



Connecting cities  
Building successes



REGIONE  
TOSCANA



[jessicaforcities@regione.toscana.it](mailto:jessicaforcities@regione.toscana.it)

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# **URBACT II PROGRAMME**

## **WG JESSICA FOR CITIES J4C**

### **WORKPLAN**

for

### **URBACT LOCAL SUPPORT GROUP (ULSG)**

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## CONTENTS

<u>1.1 The Urbact II Programme.....</u>	<u>3</u>
<u>1.2 The Working Group “Jessica for Cities – J4C”.....</u>	<u>3</u>
<u>1.3 Urbact Local Support Group (ULSG): guidelines.....</u>	<u>5</u>
<u>1.4 Local Action Plan – LAP: guidelines.....</u>	<u>6</u>
<b><u>2. ULSG IN THE TUSCAN REGION.....</u></b>	<b><u>7</u></b>
<u>2.1 Composition.....</u>	<u>7</u>
<u>2.2 General objective and specific objectives of the LSG.....</u>	<u>8</u>
<u>2.3 Summary of Focus Groups/Specific Objectives/Participants.....</u>	<u>8</u>
<u>2.4 Activities: kinds and contents.....</u>	<u>9</u>
<u>2.5 Coordination and operation.....</u>	<u>9</u>
<u>2.6 Administrative formalities .....</u>	<u>10</u>
<b><u>3. Indicative WORKPLAN (GANNT) .....</u></b>	<b><u>11</u></b>

## 1. INTRODUCTION

### 1.1 The Urbact II Programme

The **URBACT II 2007-2013 Programme**, launched by the European Commission – Directorate-General for Regional Policy, with a total budget of € 67.81 billion, brings forward the experience of URBACT 2000-2006 and focuses on cities and their suburbs and on the problems connected to unemployment, criminality, poverty and inadequate public services, which are experienced every day within such settings. Indeed, the main objective of URBACT II is to improve the effectiveness of integrated and sustainable urban development policies in Europe with a view to implementing the Lisbon and Gothenburg strategies.

The Programme identifies and develops the following **priorities of intervention**:

- Priority axis 1 – Cities, engines of growth and jobs (Promoting Entrepreneurship, Improving Innovation and Knowledge Economy, Employment and Human Capital);
- Priority axis 2 – Attractive and cohesive cities (Integrated Development of Deprived Areas and Areas at Risk, Social Integration, Environmental Issues, Governance and Urban Planning).

The programme envisages three main kinds of **operations**:

- Exchange of Competences (Thematic Networks and Working Groups)
- Capitalisation (Thematic poles, Thematic Experts, Studies, Fast Track Networks)
- Communication and dissemination (Website, Annual Conferences, Thematic Publications in the different languages of the participating cities, Thematic Regional Conferences)

The **beneficiaries** are:

The cities of the 27 EU states  
Regions and Member States  
Universities and Research Centres

Info:

URBACT Secretariat  
194, Avenue du Président Wilson  
93217 St Denis La Plaine – France  
<http://urbact.eu/>

### 1.2 The Working Group “Jessica for Cities – J4C”

**Field of action:**

Priority axis 2, Theme “Governance and Urban Planning”.

**Partnership:**

Lead Partner: Tuscan Region – Directorate-General for Economic Development – Managing Authority ROP RCE ERDF 2007-2013  
PP1: Greater Manchester Association (UK)  
PP2: Municipality of Massy (FR)

PP3: Porto Vivo Company for Urban Rehabilitation (PT)  
PP4: Metropolitan Association of Brasov (RO)  
PP5: Development Agency of the Municipality of Athens (EL)  
PP6: Municipality of Poznan (PO)

**Term & Budget**

Stage I: April 2008 – August 2008  
Stage II: September 2008 – May 2010  
Total project budget: € 300,000

**Kind of actions:**

Exchange of experiences, case&visit study, drafting policy recommendations

**Subject-matter:**

Jessica (*Joint European Support for Sustainable Investments in City Areas* EC Reg.s No. 1083/2006 and No. 1828/2006), the Financial Engineering instrument launched by the European Commission in 2004, allows Managing Authorities to transfer a part of the ERDF resources of the Operational Programmes 2007-2013, dedicated to urban mainstreaming, to Urban Development Funds (UDF), made up of public and private capital and aimed at financially supporting investments in public infrastructures, for urban regeneration and requalification, that fall within the scope of Sustainable Urban Development Projects. This mechanism goes beyond the logics of sunk-capital grants, which are replaced by “revolving” financial instruments (essential of the equity model), as well as guarantees and loans for the implementation of projects through public/private investments. The project envisages the collaboration with the Jessica Task Force at the European Investment Bank (EIB).

**Objectives:**

- to examine the potential structure of the Jessica model (Urban Development Funds and Participation Funds) in the many cities-partners, taking into account their own national laws, legislative limits, administrative and institutional systems, Funds set-up and governance, etc.
- to assess the kind of urban development projects that are eligible for Jessica funding: the duration of projects, eligible operations (infrastructures of public interest, though also commercial and residential operations), economic-financial sustainability, conditions for the potential remuneration of private capital, etc.
- to check the applicability of the Jessica model as an “alternative” funding method for the creation of infrastructures in the different cities-partners

### 1.3 Urbact Local Support Group (ULSG): guidelines

Every Partner of the URBACT II Programme is required to set up a Local Support Group (LSG).

#### **Main role:**

One of the main tasks of LSGs is to create and implement a Local Action Plan (LAP): there follows that it is vital for the LSG to involve stakeholders that can contribute to the drafting and implementation of the LAP.

By setting up a LSG, the results of transnational exchanges are conveyed to a wider range of local stakeholders and the lessons learnt therefrom can prompt thoughts and ideas and thus local changes.

Moreover, the substantial number of local stakeholders who will be involved in LSGs throughout Europe may potentially become part of a wider and more cohesive "URBACT Community" which will carry key messages developed in the cities, addressing a wider public over the following years.

#### **Composition:**

The dimension and composition of LSGs must be planned in the light of the objectives of the Working Group, and depends on the kind of exchange activities proposed by the project, on local needs, on the experience of each city as well as on the experience and added value that local stakeholders can offer on the themes concerned. Sub-themes may be adapted or reformulated on the basis of such information, in order to meet the needs and capacities of each city.

LSGs may be set up by acting upon what already exists in the cities, avoiding the duplication of or competition with existing structures. *Ex novo* groups may need to be created in some cases, whilst existing groups or structures may be used in others, adding a number of activities and new stakeholders that are strictly connected to the URBACT project.

Stakeholders are usually divided into two groups:

*strategic stakeholders:* they are directly – positively or negatively – influenced by policies or may substantially influence the success of an activity (beneficiaries)

*operating stakeholders:* they hold an interest in the theme though act as intermediaries.

#### **Objectives:**

- to help clarify the city's special needs or problems
- to help identify (support or validate) the extent up to which the city is truly capable of offering the project existing instruments, on-the-spot visits, policies and other experiences as good practices
- to help ensure that such knowledge is reported in the LAP
- to help spread the project's results to a wider local public and to ensure that the final beneficiaries and the other stakeholders have taken part in the decision-making process
- to act as a project model and to prompt the political and institutional support needed to ensure that the Local Action Plan actually brings changes.

#### **Activities:**

- To participate in the drafting and follow-up of the LAP
- To identify and validate inputs, e.g. case studies
- To participate in exchanges and to take account of other stakeholders' suggestions
- Regular meetings, especially to prepare the partners' contributions to the project's seminars
- To comment on final results
- To test or address given recommendations through the LAP
- To act as an example of local projects and to try and affect local changes
- To organize events for local dissemination
- To obtain media coverage

### **Budget**

The stakeholders' involvement in the LSG is voluntary.

Some activities may be financed by the project's budget, such as:

- organization of training/thematic sessions
- organization of local events and workshops
- translation of the material
- participation of LSU [Socially Useful Work] representatives in seminars envisaged by the project
- drafting the LAP of other working documents

## **1.4 Local Action Plan – LAP: guidelines**

The Local Action Plan is the main means to turn the lessons and recommendations resulting from transnational exchanges into a local regeneration programme. The drafting of the LAP will include and will be associated to a number of collateral activities and products (meetings, training events, distribution materials, etc.) designed to ensure the greatest impact.

## 2. ULSG IN THE TUSCAN REGION

### 2.1 Composition

The Tuscan Region – Directorate-General for Economic Development, leading the Working Group J4C, envisages the Local Support Group's following composition:

#### Final beneficiaries

IPSUD [Integrated Plan for Sustainable Urban Development] eligible Municipalities

#### Institutional intermediaries

ANCI [National Association of Italian Municipalities]

URPT [Regional Union of Tuscan Provinces]

Ministry of Economic Development

Ministry of Infrastructures

Tuscan Region Directorates General according to their sector (Directorate-General for Territorial Policies; Directorate for General Balance and Finance; Directorate-General for Planning Presidency; IPSUD measures contact persons)

Prof. Massimo Morisi (communication manager of PIT [Territorial Guiding Plan])

"Competitiveness and Convergence" objective Regions will be invited to the general sessions.

#### Technical intermediaries

Deposits and Loans Fund

Bank Foundations (MPS, others)

National Town-Planning Institute – Tuscan Division

Universities: Faculty of Engineering, Faculty of Economics, Faculty of Political Sciences of Florence, Pisa and Siena, Faculty of Architecture of Florence, Scuola Normale Superiore, Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna

Two Focus Groups will be set up for the purpose of organizing activities and meetings:

**FG\_1 Integrated and strategic planning and sustainable urban development**

**FG\_2 Urban planning and funding of infrastructures**

## 2.2 General objective and specific objectives of the LSG

General objective:

to ascertain the applicability of the Jessica model (whose structure is defined at the WG level) or of other “alternative” financing models for the creation of infrastructures

Specific objectives:

So\_1: to ascertain experiences of strategic integrated planning and their connection to programmes for public works and economic development strategies.

So\_2: to check experiences of territorial governance and of territorial planning connected to economic development: economic-financial sustainability.

So\_3: to check the existence in the territory of IPSUD and extra-IPSUD proposals/projects that may be financed by Jessica funds (in terms of financial-economic-social sustainability, high self-financing margin, etc).

So\_4: to check the added value of the use of this means for Municipalities (in terms of refundability of the grant, internal stability pact, use of their own resources in the UDF, management, etc) and also for the funding entity (Managing Authority ROP RCE ERDF, in terms of revolving effect and thus possibility of supporting a wider range of projects)

So\_5: to check the presence of similar experiences in the CRO [Regional competitiveness and employment] Objective and in the Convergence Objective

So\_6: to identify the potential involvement of private investors by examining the conditions that guarantee the remuneration of projects for private investors, on the one hand, and by suggesting an action plan for their involvement, on the other (identification of potential investors, *ad hoc* meetings, communication plan, etc).

## 2.3 Summary of Focus Groups/Specific Objectives/Participants

**Tab.1 Focus Groups/Specific Objectives**

	So_1	So_2	So_3	So_4	So_5	So_6
FG_1	X	X			X	
FG_2			X	X	X	X

**Tab.2 Participants per Focus Group/Specific Objectives**

	So_1	So_2	So_3	So_4	So_5	So_6
FG_1	IPSUD Municipalities ANCI URPT MiSE [Ministry of Economic Development] MIT [Ministry for Innovation and Technologies] DGPTA [Directorate-General for Territorial and Environmental Policies] DGBF [Directorate-General for balance and Finance] DGPr [Directorate-General for Planning Presidency] IPSUD contact persons PIT contact person Regions Comp/Conv CDDPP [Deposits and Loans Fund] INU Tuscany [National Town-planning Institute] Universities	Municipalities ANCI URPT MiSE MIT DGPTA DGBF DGPr IPSUD contact persons PIT contact person Regions Comp/Conv CDDPP INU Tuscany Universities			MiSE MIT Regions Comp/Conv Universities	
FG_2			IPSUD Municipalities ANCI URPT DGPTA DGPr IPSUD contact persons PIT contact person INU Toscana Universities	IPSUD Municipalities ANCI MiSE DGBF DGPr IPSUD contact persons PIT contact person CDDPP Bank Foundations INU Tuscany Universities	MiSE MIT Regions Comp/Conv Universities	CDDPP Bank Foundations

**2.4 Activities: kinds and contents**

<p>A1 - Meetings for the presentation of the Working Group to the LSG's members</p> <p>A2 - Participation in Project meetings (acquiring information, exchanging experiences, sharing results)</p> <p>A3 - Participation in Programme meetings (acquiring information, exchanging experiences, sharing results)</p> <p>A4 - Thematic workshops for each Focus Group (defining themes, analyzing needs, defining workplans and assigning tasks, defining outputs)</p> <p>A5 - Plenary sessions with Focus Groups</p> <p>A6 - Drafting notes and comments</p> <p>A7 - Elaborating the LAP (synthesizing the outputs of each Focus Group, conclusions and recommendations)</p>
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**2.5 Coordination and operation**

The coordination of all the activities will be directed by the Tuscan Region's Directorate-General for Economic Development, with the support of Development Tuscany.

Where needed, each Focus Group can identify its own representative who will organize and report on the activities and act as an intermediary with the general coordination office.

Where possible, the thematic workshops will take place in parallel sessions, and will then be followed by a plenary session summarizing the results of the meetings.

Each Focus Group may hold specific in-depth sessions.

Other than meetings, "distance" complementary activities will take place via email, exchanges of notes, working documents, agenda of meetings, etc.

External experts may sometimes be called to activate sessions.

The participation in Project and/or Programme meetings will be evaluated, from time to time, according to the budget available to cover travelling and board/lodging expenses and to the opportunity of the participation itself.

## **2.6 Administrative formalities**

The minutes of every meeting will be drafted by the Tuscan Region's Directorate-General for Economic Development.

### 3. Indicative WORKPLAN (GANNT)

to be coordinated with Lead Expert

	lug-08	gen-09	feb-09	mar-09	apr-09	mag-09	giu-09	lug-09	ago-09	set-09	ott-09	nov-09	dic-09	gen-10	feb-10	mar-10	apr-10	mag-10	
A1 - presentazione del Working Group	PIUSS Lucca final meeting Ph1	launch event Ph2				Toscana													
A2 - meeting a livello di progetto					26-27 Brasov	14-15 Lussemburgo o BEI	26-27 Porto			Massy	Poznan								
A3 - meeting a livello di Programma				fine mese Roma - ULSG Nazionale															
A4 - Workshop tematici per cad. Focus Group					Toscana FG1	Toscana FG1-2-3 (Workshops paralleli)					Toscana FG1-2-3 (Workshops paralleli)				Toscana FG1-2-3 (Workshops paralleli)				
A5 - Sessioni plenarie						Toscana					Toscana				Toscana				
A6 - Redazione di note e commenti																			
A7 - LAP						prima bozza					prima bozza				prima bozza				versione definitiva

July-08 Jan-09 Feb-09 Mar-09 Apr-09 May-09 June-09 July-09 Aug-09 Sept-09 Oct-09 Nov-09 Dec-09 Jan-10 Feb-10 Mar-10 Apr-10 May-10

A1- presentation of Working Group	IPSUD Lucca final meeting Ph1	Launch event Ph2	Tuscany			
A2-Project meeting A3- Programme meeting		26-27 Brasov	14-15 Luxembourg or BEI	26-27 Porto	Massy	Poznan
A4-Thematic workshops for each Focus Group A5- Plenary sessions A6- Drafting notes and comments A7- LAP	end of month Rome – National ULSG	Tuscany FG1	Tuscany FG1-2-3 (parallel workshops) Tuscany	Tuscany FG1-2-3 (parallel workshops) Tuscany		Tuscany FG1-2-3 (parallel workshops) Tuscany
			first draft	first draft		first draft final version

