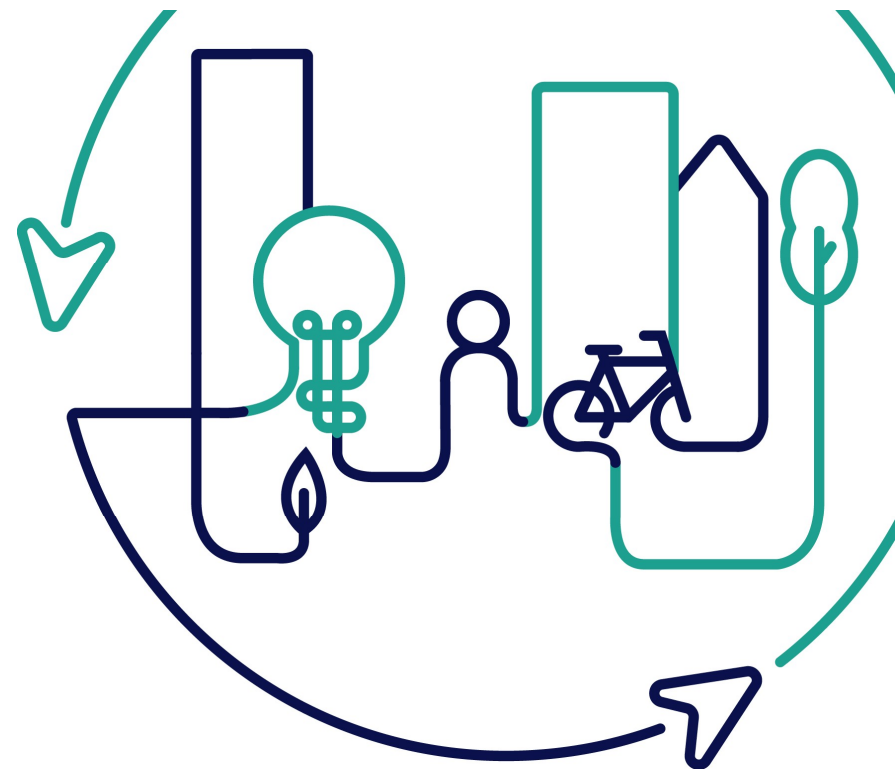


EUROPEAN U R B A N INITIATIVE



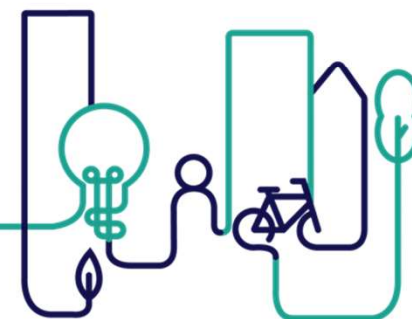
Co-funded by
the European Union

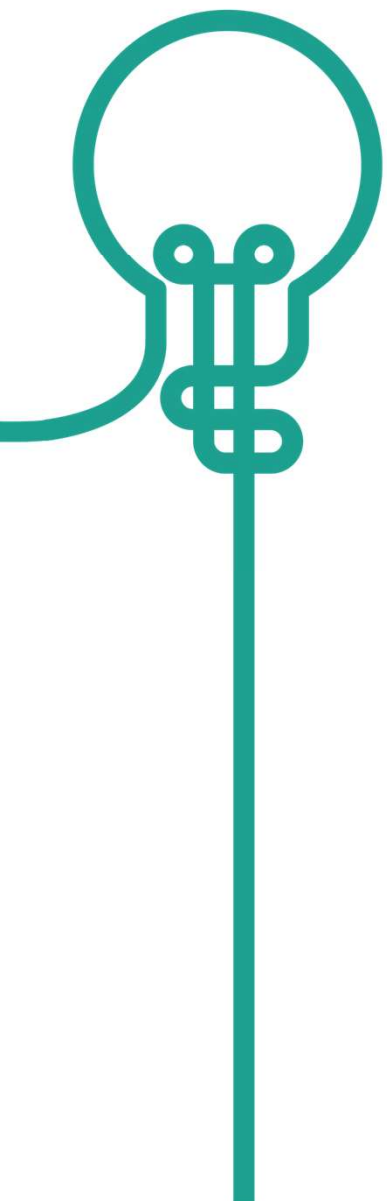
EUI PEER REVIEW N° 11

22-23 OCTOBER 2025 STALOWA WOLA

Welcome to Day 2

Moderator – Adele Bucella EUI Expert





EUI PEER REVIEW #11

AGENDA DAY 2

23rd October 2025

Day 2: Thursday 23rd October 2025

Timing	Activity
09.00-11.00	Guiding Question N° 2 – Common Challenge Interactive group exercise to the question of funding and resourcing.
11.00-11.15	Coffee break
11.15-12.00	Debriefing and reflection on Guiding Questions 1 and 2 and Study Visits Supporting the CUR with actions and recommendations for the Learning Log.
12.00-12.45	Visit to STARR venue
12.45-13.30	Lunch at the venue
13.30 – 15.30	Guiding Question N° 3 Discussion in Break-Out rooms with CUR, Peer Reviewers and Experts
15.30 – 16.15	Cities Under Review reflection and drafting of actions CUR working on Learning log for final recommendations and actions Peer Reviewers will have time to explore connections
16.15 – 17.00	Cities Under Review share their recommendation Short presentation from each CUR with time for questions
17.00-17.30	Hot Debrief and Future Opportunities
18.00	Buses to airports

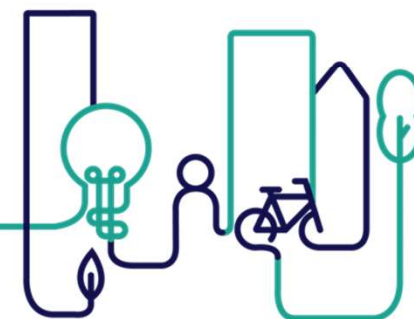
**Common Session
and Tools**

EUI PEER REVIEW N° 11

22-23 OCTOBER 2025 STALOWA WOLA

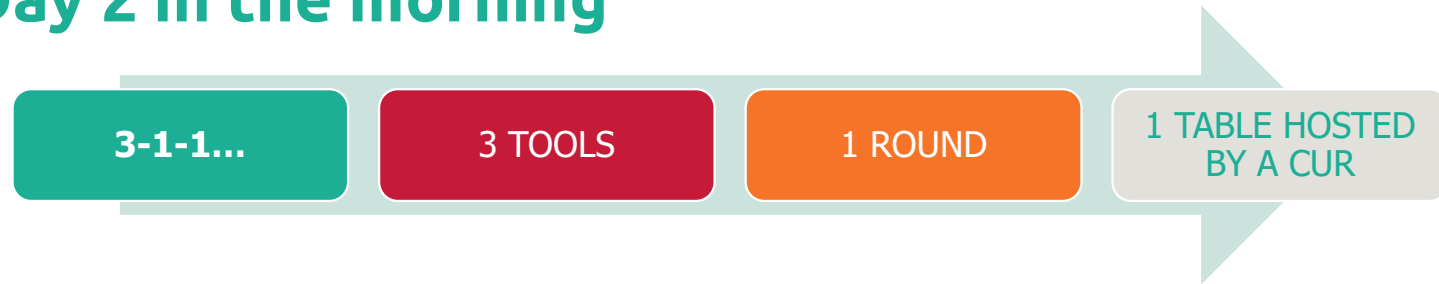
INTERACTIVE SESSION QUESTION 2

Moderator: Sally Kneeshaw EUI Expert





Interactive Session Common Question – Day 2 in the morning



Objectives of the session:

- Explore how cities can move from short-term project funding to a sustainable mix of financing for long-term strategies
- Exchange practices and lessons on diversification, governance and innovation in funding
- Co-create practical recommendations addressing the challenges of the Cities Under Review
- Collect inspiring examples of innovative financing for green and just transitions

From the guiding questions to the common challenge on Funding & Finance

How can we create a **financial framework** that prioritises investment, diversifies and innovates funding, supports monitoring and coordination, maintains accountability, and **aids smaller municipalities with long-term cross-sector investments**?

Cluj
Metropolitan
Area (RO)



How to **diversify funding sources**, to create **innovative** funding approaches and to **involve private investors** in funding the strategy?

Stalowa Wola
(PL)



What are the **potential innovative ways** for Szombathely, beyond the structural funds, to support financially the **implementation** of its dedicated strategic actions?

Szombathely
(HU)



The common challenge:

How can cities move from short-term project funding to a more **sustainable mix of financing** that supports their **long-term urban goals**?

Overview of the session

Scene setting and introducing the tools - 30 m

- Session format and objectives
- Guest speaker from Oradea

Three tools - 3 Break out groups- about 1 hr

- Starting from real CUR's strategy
- Peers choose their group (change your CUR)

Final wrap up - 30 m

Sharing the insights and presenting the recommendations in plenary



**NESTED WHOLES
DIAGRAM
STALOWA WOLA**



**Funding Treasure Map
CLUJ MA**



**Funding Innovation
Matrix
SZOMBATHELY**

Image designed by Freepick

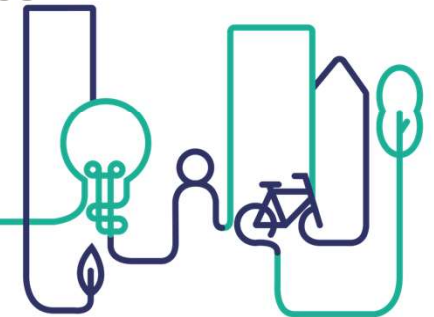


**Guest Speaker
Inspiring Case Study**



From Projects to Systems: Oradea's Way to Sustainable Urban Funding

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



Co-funded by
the European Union

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



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



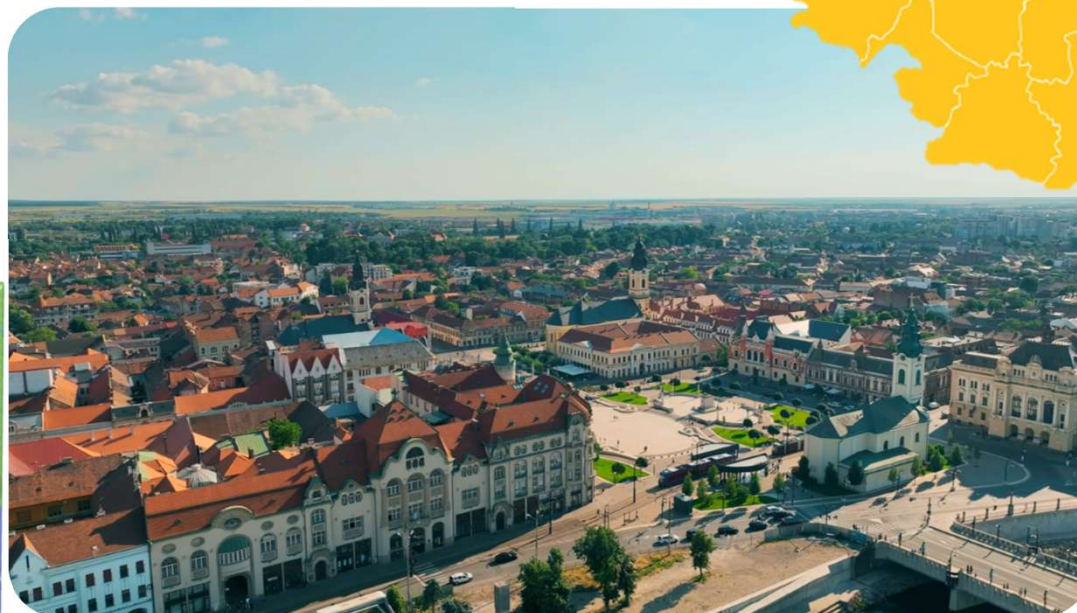
Oradea 213.549
(January 2025)



Unemployment
rate 2,3%
(March 2025)

BIHOR COUNTY

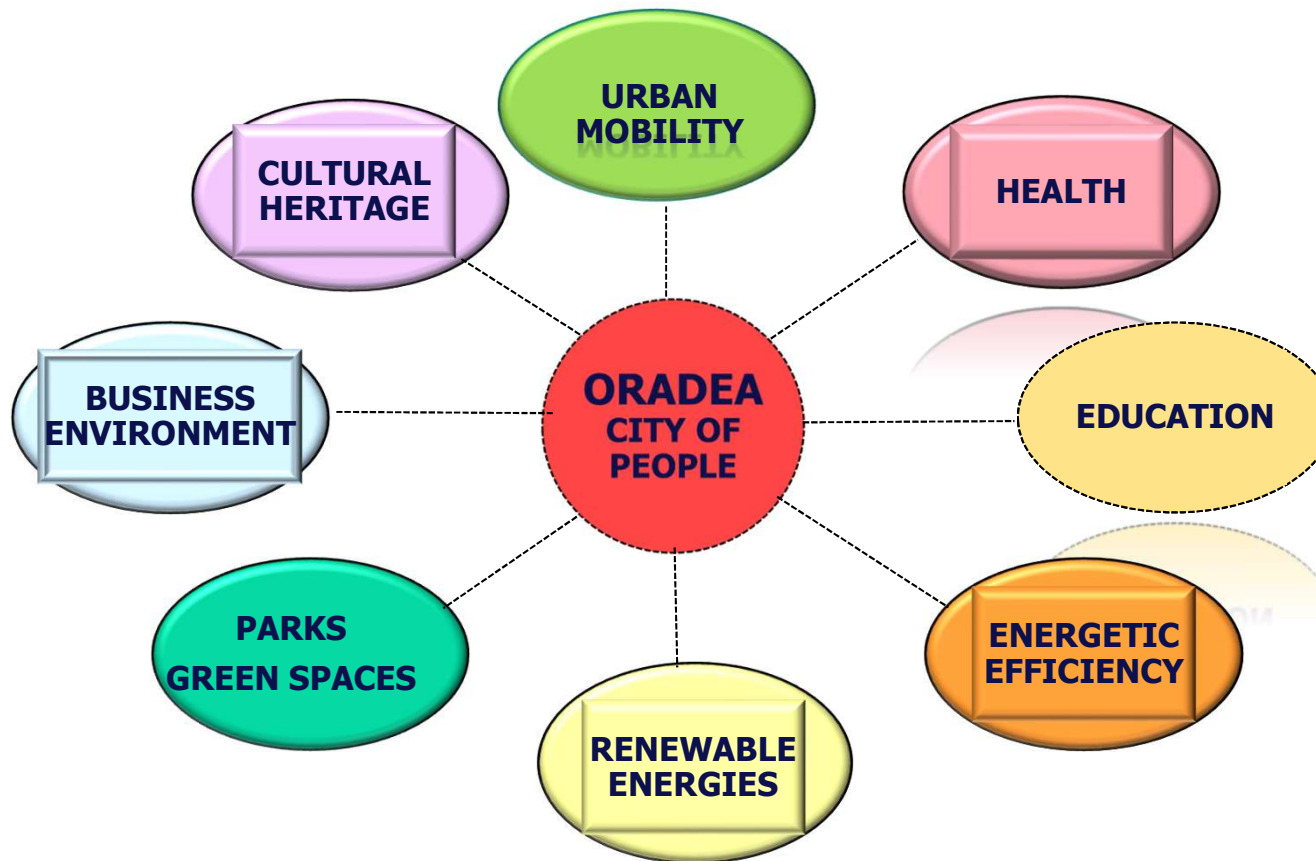
ORADEA



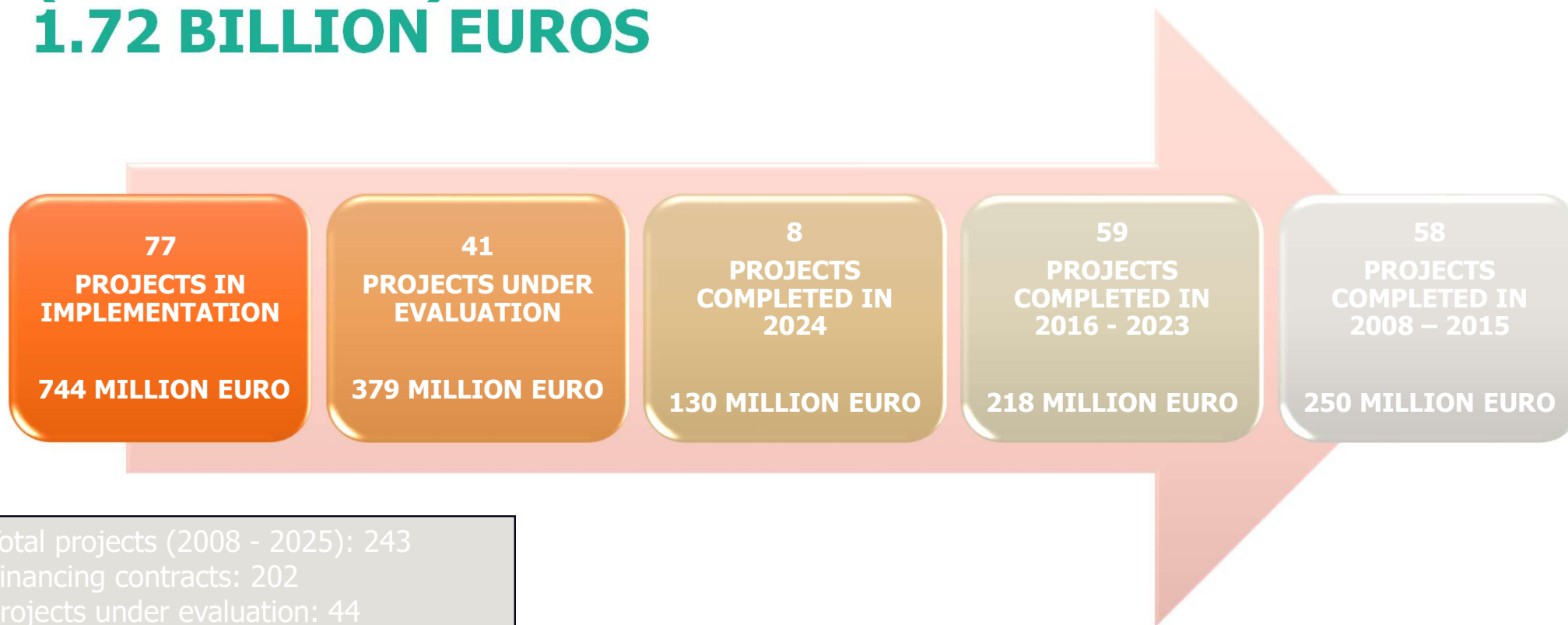
- North-western Romania
- Over 11.500 hectares
- One of Romania's most dynamic and developed cities



European funds - the main pillar of development



PROJECTS PORTFOLIO OF ORADEA MUNICIPALITY (2008 – 2025) 1.72 BILLION EUROS



Total projects (2008 - 2025): 243

Financing contracts: 202

Projects under evaluation: 44

💡 15 years of EU funds = 30 years of local budget



STRATEGIC PROJECT OVERVIEW

1

VISION

2

PROGRAMMING

3

PROJECT MATURITY – COMMITMENT

4

INTEGRATED APPROACH

5

TEAM

💡 15 years of EU funds =
30 years of local budget

💡 Funding Cycles

● 2007 – 2013 →

● 2014 – 2020 →

● 2021 – 2027

MULTIPLIER EFFECT – for every €10 invested

💰 Projects launched in key fields: business infrastructure, tourism, energy

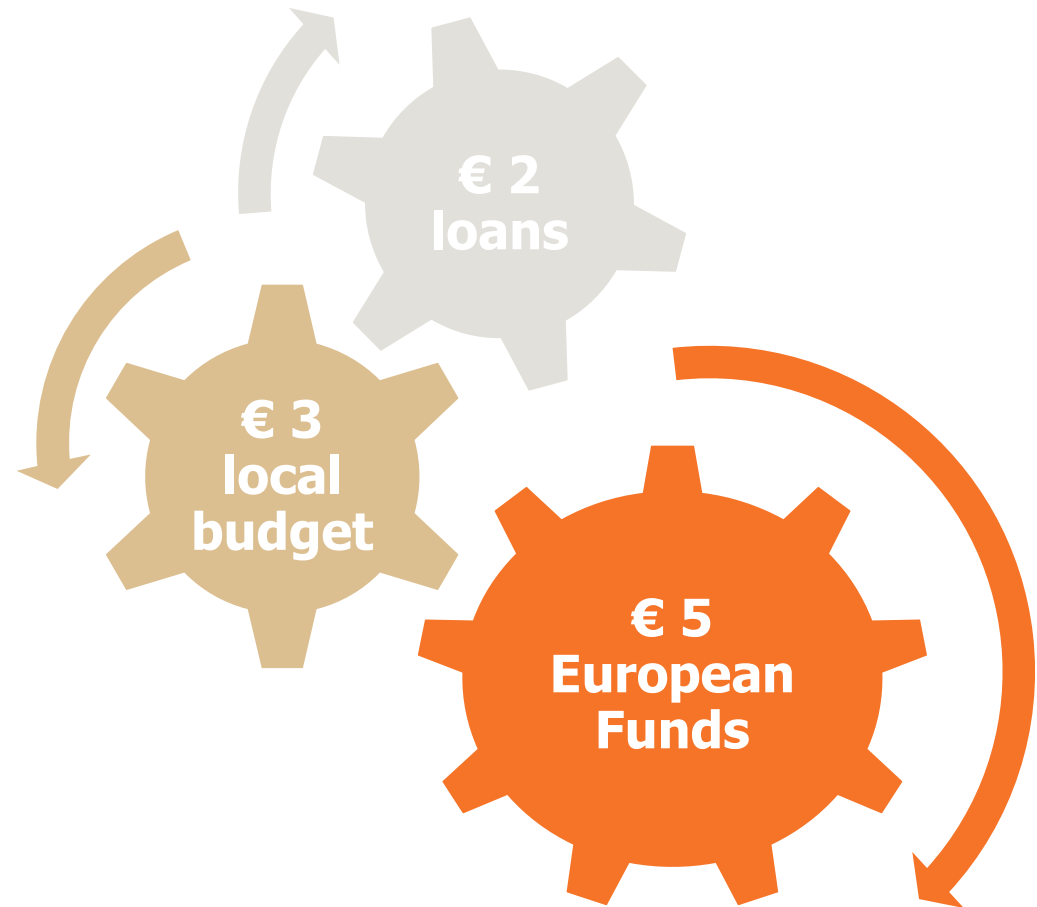
💰 Initially supported through loans, then reimbursed with EU funds

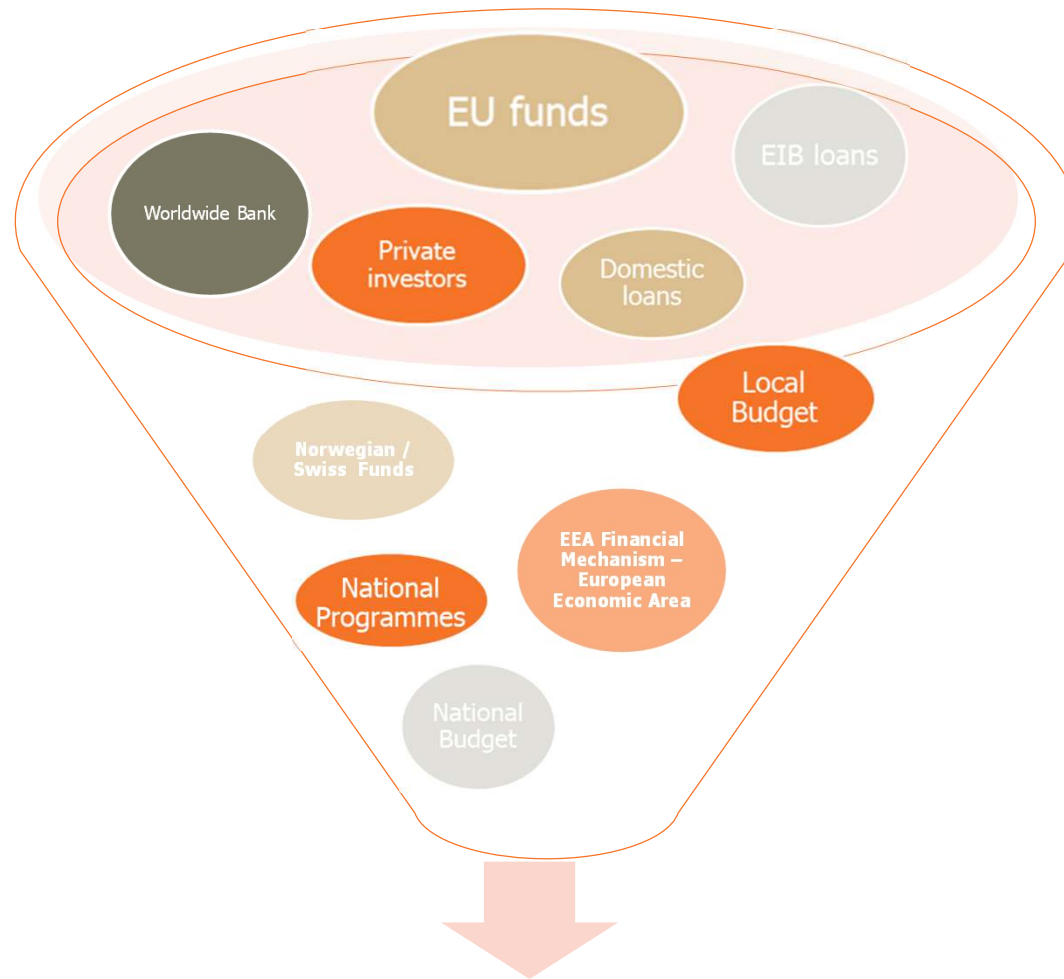
💰 Priority to projects with economic added value (revenue-generating or loss-reducing)

💰 Partnership with the European Investment Bank (EIB) - finances a portfolio of projects for Oradea

💰 Combination of sources ensures sustainability & continuity

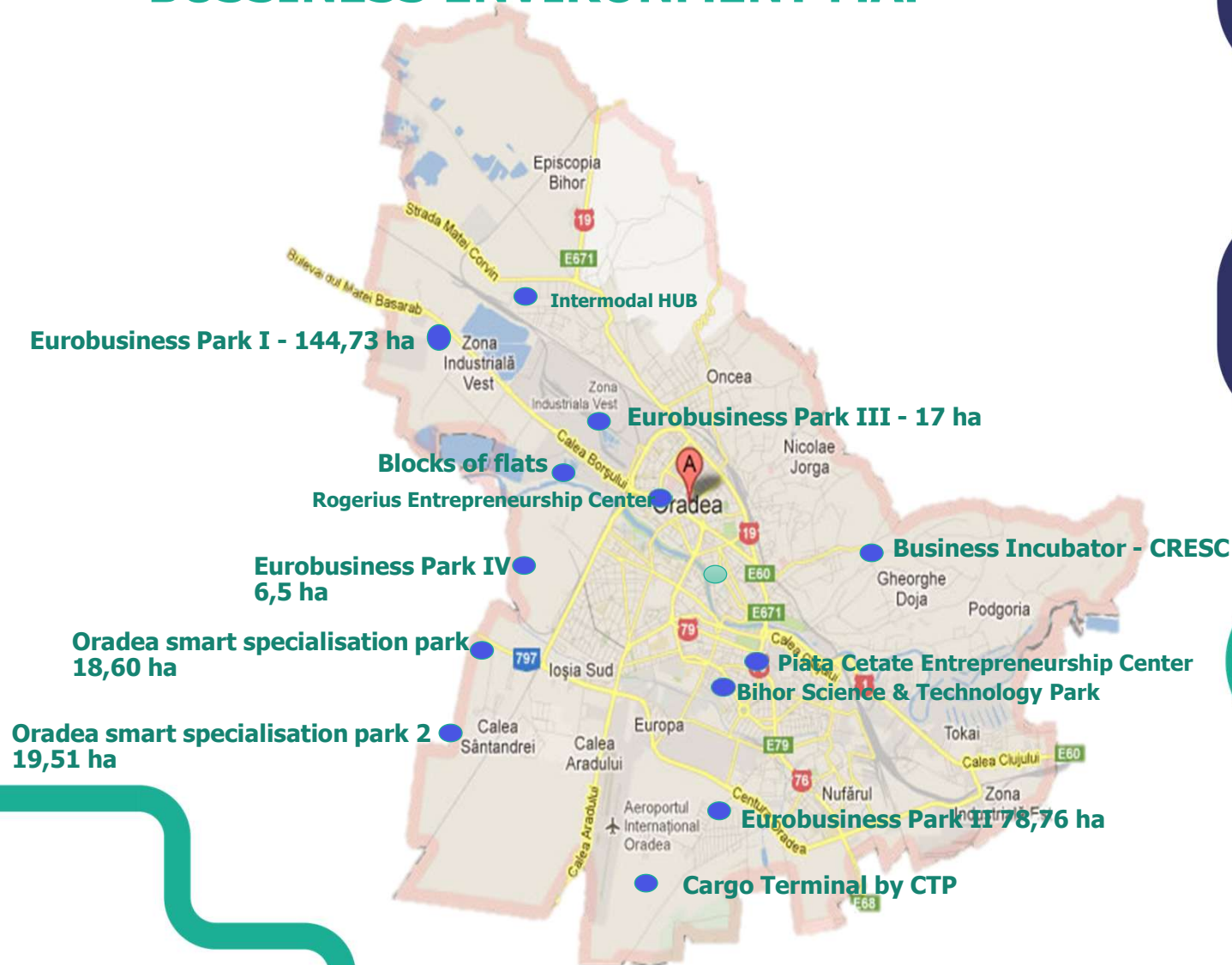
💰 Savings and revenues are reinvested into new projects





**ORADEA'S
MIX
OF
FUNDING**

SUSTAINABILITY



Industrial & Smart Specialisation Parks



➤ 4 Industrial Parks

Industrial Park 1 - EU Funded ROP 2007-2013:

- Total investment: 20 mil Euro (50% European funds)
- Hypo Bank Credit: €10.3 million loan
- Residents: 52 companies (7995 jobs)
- Private investments worth: € 462 mil

Industrial Park 2 & 3 & 4:

- Local budget funded: € 7.9 mil
- Residents: 96 companies (3400 jobs)
- Private investments worth: € 195 mil
- Park 4 - under development



2 Smart Specialisation Parks - EU funded contribution: 40%, Local contribution: 60%

- **Project Values:** ~ € 16 mil (incl. VAT), under implementation – till 2027
- EU funded: 42,50%, Local contribution: 57,50%
- SME Support Non-reimbursable funding secured: €8 mil for high added-value economic activities based on advanced technologies, innovation, and knowledge



BUSINESS INCUBATOR - CRESC

- **Investment value: 3,6 millions euros (50% European funds)**
- **Loan: €1.1 mil**
- 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)**



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.



ORADEA INTERMODAL HUB

- The only intermodal center financed by POIM 2014 – 2020
- **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 only intermodal center financed by POIM 2014 – 2020

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





Business centers for local producers



Cetate - Entrepreneurship Center:

- Funded by Interreg V-A Romania-Hungary Program 2014–2020
- Phase 1 (completed): Budget: €6.5M (Loan €3.2M, EU contribution €2M – 45.56%)
- Phase 2 (ongoing): Budget: Local €16M, Loan €11M

Rogierius - Entrepreneurship Center:

- Funded by Interreg Hungary-Romanian Program 2007-2013
- Project value: € 6.7 mil (Loan: € 2.7 mil), UE 98% - € 6.6 mil

Overall Market Post-Modernization

- 1900 traders & local individual producers selling directly to consumers
- Mix of local producers and commercial operators
- Managed by ADP Oradea (public authority) – ensures infrastructure & regulation
- Example of public-private partnership fostering local economy





Total Investment value – Business Projects:
€ 93 mil

Financing: Domestic Loan/EIB Financing
€28.4 mil

Non-refundable funds: 33 mil EUR

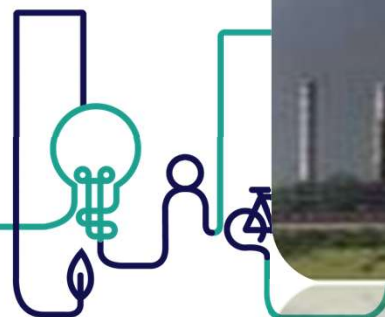
Total Public Contribution: 60 mil EUR

Private investments worth: 709 mil EUR

~13.000 jobs created



2008

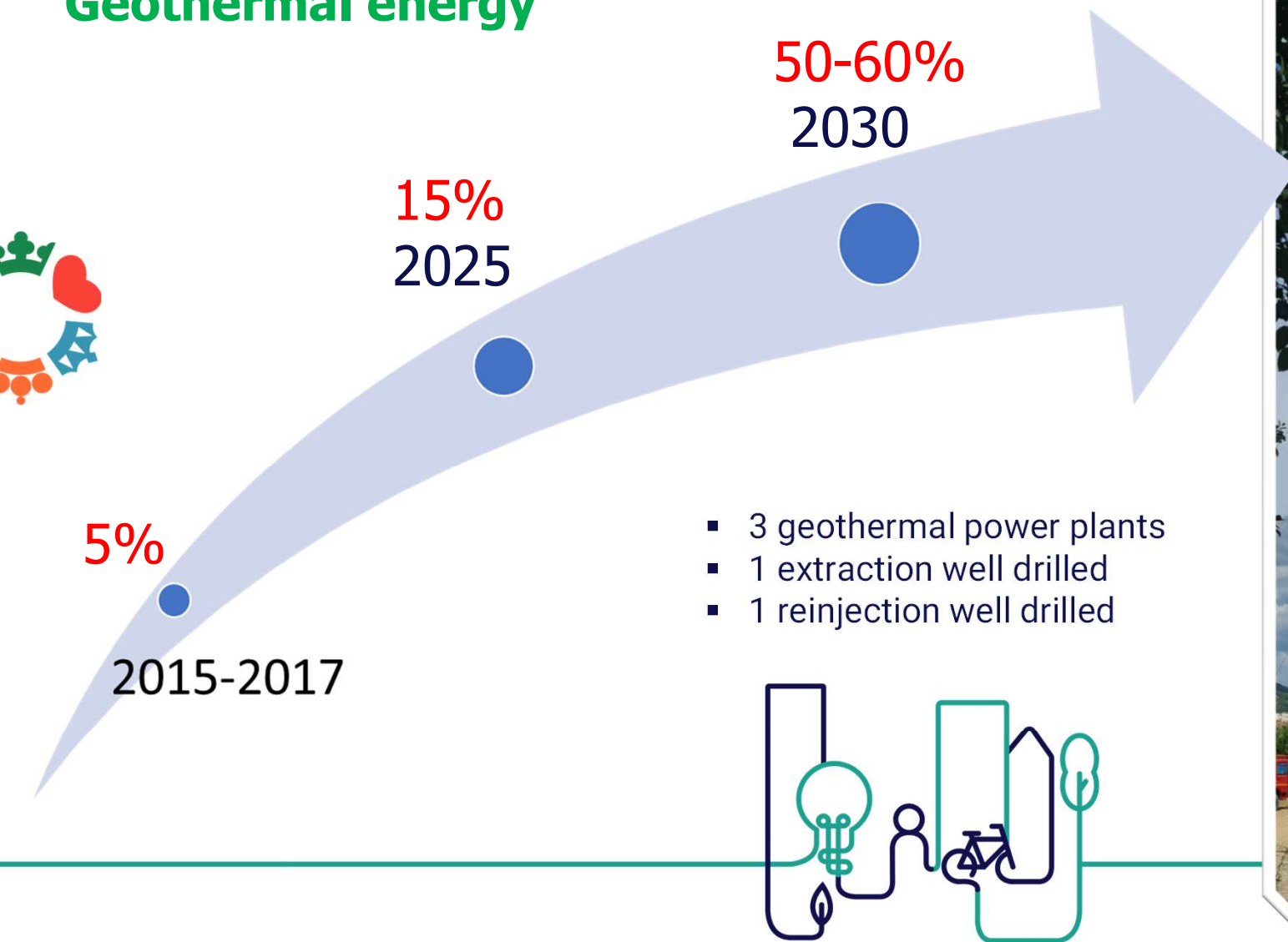




- City Heating System-Currently – over 200 million euros invested
- sustainable system
 - 85% of primary network + 30% of secondary network modernized
 - Source of thermal energy production in cogeneration + renewable sources



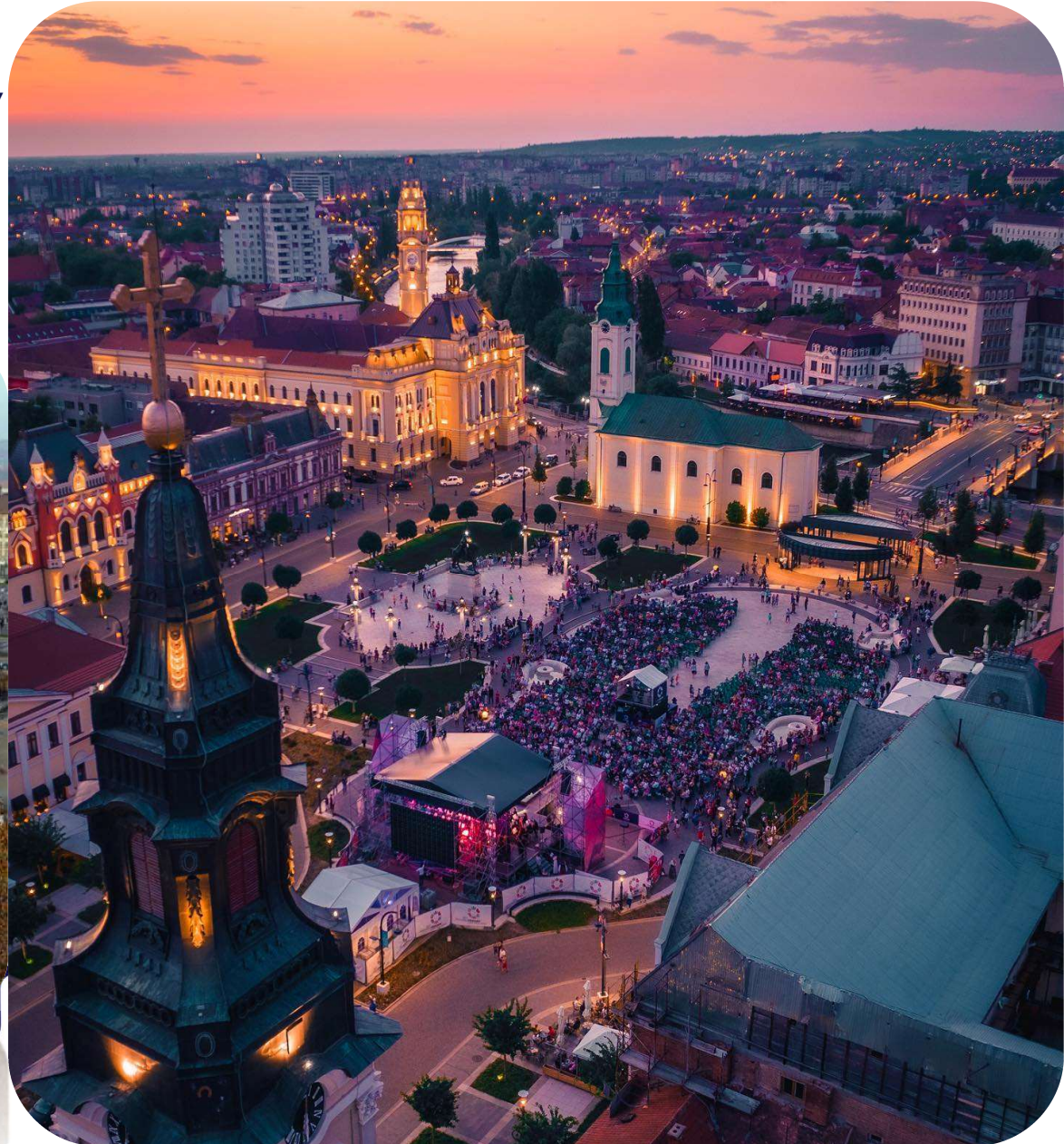
Geothermal energy



Sustainable urban mobility

"The closer we are to each other, the safer and happier we feel"
- Charles Montgomery

Happy City: Transforming Our Lives Through Urban Design



Aurel Lazăr street





Vasile Alecsandri street



Independence Square





Urban Mobility & Infrastructure - over € 100 mil

- **9 underpasses** – financed ROP 2014-2020 (6), RPNV 2021-2027 (3)
- **2 overpasses** – financed POR 2014-2020
- **1 rapid road** connecting major city areas – financed ROHU 2007-2013



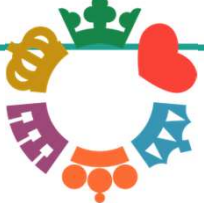
Public transport



Extending the tram line route by 3.8 km in an area where there it was no tram line
- € 15 mil project ROP 2014-2020



- 30 electric buses
- 15 hybrid buses
- 29 new trams



Tourism and spa

Aquapark Nymphaea - > € 1mil profit/year
€15 mil – ROP 2007-2013



Geothermal garden Ioșia - €43 mil – RPNV
2021-2027



Nufărul Urban Garden
€ 25 mil – RPNV 2021-
2027



Oradea Fortress – 3 funding cycles



Francmasonry
Museum
€2 mil – ROP
2007-2013



CORP L – Strada Broslelor - antereabilitare

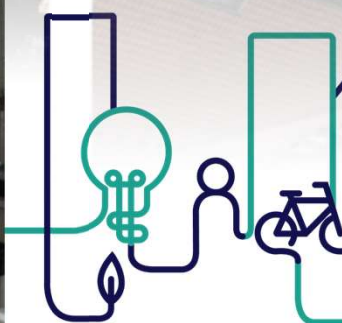
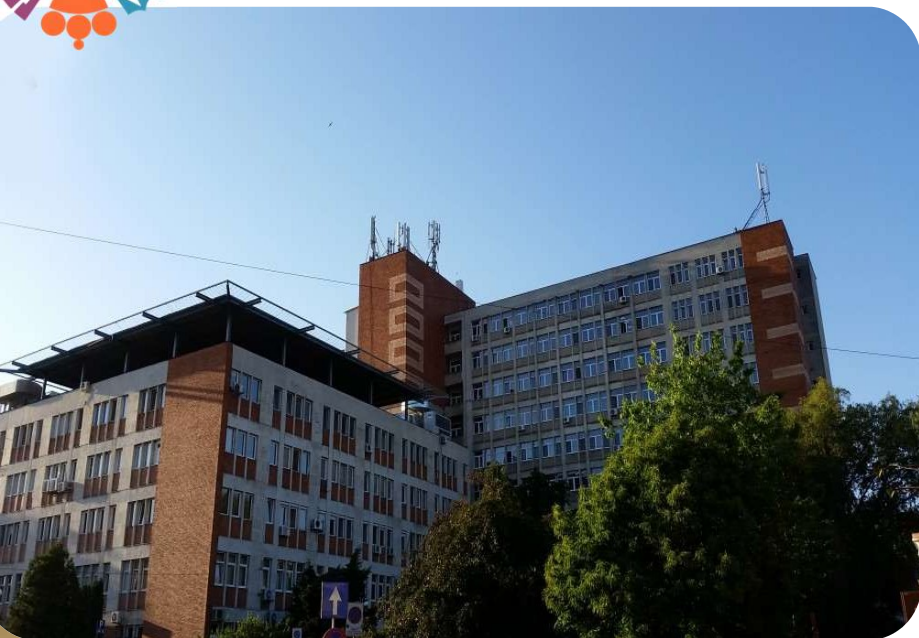


Darvas – La Roche House Museum
€2 mil – ROP 2007-2013





HEALTH – SYSTEM



New Infectious Diseases Hospital, financed through the National Recovery and Resilience Plan (PNRR)

€150 mil euro - under implementation





Energy efficient buildings - rehabilitation and renovation

Completed

91 apartment blocks– 10 million
euro

2 hospitals – 18 million euro

15 schools – 30 million euro



In progress – €120 mil euro

7 apartment blocks

30 schools

Oradea Maternity Hospital Ora

City Hall building

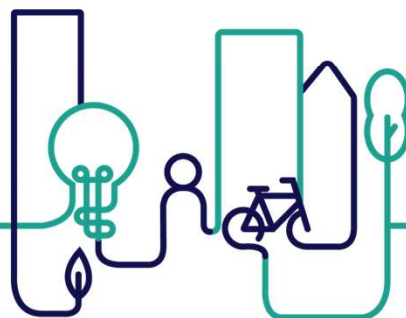
Crișul Indoor Public Pool

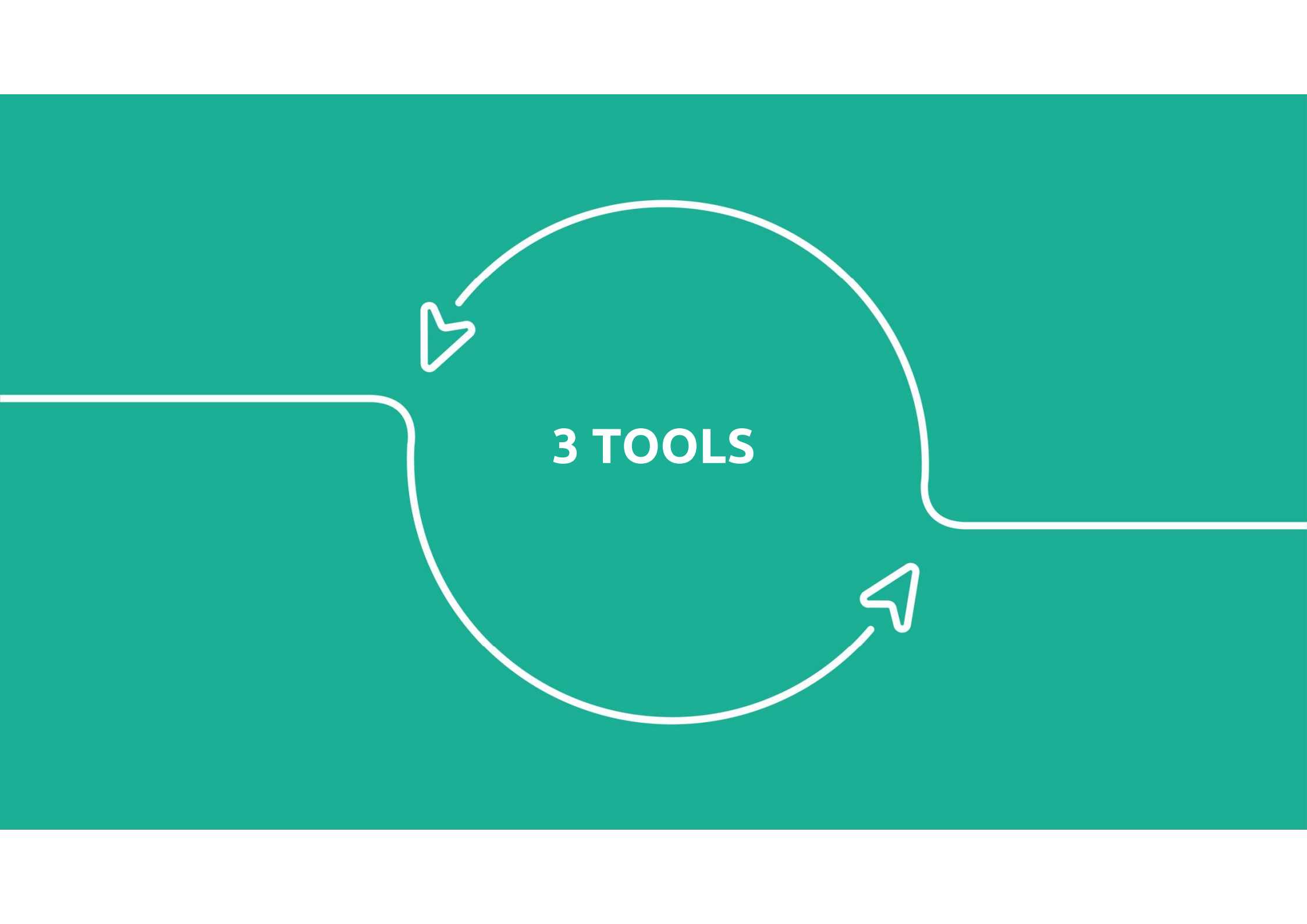




Thank you!

www.oradea.ro
motoc.daniela@oradea.ro
Mobile: +4.0742.322.795





3 TOOLS

Next up- interactive exchange



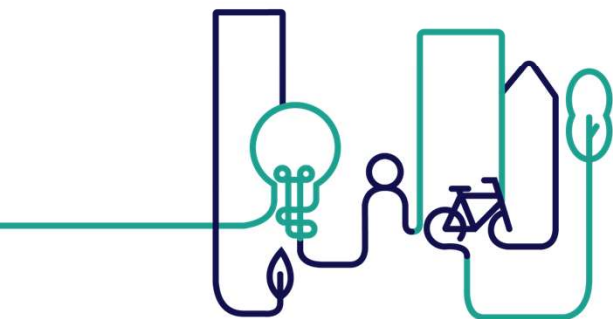
Three tools - 3 Break out groups- about 1 hr

- Starting from real CUR's strategy
- Peers choose their group (change your CUR)



Final wrap up - 30 m

Sharing the insights and presenting the recommendations in plenary



**NESTED WHOLES
DIAGRAM
STALOWA WOLA**

**Funding Treasure Map
CLUJ MA**



**Funding Innovation
Matrix
SZOMBATHELY**



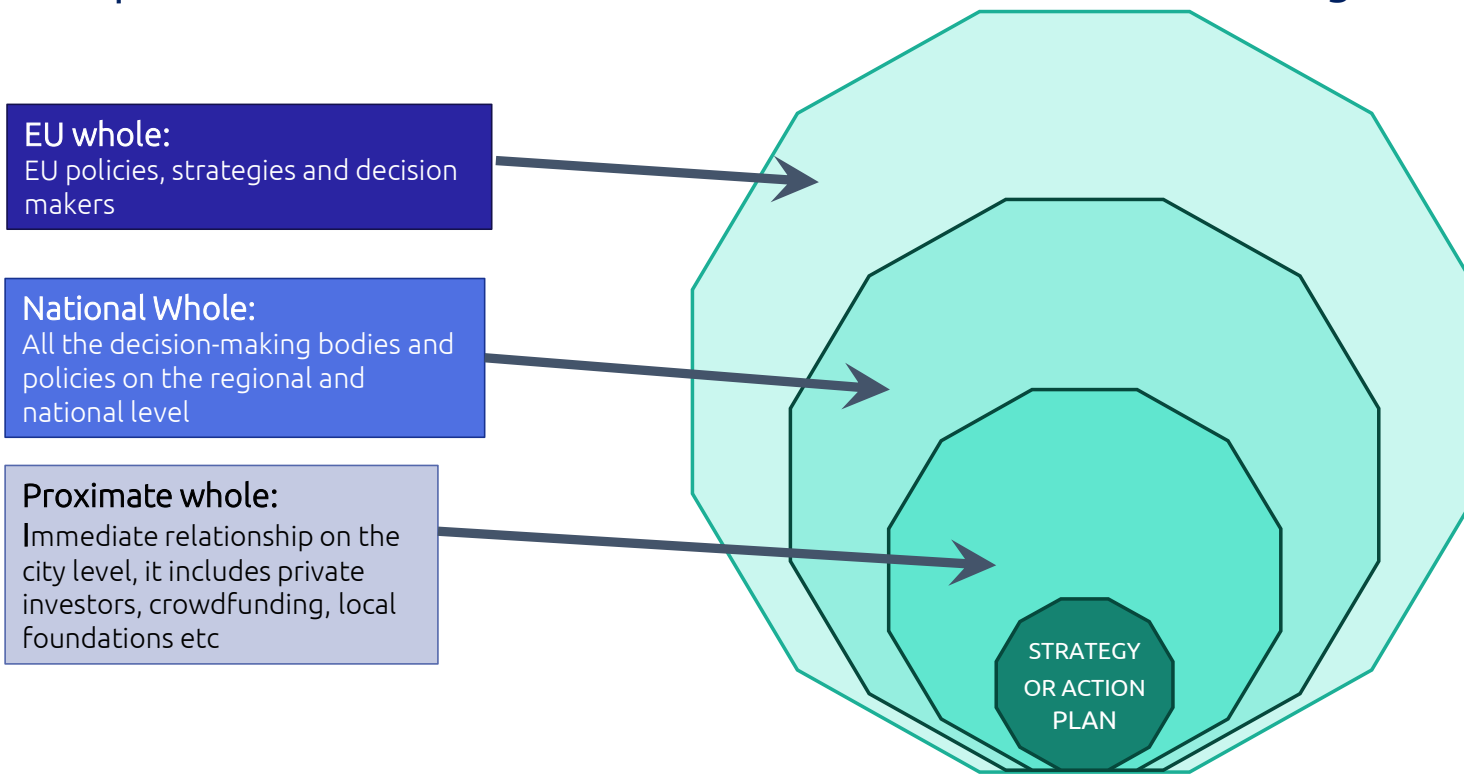
Image designed by Freepick

Tool 1: Nested Wholes Diagram – STALOWA WOLA

Purpose: Visualise and balance funding ecosystems across levels (local, national, EU, international)

Focus: Diversifying sources and identifying gaps or overlaps

Output: 3–4 recommendations to broaden and connect funding sources

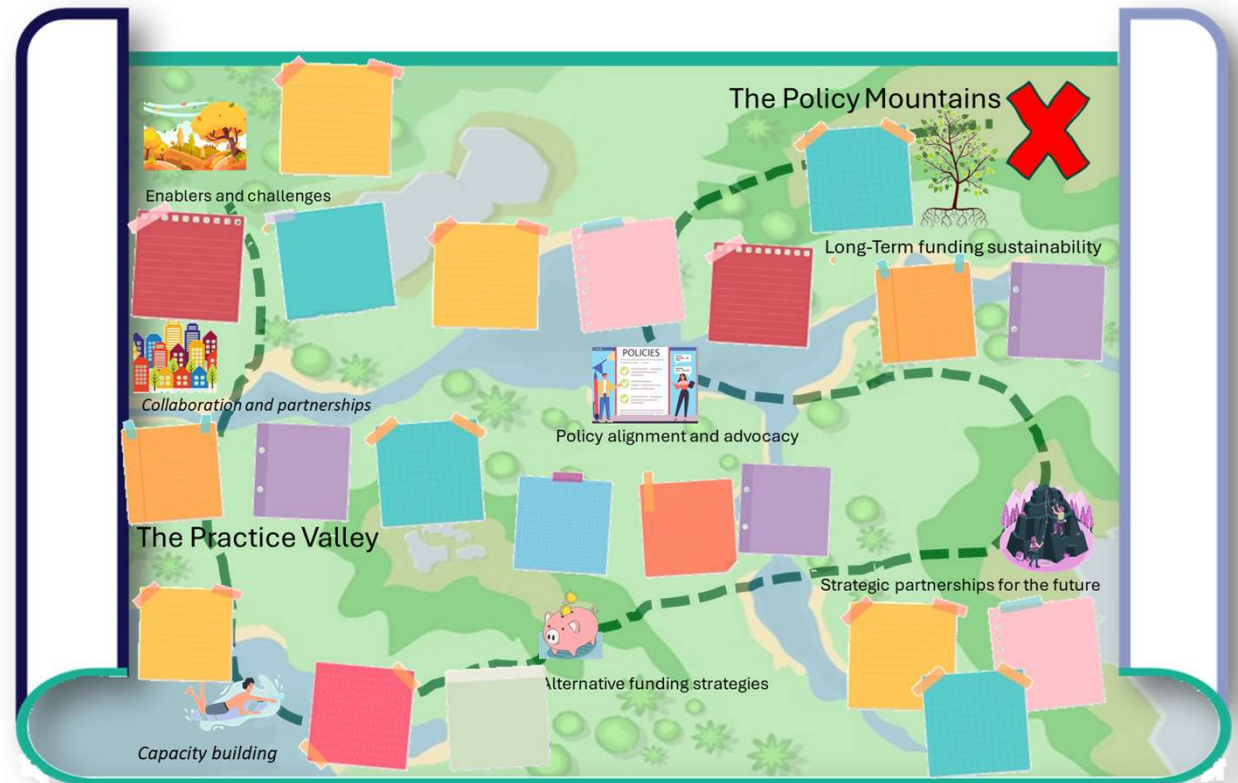


Tool 2: Funding Treasure Map – Cluj Metropolitan Area

Purpose: Explore governance and coordination mechanisms for funding access and management

Focus: Building capacity and collaboration between institutions

Output: 3–4 recommendations to strengthen governance and financial capacity



Tool 3: Funding Innovation Matrix - SZOMBATHELY

Purpose: Identify how to evolve from traditional funding to innovative and blended financial instruments

Focus: Mapping current sources (traditional → innovative, easy → complex)

Output: 3–4 recommendations





Funding Challenge –Table Discussions

1 Round of 60 minutes

Choose your table – numbers are limited

1 CUR with expert pairing at each table

BACK TO PLENARY AT 10.30

Room Allocation Common Challenge

Tool 1
Stalowa Wola

Move to:

Room 2 (2nd
Floor)

(follow Sally
and Stina)

Tool 2
Cluj
Metropolitan
Area

Move to:

Room 3 (2nd
Floor)

(follow Eleni and
Stefan)

Tool 3
Szombathely

Move to:

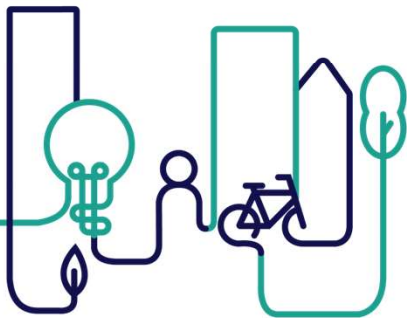
Room 4(4th
Floor)

(follow Carlotta
and Martijn)

Final wrap up



Sharing the insights and presenting the recommendations in plenary



**NESTED WHOLES
DIAGRAM
STALOWA WOLA**

**Funding Treasure Map
CLUJ MA**



**Funding Innovation
Matrix
SZOMBATHELY**



Image designed by Freepick



Coffee Break

Return to CUR groups at 11.15

Room Allocation

Szombathely

Move to:

Room 4 (4th Floor)
(follow Carlotta and
Martijn)

Stalowa Wola

Move to:

Room 2 (2nd Floor)
(follow Sally and
Stina)

Cluj
Metropolitan
Area

Move to:

Room 3 (2nd Floor)
(follow Eleni and
Stefan)



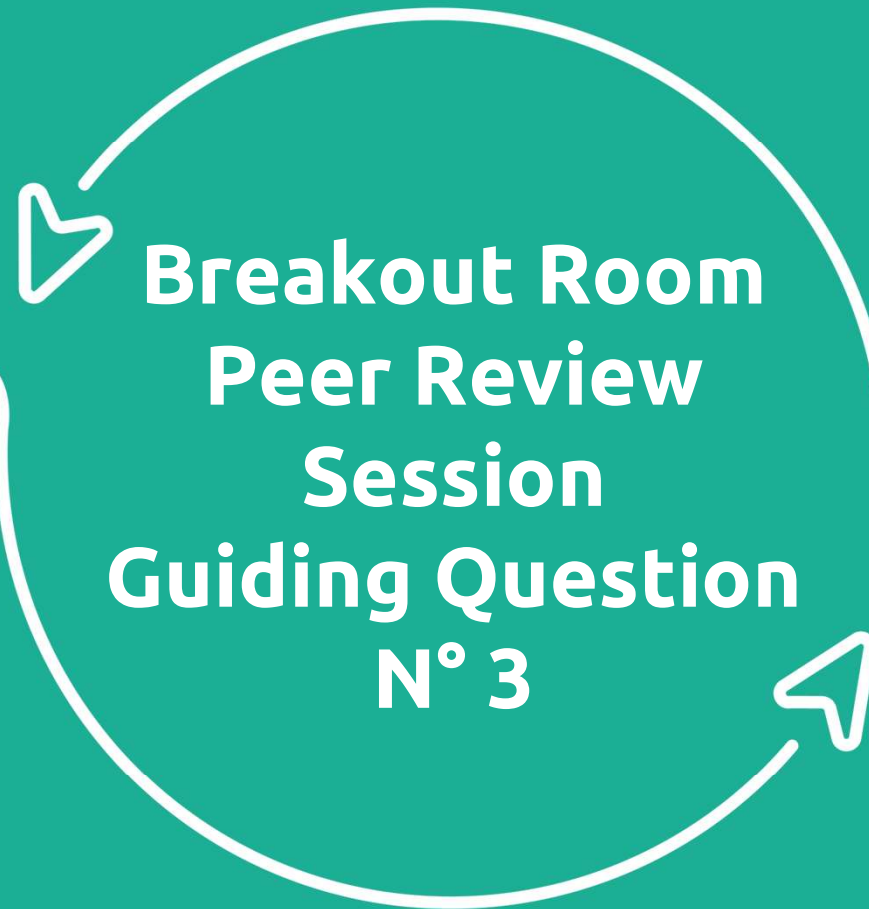
**Discovering
StARR**

The image features a teal background with a white circular diagram. The text "Discovering StARR" is centered within the circle. Two white arrows form a clockwise loop around the text, with one arrow pointing towards the top-left and the other pointing towards the bottom-right. Two horizontal white lines extend from the left and right sides of the circle, meeting the circular path at the top and bottom respectively.



Lunch

Return to your CUR groups at
13.30



Room Allocation

Szombathely

Move to:

Room 4 (4th Floor)
(follow Carlotta and
Martijn)

Stalowa Wola

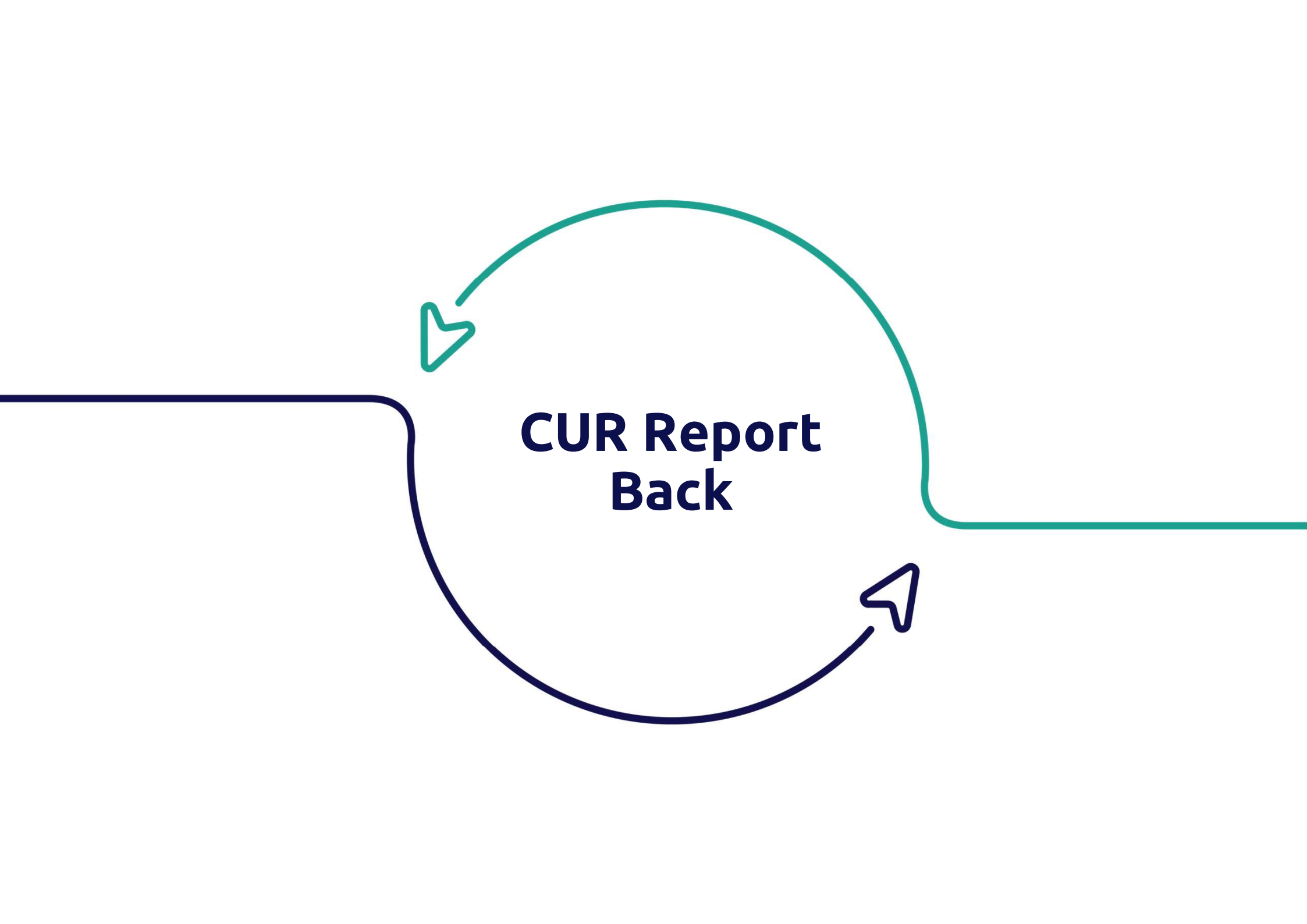
Move to:

Room 2 (2nd Floor)
(follow Sally and
Stina)

Cluj
Metropolitan
Area

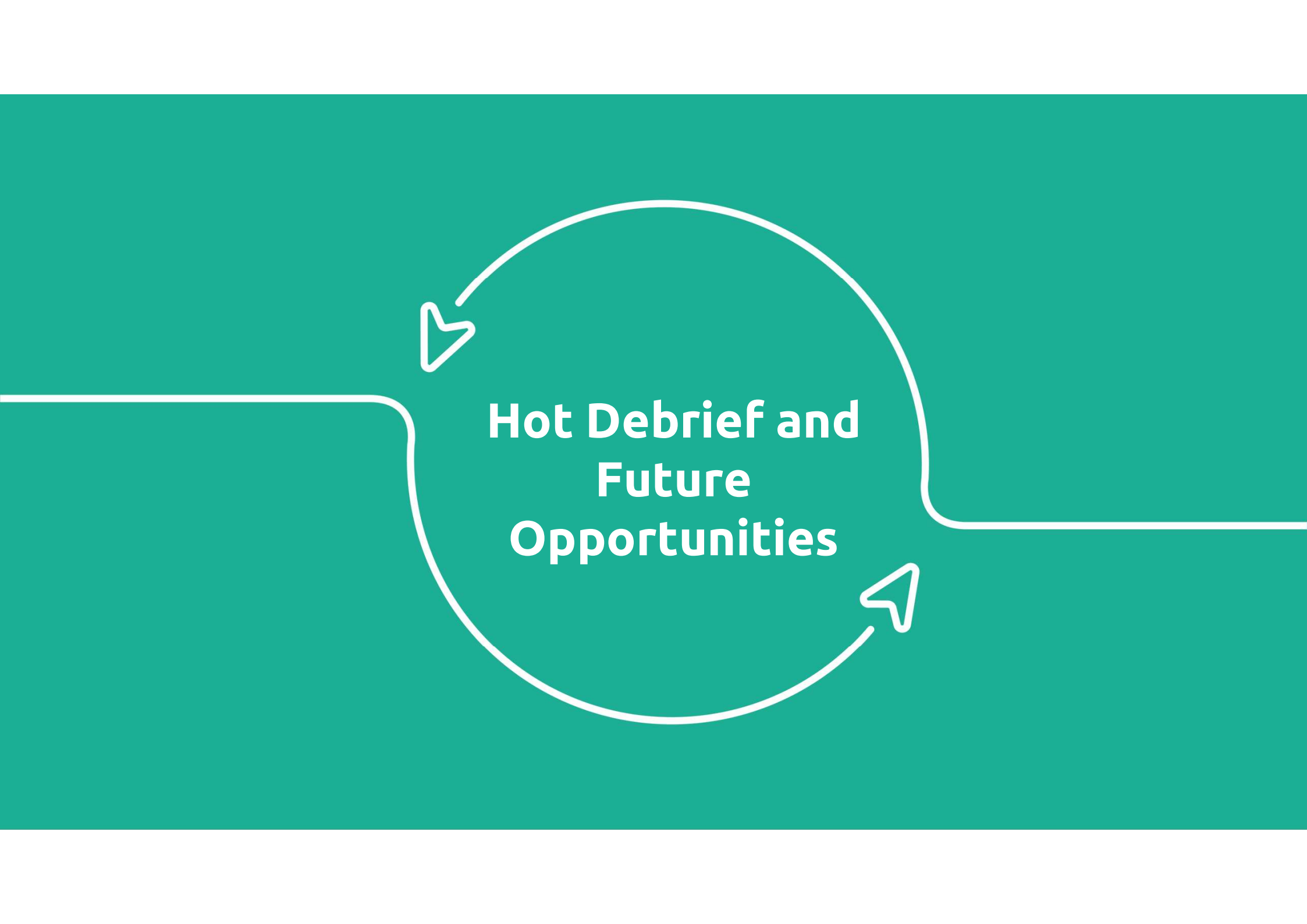
Move to:

Room 3 (2nd Floor)
(follow Eleni and
Stefan)



**CUR Report
Back**

The diagram features a central text element 'CUR Report Back' in a bold, dark blue font. This text is enclosed within a circular loop formed by two arrows. The upper arrow is teal and points clockwise, while the lower arrow is dark blue and points counter-clockwise. Both arrows have a slight gap at their tails, which are connected by horizontal lines extending to the left and right edges of the frame.



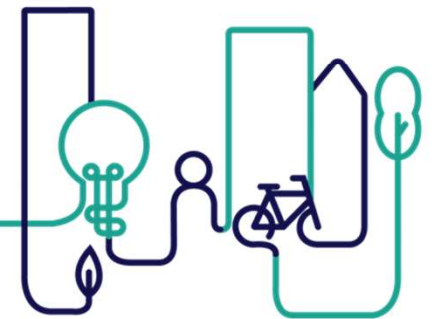
**Hot Debrief and
Future
Opportunities**

EUI PEER REVIEW N° 11

22-23 OCTOBER 2025 STALOWA WOLA

Hot Debrief

Moderators: Carlotta Fioretti and Adele Bucella, EUI Experts



Feedback on Peer Review

At future EUI Peer Reviews please

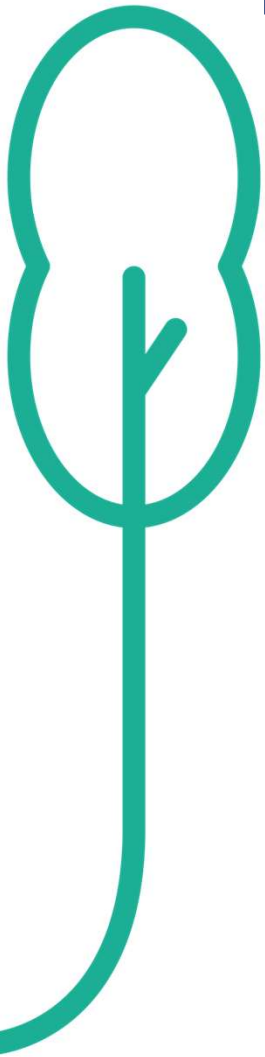
STOP

At future EUI Peer Reviews please

START

At future EUI Peer Reviews please

CONTINUE





**And now
what...?**

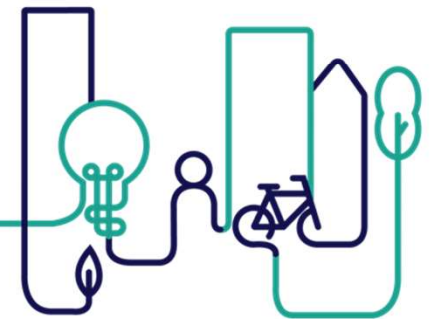
Other capacity building opportunities
with EUI

EUI PEER REVIEW N° 11

22-23 OCTOBER 2025 STALOWA WOLA

Future Opportunities

Sandra Valiunaite – EUI Capacity Building Officer



The EUI capacity building trio

78 approved C2C Exchanges
Call continuously open

City-to-city
exchange

Peer
review

1 more Peer Review this year :
Malmö, Sweden 10-11
December

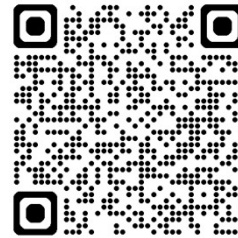
Event

2025: Slovenia, Ireland, Sweden in preparation



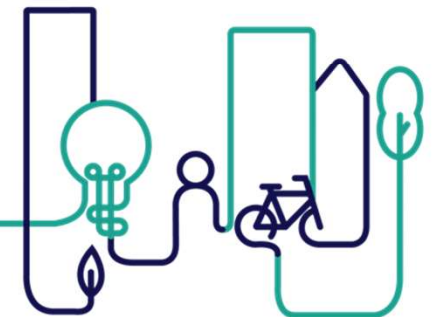
City-to-City Exchanges in 2025: call open continuously

➤ Apply when you need/want! [HERE](#)



We are here to help!

- Optional matchmaking service from November 2025! Sign up by 25 November on EUI website: [Sign-up for the City-to-City Exchange assistance service | EUI](#)
- Book a 30-min online meeting with us at [this link](#)
- Not sure who has the solution to the challenge you are facing? Join Portico, try the [Urban Matchmaker](#)



Events in 2025: focus on national level

19-20 November 2025

Celje, Slovenia

"Integrating horizontal principles
into urban development projects"



4 December 2025,

Stockholm, Sweden

"Financing Climate Transition and
Resilient Urban Development"



26-27 November 2025

Monaghan, Ireland

"Reimagining Places:
Sustainable Conservation of
Ireland's Beautiful Heritage "



Celebrating our peer reviewers

EUROPEAN
U R B A N
INITIATIVE



CERTIFICATE

EUROPEAN URBAN INITIATIVE - PEER REVIEW

This certificate is presented to **Nuno Pomar** representing **CIM Coimbra** in recognition of their contribution as a peer reviewer in the **EUI Peer Review in Basso Piave Urbano (IT)**, on 4-5 December 2024.

An EUI peer review is a two-day capacity building event based on peer learning. It focuses on addressing challenges related to the design and implementation of sustainable urban development strategies financed through EU Cohesion Policy.

Their insights, experience, and collaboration have supported **Piave (IT)** in addressing their key urban challenges related to:

- **Boosting efficient governance integration and collaboration between the various local governments**
- **Integrating monitoring into a circular process of assessment**
- **Attracting private and third-sector funding**

Through this participation, the European Urban Initiative recognises their readiness to critically reflect on sustainable urban development practices, and a commitment to fostering mutual learning among European cities.

Date: 06/12/2024

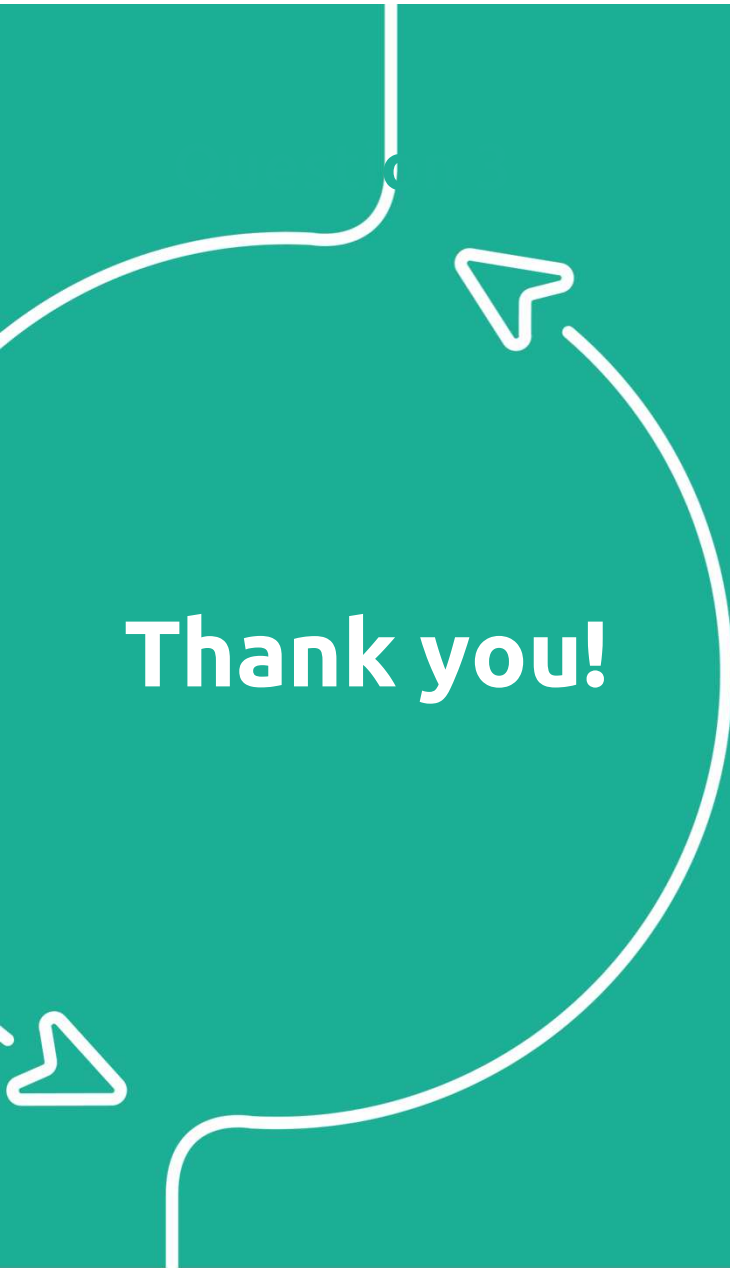
A handwritten signature in dark ink, appearing to read 'Tim Caulfield'.

TIM CAULFIELD

Director European Urban Initiative
– Permanent Secretariat

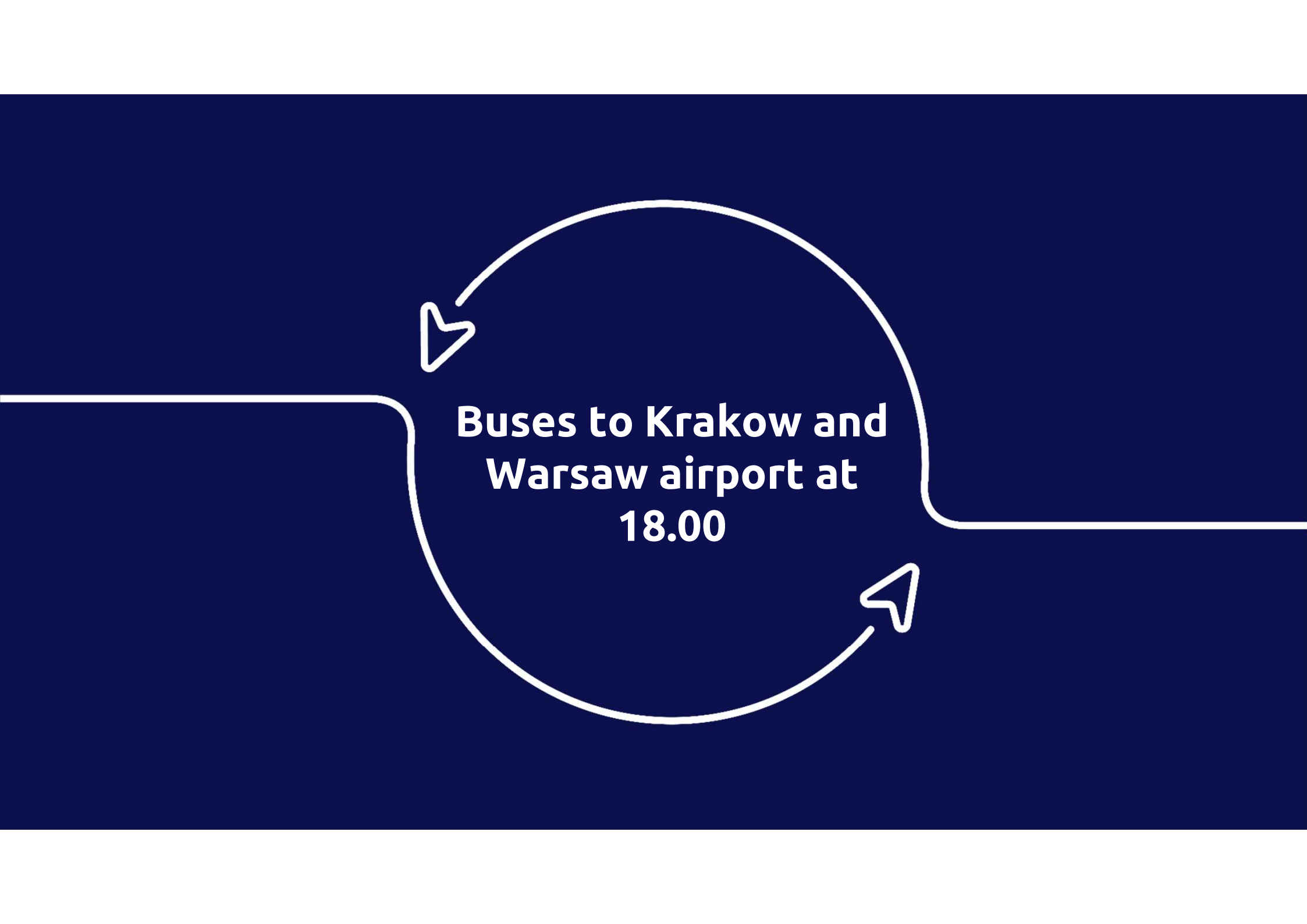


Co-funded by
the European Union



Thank you!

**Contact us for any questions on EUI
capacity building
at capacitybuilding@urban-initiative.eu**



**Buses to Krakow and
Warsaw airport at
18.00**