineering | 728                             |
| 5           | Life sciences            | 2177                            |
|             | TOTAL                    | 6142                            |



# Business center for local producers - "PIAȚA CETATE" ENTREPRENEURSHIP CENTER



Overall Market Post-Modernization

- 600 traders (food & non-food)
- Mix of local producers and commercial operators
- Managed by ADP Oradea (public authority)

Example of public-private partnership fostering local economy



Funded by Interreg V-A Romania-Hungary Program 2014–2020

4 project partners: 2 Romania + 2 Hungary

Project divided in 2 phases (due to a fire)



### Phase 1 (completed)

- > Budget: €6.5M (Loan €3.2M, EU contribution €2M 45.56%)
- Rehabilitation of C1 building, exterior landscaping, 50 aboveground parking spaces
- Trading capacity: 54 retail modules / stalls + 504 fruit & vegetable tables
- Existing traders (≈200) relocated gradually without interrupting activity

### Phase 2 (ongoing)

- > Budget: Local €16M, Loan €11M
- > Construction of a new building + external space development
- Underground car park for 161 vehicles
- Modernization of bazar area: 152 modules for non-food product



# **ROGERIUS - Entrepreneurship center**

- > Funded by the Interreg Hungary-Romanian Program 2007-2013
- Project Partners 1RO+1HU
- Project value: € 6.7 mil (Loan: € 2.7 mil), UE 98% € 6.6 mil
- > ~591 traders active in the market
- > ~296 local individual producers selling directly to consumers
- 8 companies operating retail units/boxes
- Managed by ADP Oradea (public authority) ensures infrastructure & regulation
- Local producers benefit from modern facilities, visibility, and direct sales opportunities
- Example of public-private cooperation: municipality provides infrastructure, producers & traders drive local economy





Financing: Domestic Loan/EIB Financing €28.4 mil

Non-refundable funds: 33 mil EUR

Total Public Contribution: 60 mil EUR

Private investments worth: 709 mil EUR



~13.000 jobs created



E CO

- ▶ Is an initiative developed by a couple of tech local companies with tech and IT profiles and the local administration through ADLO.
- The purpose is simple and clear: boost, develop, and promote local IT&C talent and creative startups.

### **Impact**

- 25 active start-ups
- ≥ €20 mil EUR raised funds from investors (Venture capital investors)



### The initiative is built on three pillars:



Supporting education.

**Scholarships** for high school and university students.



**Tax incetives** for office space.



















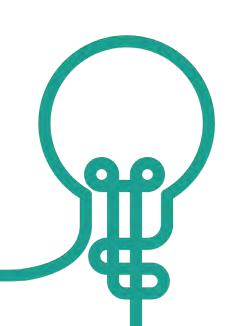
Thank you!



# **Workshop B2**

Carlotta Fioretti and Marion Cugnet EUI experts

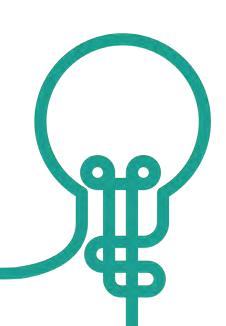




# WORKSHOP B - UNLOCKING COHESION POLICY OBJECTIVES

The workshop aims to tackle the following learning objectives:

- How to identify and prepare for funding applications to benefit from Cohesion Policy and EU funds
- How to establish the appropriate funding mix for complex projects
- How to align local priorities with funding criteria and Cohesion Policy objectives at the national and EU level



# WORKSHOP B - UNLOCKING COHESION POLICY STRUCTURE

- Case Study presentation: Alba Iulia, Romania
- Tour de table and participants read the handouts
- Scenario Play Step 1: Identify the most suitable EU funding programmes to support the Sustainville 2030 strategy
- Scenario Play Step 2: Select one project from the strategy, prepare its submission to an ERDF call, and identify additional EU funds that could complement it for full implementation
- Rapporteurs present results of the working group, focusing on 1 main challenge they discussed during the process

# ALBA IULIA 2030 – A green and innovative city – open to residents, youth, tourists, and investors

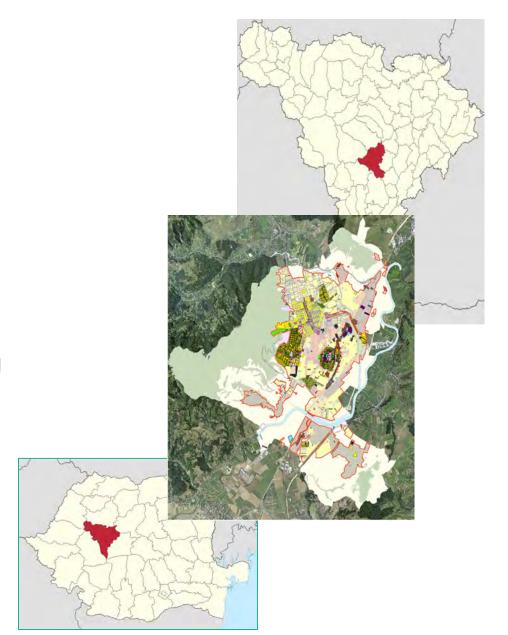
Crina Dumitrescu, Alba Iulia Municipality





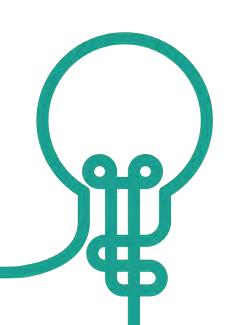
# Alba Iulia, Romania

- > 74.447 inhabitants
- > 103,6 sq km surface
- > 566 inhabitants/sq km density
- ➤ The symbol of Romanian unity (in 1918, the unification of Romanian provinces took place here), it is marketing itself as "The Other Capital".
- ➤ The city is well-connected by road and rail.
- ➤ A growth pole as an administrative, educational, and service center





- 1 Sustainable Economic Development
- 2 Sustainable Urban Mobility
- 3 Green and Smart City
- 4 Social and Educational Development
- 5 Tourism and Heritage
- Digitalization and Innovation



# Key findings of an integrated and sustainable local devlopment

- Over € 350 million added between 2007 and 2025
- Equivalent to 7 times the local budget
- 3 4700 Euro/capita
- 4 1500 new jobs

# The Integrated Urban Development Strategy of Alba Iulia Municipality (SIDU) 2021-2030

The **strategic document** is based on an analysis of local needs and is aligned with European, national, and regional strategic frameworks

The Urban Consultative Group, which includes: Representatives of local and county public administration; Civil society; Academia; The business sector; Relevant public and private institutions.

**Sections**: **Strategic Context** – outlines the role of the strategy, key concepts, international, national, and regional trends, as well as relevant strategies at different levels;

Analysis of the Current Situation and Urban Context – includes socio-demographic profile, infrastructure, local economy, urban development, and a SWOT analysis;

**Vision and Strategic Development Objectives** – defines the strategic directions for the city's development by 2030;

**Project Portfolio** – presents the complete list of planned projects and their prioritization; Strategy Implementation,

**Monitoring and Evaluation** – describes monitoring mechanisms and performance indicators for progress assessment.



### **STEPS**

2014 — 2021 — 2025 — 2026 — 2028 - 2030 — + 2030

The previous strategy (2014-2023) served as a foundation for the current one. The implementation of projects extends until 2030, with some previously initiated projects continuing beyond 2021.

Drafting and submitting funding applications for projects included in the strategy (2021-2027).

Contracting approved projects included in the strategy (2021-2027).

Carrying out public procurement processes necessary for project implementation

Actual implementation of selected projects funded under the strategy (2021-2030)

Evaluation and monitoring (both from indicators point of view but also from the perspective of final beneficiaries - degree of satisfaction etc.)

# The five key EU policy objectives of the European Union's 2021-2027 programming period:

- A Smarter Europe
- A Greener Europe
- A More Connected Europe
- A More Social Europe
- A Europe Closer to Citizens

# Alba Iulia Fortress - a strategic point of interest and a bridge for accessing European, National, and local funding

## Key points:

- Strategic long-term approach
- Governance
- Cross-sectoral integration
- > Funding and finance (public & private)
- Monitoring



The largest fortress in Southeastern Europe

Driver of urban development

A key pillar of the national marketing strategy

The largest urban garden in a historic site.

# Rehabilitating and enhancing the Alba Iulia fortress in line with National and EU funding priorities and Cohesion Policy objectives

- ➤ Over € 90 million between 2007 and 2025 in infrastructure designed according to sustainable development (DNSH, BAUHAUS)
- ➤ € 60 million from European
   Cohesion Policy; € 15 million
   National Program; € 15 million
   Private Funds







# Strengthen its role as a Regional cultural and historical HUB

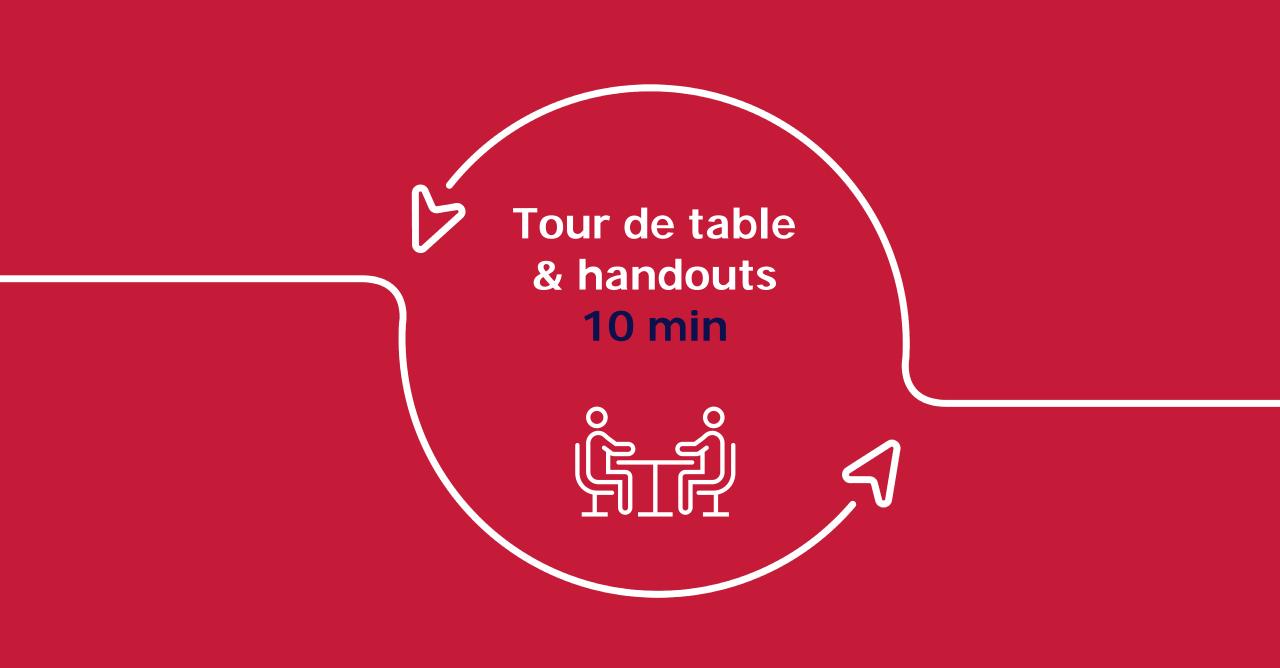
- ➤ Over € 2 million between 2007 and 2025 for improving both digital and physical access, integrated management through the engagement of public and private stakeholders
- ➤ € 1 million from URBACT, Interreg EUROPE, LIFE, Horizon Europe, Intelligent Energy Europe Driving Urban Transition, SEE and Norway Grants; € 1 million National Program.

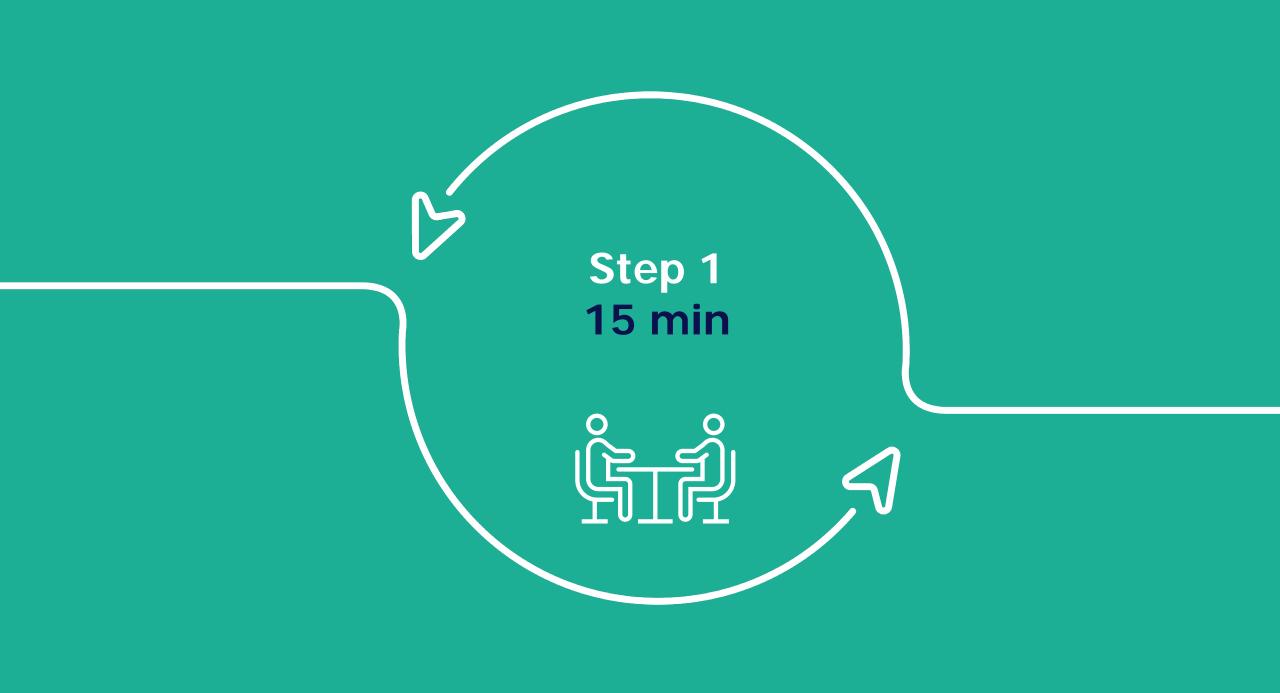




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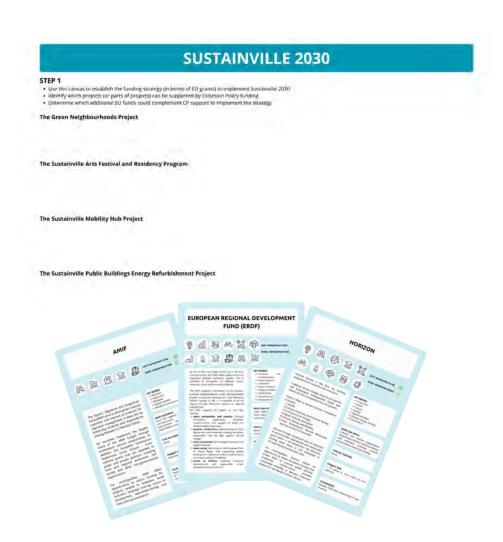
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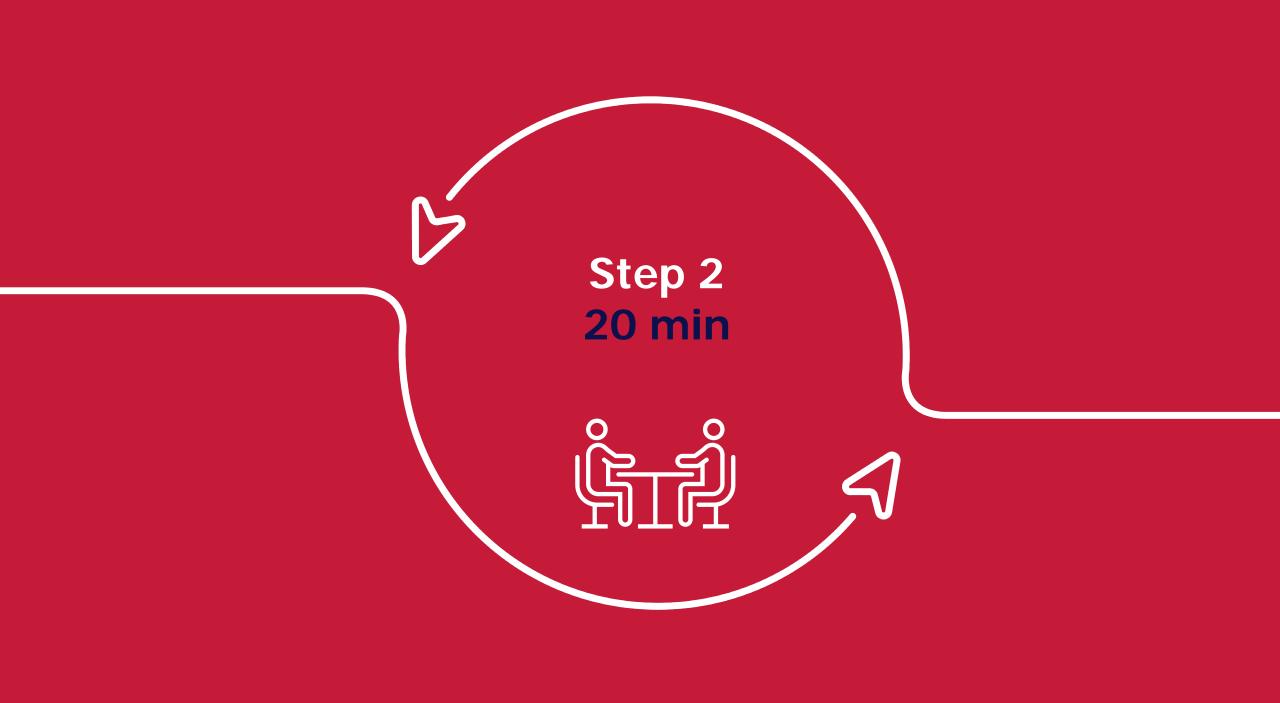
### **STEP 1 (15 MIN)**

# Identify the most suitable EU funding programmes to support the Sustainville 2030 strategy



#### **GUIDING OUESTIONS FOR DISCUSSION**

- Which types of projects are more suitable for Cohesion Policy funds?
- Which EU programme is more suitable for the different projects?
- What key elements of a programme/fund should be considered when selecting funding (e.g. co-financing rate, frequency of applications, thematic scope, competitiveness, partnership requirements etc.)?
- Where are the potential complementarities between Cohesion Policy and other EU funding programmes?



### **STEP 2 (20 MIN)**

## Select one project, prepare its submission to the ERDF call, identify additional EU funds

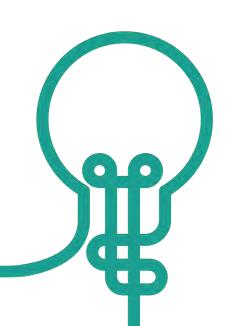
#### SUSTAINVILLE 2030 . Identify one project of the Sustainville 2030 strategy that could be submitted to the sample call. . Adjust the project objectives to meet eligibility and selection criteria . Determine the funding mix required to finance the project fully and structure it into operations that could be supported by different EU grants. PROJECT TITLE: Operation Objectives Fund ERDF 2021-2027 "A liveable and sustainable Greenwald" Call for Proposal Call for Proposals The Managing Authority invites proposals from municipalities and local partnerships to implement integrated projects that contribute to sustainable urban development, reduce environmental impacts, and strengthen the resilience and attractiveness of urban areas. The call supports investments that improve mobility, expand urban green infrastructure, and promote resource-efficient, low-carbon infrastructure. A total of €200 million in EU funding is available for this funding call under specific objectives 2.1, 2.7 and 2.8. Eligible Actions This funding period will place a strong emphasis on the topics of "climate protection and adaptation to climate change" and "sustainable development". Projects may include, but are not limited to: . Urban green regeneration: creation and rehabilitation of parks, ecological corridors, and naturebased solutions that mitigate climate impacts and improve biodiversity. . Energy-efficient urban infrastructure: refurbishment of public spaces and facilities with energy-saving technologies, water management systems, and renewable energy integration Sustainable mobility infrastructure: development of safe pedestrian and cycling routes, multimoda hubs, and redesign of urban streets and avenues to prioritize walking, cycling, and shared transport. . Low-carbon transport measures: deployment of infrastructure reducing private car dependency and

emissions, linking neighbourhoods with services, cultural areas, and green corridors.

### **GUIDING QUESTIONS FOR DISCUSSION**

- Which project better aligns with the objectives and eligibility criteria of the sample call?
- What adjustments are necessary to make the project compliant (e.g. thematic scope, goals)?
- How can the project be structured into phases/operations that fit the requirements of different funding sources?
- What risks or challenges might emerge when combining funds, and how can these be addressed?





### REPORT BACK

### **QUESTIONS FOR GROUPS**

What is the main challenge your group identified in accessing and combining EU grants for complex projects?

What is one key takeaway from your group's discussion?

# Thank you

