Good Practices in the



Cities

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Good practices in the MUSTER Cities

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Practical Utopias Agency

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The Project

MUSTER (Multi-level Governance for an Integrated, Sustainable, Regional Development) is a project in the European Commission's program Europe for Citizens, in the action Networks of Towns, focusing on Democratic engagement and civic participation. From September 2015 to August 2017, five cities, Città di Castello (I), Joué-lès-Tours (F), Lörrach (D), Sighisoara (RO), Smolyan (BG) and the Practical Utopias Agency (I) have worked together to elaborate common areas of interest and constructing a platform for long-term collaboration between these five local governments.
One important frame of reference was the European Commission's Urban Agenda of the 2014-2020 period.
The meetings provided the partners with the knowledge of the state of arts in the cities involved in the project, in particular innovative forms of citizens' participation and activities in favour of an integrated sustainable local development, selecting actions to work on together and constructing so step-by-step a lasting network.
The bases are some pre-existing collaborations, the similarity in problems to be tackled by the cities and a strong European commitment of all partners.

The partners of MUSTER

Città di Castello

Città di Castello was an ancient Umbrian centre that never submitted to the Etruscans. It was a flourishing Roman Municipio and was called Tifernum Tiberinum. When Pliny the Younger wrote to his friend Apollinaire describing the area he said "the town appears beautiful: imagine a vast amphitheatre that only nature can produce…". If you set off from the source of the river Tiber and travel down through beautiful, green countryside you suddenly find yourself in the Val Tiberina. You journey from Tuscany to Umbria, from Sansepolcro to Città di Castello surrounded by lush green hills that are like a renaissance fresco. The natural environment seems unspoiled and man lives in harmony with his surroundings. There is a sense of peace and the structures that have survived from the past have created an invaluable cultural heritage. It is the Tiber river that runs for about 50 kilometres through the wide, fertile plain that has influenced the local history in so many ways. There are churches, convents and hermitages that are off the normal tourist routes, but have great spiritual significance and historical value. During the course of the year there are a large number of festivals, shows, fairs, musical and other cultural events that follow one after another, and animate the squares and alleyways of the town. Among these there are: "Festival delle Nazioni", a 10 day music festival from the end of August to the beginning of September, Mostra Nazionale del Cavallo, the second most important national horse exhibition after Verona in mid-September, Tiferno Comics, an exhibition dedicated annually to a specific artist or theme during September/October, Mostra del Tartufo, Truffle Fair, the first weekend of November, Fair of Practical Utopias, experiences and solutions of an ecological

conversion of the economy and society, early November, Arte Presepiale, a large exhibition of cribs from all over Italy and abroad, December – January. Tourism in Città di Castello is above all cultural tourism. The two museums dedicated to Alberto Burri (1915 – 1995) are points of attraction and so is the beautiful historic centre with many minor but for this not less delightful cultural heritages. The goal of the tourism policy of the local government points at increasing the number of tourists but even more so the duration of their stay in the city; to induce tourists instead of making just an intermediate stop in Città di Castello, often not even staying for the night, to make the town the centre of their vacation in Central Italy and the base from which to visit the Apennines, Arezzo, Sansepolcro, Florence, Assisi, Perugia, etc.

The town adhered to the European network Climate Alliance in 1990 and since then coordinates the initiative in Italy. The commitment is to reduce CO_2 emissions by 10% every five years. In 2010 Città di Castello became signatory of the Covenant of Mayors and in 2011 consigned its Sustainable Energy Action Plan that has been approved by the Commission. In 2015 it handed in its first monitoring report and in 2017 its Full monitoring report, which includes a Monitoring baseline emission inventory. In 2014 the town adhered to the European initiative “Mayors Adapt” and committed itself to developing a climate change adaptation plan. The most recent document that foresees the realization of a number of measures for reducing energy consumption and push sustainable mobility is the Urban Agenda that was approved by the Region of Umbria in April 2017.



Joué-lès-Tours

The name of Joué-lès-Tours appears in its form "Gaudiacus" in the 6th Century. Joué-lès-Tours is the 2nd town in the Indre-et-Loire department after Tours. As a result of the territorial reform which reduced the regions from twenty-one to twelve, Joué-les-Tours is now part of the region Centre Val De Loire. The chief town of this new region is Orleans. Joué-lès-Tours extends over 3241 hectares, at an altitude of 81 meters. The 38.000 inhabitants of the city are called the Jocondiens.

Joué-lès-Tours is an industrial city with a large production of tyres and other rubber products. There are approximately 1000 enterprises located in the city. Among them there is Hutchinson, which has set up a large production unit for equipping trucks. Tupperware is also located in Joué-lès-Tours. Built in 1973, the Joué-lès-Tours factory is one of the four Tupperware factories erected in Europe. There are innovative firms for building materials and Joué-lès-Tours is part of the “Cosmetic Valley”. It is an important wine producer and has a rich cultural life (Centre de spectacles et de congrès, media library, Music school). The city is part of an out-standing tourist region, the Loire Valley, with numerous castles, museums and entertainment activities and it also has a modern cultural centre “Espace Malraux”.

The Espace Malraux includes an auditorium with 1013 seats and various rooms with a reception hall, exhibitions, lounges, meeting-rooms and a bar-cafeteria. It offers a varied and quality program, open to all audiences. Particular attention is paid to young people's access to a rich and diversified program.

The town of Joué-lès-Tours has progressively equipped itself with a set of quality equipment to serve a cultural policy based on everyone's access to a diversified cultural offer, artistic education through training and practice, supporting and developing the creativity of the participants. In addition, there is a wide range of sport facilities.

Among the many events there are:

- « Faites le Printemps » (in April)
- « Les Années Joué » (since 1997 a festival of street arts in June)
- « Les Autos Enjouées » (biannual in September)
- « Joué en Fêtes » (in December)



Lörrach

Lörrach is situated in the extreme South-western corner of Germany, bordering on France and Switzerland. With 49.300 inhabitants, it is the administrative and cultural hub of the German part of the Basel tri-national region and the Southern gate to the Black Forest. The city is known for its warm climate and inviting city centre with a large pedestrian zone and street cafes with southern atmosphere invites to stroll around at leisure.

Lörrach experienced a big leap forward in 1986 when a new traffic concept was presented and the town centre was transformed into an attractive pedestrian zone. The town planners knew about the importance of beautifully designed places and works of art for the quality of life in modern towns. Hence, innovative ideas and concepts were realized and today each place has its own distinct character thanks to the works of many artists.

Private companies and the retail sector were inspired by the concept of a new town centre. Numerous investors contributed to the successful re-construction in order to reanimate the oldest quarters of Lörrach that seemed to lose attraction. The development was supported by an efficient transit system and bicycle lanes, car sharing facilities, and a sufficient number of parking spaces near the town centre. Moreover, Lörrach is connected to all important European traffic arteries. Economically the city entered a crisis in the mid Nineties when 3-4000 jobs were lost with the demise of the textile industry. The city had to reinvent itself as an attractive centre for retail and service industries. The western part of town was modernized and transformed into an innovative multifaceted quarter.

Lörrach is a EnergyCity® and received in 2017 the third Award Gold. The town adhered to the Covenant of Mayors in 2009 and presented its Sustainable Energy Action plan in 2011 with the very ambitious reduction target of 48%. It submitted its monitoring report in 2015. Lörrach intends to become climate neutral by 2050, reducing emissions from 8.5 to 2 tons/ person/ year. That means reducing emissions by 3.5% per year.



Sighișoara

Located in the historic region of Transylvania, Sighișoara has a population of 28.000 inhabitants. It is considered to be the most beautiful and well-preserved inhabited citadel in Europe and in 1999 was declared UNESCO world heritage. The city was founded in the second half of the 12. century by German immigrants, known as the Transylvanian Saxons who were invited to the region by the King of Hungary. It played an important strategic and commercial role on the periphery of Central Europe and artisans from all over the Holy Roman Empire came there to visit and to learn. Vlad Dracul, the father of Vlad the Impaler (Dracula) lived in Sighișoara. It is a brilliant example of a small fortified city in the border region between the Latin-oriented culture of Central Europe and the Byzantine-Orthodox culture of South-eastern Europe. The historic centre consists to ninety per cent of medieval urban structures and includes:

- 287 properties (120 in the citadel and 167 in the lower town)
- 157 historical buildings (84 in the citadel, 73 in the lower town)
- 9 towers, 2 bastion and citadel walls with a length of 930 m

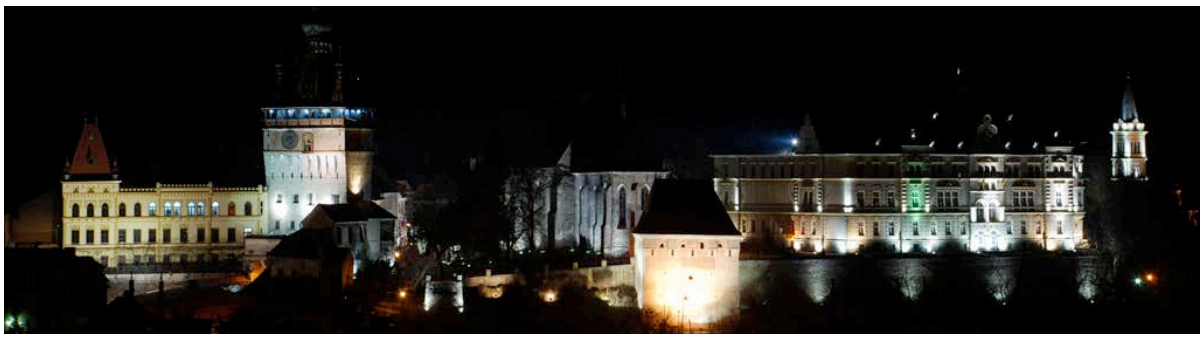
The most important festivals that take place in the city each year:

- Medieval Festival - it has recently obtained the "Medieval Romania's Prize", a national recognition awarded to Sighișoara for its good management of tourism in the territory. The UNESCO has also declared the territory a small "jewel" of Romania.

- Pro-Etnica Festival - 20 different ethnic groups who live in the territory present themselves.

Sighișoara is a popular tourist destination for its well-preserved walled old town.

The Agency for Energy Management was set up in the city in 2006. It was created through the Intelligent Energy Europe Program (IEE). The Agency supports the local authority in defining, promoting and sustaining energy efficiency policy and local production of energy. Sighisoara has adhered to the Covenant of Mayors and drew up the SEAP (Sustainable Energy Action Plan) in 2013, which was approved by the Commission in 2015. On the basis of the Baseline Emission inventory with 2008 as reference year the identified potential of the city for reducing CO2 emissions by 2020 is 21%.



Smolyan

Smolyan is situated in the heart of the Rhodopes, a territory of 879 km^2, seventy per cent of which is covered with age-old forests. According to archaeological excavations the region of Smoljan was first inhabited in the second millennium BC and received its name by the Slavic tribe of the Smolyani, that settled there in the 7th century AC. For five centuries the town was until 1912 part of the Ottoman Empire.

The mountain town combines modern constructions with traditional Rhodopian architecture. Favourable climatic conditions, a great variety of plant and animal world, preserved traditions; customs and architecture are all factors influencing the development of tourism in the region. The well-known resort of Pamporovo has excellent hotels, holiday homes, ski runs and attractions and it is situated only 10 km from Smolyan. The city hosts the Observatory of Rozhen – the largest one on the Balkan Peninsula and the second biggest Planetarium in Bulgaria. Other centres of preserved traditions and cultural life are the Rodopa Drama Theatre, the Historical Museum, which has a rich ethnographic collection, and the Art Gallery, which possesses paintings by the greatest Bulgarian artists. The traditions are well kept and all the festivals and fairs in the region are tightly connected with the Rhodopean history and customs. Some of the biggest and unique of their kind are:

- Traditional fair for masquerade plays Pesponedelnik, where dressed as monsters people dance for chasing away demons and negative energies and bringing wealth and health.
- Todorovden – horse riding and competitions
- Festival of the wild flowers
- Gela bagpipe festival
- Predoi – preservation of the tradition of sheep milking in the region, where different types of yogurt and cheese are tasted
- Smolyan beans festival – a fair of bean cultivation and bean dishes

Smolyan since 2013 is a signatory of the Covenant of Mayors, it presented its action plan in 2014 with a reduction target of 20%. The city has participated and is participating in numerous European projects, most recently the Urbact network SMARTImpact where together with Manchester, Dublin, Zagreb, Stockholm and others the partners are focussing on how to develop models of adapting administrative structures to smart development.



Practical Utopias Agency

The Agency of Practical Utopias is a small think-tank that works on issues of sustainable local development in a social-ecological perspective. It has elaborated in the past years scenarios and practical solutions in the fields of energy and climate policies, sustainable mobility, urban development, adaptation to climate change, and green business. The results of its own work and European-wide best practices in these fields of interest are being presented in publications, conferences, workshops and actions in order to raise awareness and inform, orient and sustain decision makers in the public and the private sector and active citizens.

The Agency was founded in 1999 by the Region of Umbria, the Province of Perugia and the city of Città di Castello and is coordinated by Dr. Karl-Ludwig Schibel. It builds on the experience of the Fair of Practical Utopias which takes place in Città di Castello since 1988, founded by the peace and environmental activist and politician Alexander Langer. His concept of *ecological conversion* continues to guide the day-to-day work of the Agency which thankfully acknowledges the support of the city of Città di Castello and the Region of Umbria.

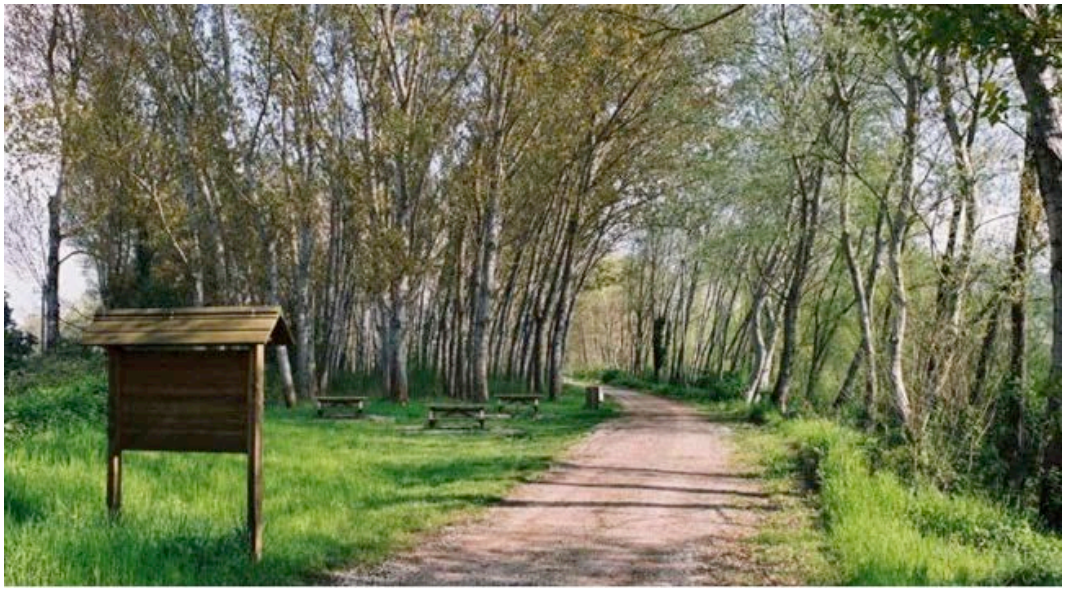
In late fall the Agency organizes the annual “Fair of Practical Utopias” which presents experiences and solutions of an ecological conversion. The first cycle from 1988 – 1991 had as their subjects the four classical elements Water, Earth, Fire and Air and represented at the time the vanguard of ecological discourse and ecological practice in Italy, taking up all the big environmental subjects, water, soil, waste, energy, climate with a variety of approaches: lectures, didactic workshops, plays, happenings, exhibitions. The second cycle, 1997 – 2001 was dedicated to the five senses and their role for ecological conversion and conviviality.

In the last years, the Practical Utopias Agency has concentrated on the Upper Tiber Valley, working on contents, organisational models and educational / awareness raising approaches for an integrated, local sustainable development. It acted as scientific-technical coordinator for the Urban Agenda of Città di Castello and is running projects on “Localizing the Sustainable Development Goals” for high schools. The concentration on a specific territory is not meant in a parochial perspective but serves for rendering concrete in an exemplary fashion the opportunities and difficulties of promoting sustainability in the daily functioning of the economic sector, local administration, educational system and the daily lives of people. The Agency always dedicates particular attention to the transferability of the contents it’s working on.

The Practical Utopias Agency further coordinates the “Climate Alliance”, a network of 1700 European cities and towns in Italy and manages the Italian helpdesk of the Covenant of Mayors.

Energy, mobility, climate, innovation

One of the themes the five cities treated extensively in the meetings and which could be part of a long-term perspective of collaboration are local energy and climate policies and their implementation through multilevel local governance. This requires to reframe climate and energy policies in a wider context of local sustainable development. Mobility in the sense of better accessibility to public transport and high quality service, making communities safer and easier to walk and to cycle. One common denominator between four of the five cities is that Lörrach, Città di Castello, Sighisoara and Smolyan have all adhered to the European initiative “Covenant of Mayors”, have all elaborated a Sustainable Energy Action Plan and some have also handed in monitoring reports.









Città di Castello

Energy efficiency in municipal buildings

Objective

To reduce CO2 emissions by 10% every five years (commitment Climate Alliance) and at least by 20% by 2020 (base year 2008) arriving from 7,8 to/year at 6,2 to/year (Sustainable Energy Action Plan, commitment Covenant of Mayors)

Description

Retrofitting school buildings: Kindergarten Badia Petroia, Elementary school Morra, Kindergarten La Tina, and Elementary school San Pio. Città di Castello has dedicated particular attention to the schools that together with the other public buildings constitute approximately 14% of the total electric energy consumption of the local government**.** Many measures are created for school buildings, they have an important role in the municipal energy consumption for the potentials of energy saving they offer. In addition to technical improvements schools are particularly suitable for behavioural changes by the students and the faculty. The former are also prone to carry their knowledge home and thus serve as multipliers. Another set of measures is planned for the municipal offices.

Target

Pupils and teachers in primary schools and in the kindergartens

Public lighting

Objective

Reducing energy consumption by 65%

Description

In the area of the measure (historic centre) the light points were increased from 304 to 387. The total annual energy consumption after the measure went down to 125.887 KWh per year from previously 231.302 KWh. Systems of remote control and remote management, replacement of another 390 light points in the historic centre replacement of 32 lamp posts and predisposition of 55 “smart” posts and information panels are among the measures in the next future, as well as public lighting tele-management systems in the historic centre and attractive lighting for historic monuments. These measures are part of the Urban Agenda.

Target

All citizens

Integrated system of bicycle paths

Objective

Construction of a ring for bicycles and pedestrians around the historic centre and of an integrated system of bicycle paths to reduce motorised private transport and favour mobility by foot and on bicycle.

Description	The project, which is part of the Urban Agenda, foresees the completion of the bicycle and pedestrian ring around the historic centre. It partly already exists and the most important intervention for completing it will be the elimination of a bottleneck displacing the motorized traffic on to a bypass to be newly constructed. This integrated system of bicycle lanes will connect the existing tracks and extend into the wider periphery of the town, connecting the important points of cultural interest. An important element is the existing 25 km bicycle lane along the Tiber River that connects the towns of Umbertide, Montone and Città di Castello.
Target	Residents and tourists

Replace the vehicle park for garbage collection with low emission vehicles

Objective	Reduction of CO_2 emissions according to commitments, improvement of air quality
Description	Replace the vehicle park for garbage collection with low emission vehicles. The measure will be extended to the vehicle park of the municipality. The mobility sector accounts for 352,85 GWh/year of energy consumption and 103.969 tons/year of CO_2 that the City of Città di Castello intends to reduce by at least 6.947 tons/year by 2020.
Target	All citizens

Further measures planned in the Urban Agenda

Objective	Reduction of CO_2 emissions according to commitments, improvement of air quality
Description	In the medium run the administration will first study and then enact solutions to shift mobility from motorized individual transport to public transport and sustainable mobility. It is about to publish (June 2017) a call for the elaboration of a Sustainable Urban Mobility Plan (SUMP). Among the measures already inserted into the Urban Agenda there are: Monitoring of traffic flow through a digital platform for monitoring and control of the traffic, a system for rationalizing and regulating the distribution of goods and commodities in the historic centre, an integrated system of parking place management, panels for info mobility and multimedia information points.
Target	Residents and visitors

Joué-lès-Tours

Promotion of green transport

Objective

Reducing motorized individual mobility in order to improve air quality and reduce CO_2 emissions.

Description

The priority of Joué-lès-Tours in the mobility sector is to reduce the impact that cars have on the town, down-sizing motorized individual mobility and promoting sustainable transport in order to improve air quality and reduce CO_2 emissions. The air quality is monitored continuously and when air pollution supersedes the legal thresholds, emergency measures are implemented. In September 2013, a tram took up service and to facilitate the use of different modes of transport, bike boxes have been installed along the tramline. This favours combining various modes of public transport in a single journey and switching from one mode of transport effortlessly to another (tram, bus, bike, walking). Car-sharing is being promoted among the municipal workers. 50% of the cost of the public transport tickets used by the city staff to come to work is reimbursed (in accordance with national regulations).

Target

All citizens

Electrical vehicles

Objective

Reducing motorized individual mobility in order to improve air quality and reduce CO2 emissions.

Description

Develop the pool of electric vehicles: all new vehicles purchased in the future by the city will be electric. Today, out of 119 municipal vehicles twelve are electrically powered, six by natural gas and five electric bicycles.

Target

The municipal administration

Energy efficiency and renewable energy in public buildings

Objective

Save energy, reduce energy costs, raise people's awareness of the possibilities for renovating their homes, and inform them about the state subsidies available to them.

Description

In the field of energy efficiency Joué-lès-Tours is heading up a retrofitting campaign for public buildings in collaboration with the local Energy Agency, primarily focusing on new insulation. The latter has also organized public meetings aimed at raising the general awareness

	of the possibilities in renovating ones own home. Additionally, 36 solar panels have been installed on the roof of the Maison des Associations, and 26 on the roof of the Maisons Neuves school.
Target	The municipal administration and all citizens

Public lighting

Objective	Reducing energy consumption
Description	Renewed public lighting system. 70% of the light points have been renewed over the past 6 years. Thanks to new LED equipment, the breakage rate is very low and repair costs have dropped by 40%. Rendering public lighting more efficient contributes significantly to reducing greenhouse gas emissions. Another initiative focuses on building awareness among all users of municipal buildings of the need to turn off the lights more consciously. Finally, luminous advertising and signs are turned off at night, in compliance with the law of July 2010. Only town maps and emergency numbers remain visible.
Target	All citizens

Biomass power station

Objective	Reduce the cost of heating municipal buildings and private homes. Increase efficiency, lowering energy consumption and avoiding CO_2 emissions
Description	Following the decline in activity in the Michelin tyre factory, this industrial zone is currently undergoing a transformation, making 24 hectares available for new businesses. The first company to set up shop will be Dalkia, who will install a biomass power station and employ 17 people. Heat production will be subsidised by the state and will enable the town to lower the cost of heating municipal buildings, schools and council housing. By 2018, this biomass heating station will heat 7600 homes.
Target	All citizens

Collectif Cycliste 37

Objective	Promote use of bicycle
Description	See the template in “Social Cohesion”
Target	All citizens

Lörrach

Mobility Masterplan

Objective

Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year

Description

The mobility policy of the city follows a Masterplan with 6 thematic fields: pedestrians, bicycle, public transport, motorised private transport, cargo traffic, and city development. Within the 6 thematic fields there are 25 activity plans with 219 concrete measures. The Masterplan was developed in a participatory process and approved in June 2013 by the city council. Annually the realised measures and a detailed record of the planned measures for the following year are presented to the public and the city council.

Target

All citizens

Public traffic

Objective

Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year

Description

In 2015 a new bus concept was developed, in 2016 two new bus routes were instituted. Further there is foreseen an increase of the frequency of the Regio-S-Bahn to Basel from 30 to every 15 minutes and a mobility hub at the border. The regional railway: The suburban railway connects Lörrach with Basel and Zell im Wiesental (Line 6) and Weil am Rhein and Steinen (Line 5). Both lines operate on a half-hourly interval that intensifies to a quarter-hourly interval on the shared tracks in the city area. More than 6 million passengers per year use line 6. City Bus: The city bus has partly a quarter-hourly interval and covers almost the entire city area. There are more than 100 bus stops. The buses cover approximately 730.000 km per year and transport 2.8 million passengers. Long distance and regional buses: there are regional buses to the surrounding area and long distance lines to many German and European destinations

Target

All citizens

E-mobility

Objective

Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year

Description	Promoting sustainable and environmental friendly mobility in Lörrach. Promoting e-car sharing and acceptance of e-mobility. Substituting conventional car sharing vehicles by e-cars. “My-e-car” is a new car-sharing project in Lörrach. Installation of additional public charging stations (currently 10 charging stations available). Supplying charging stations with 100% renewable energy. Reducing noise, CO_2 and NOX emissions in the traffic sector. The municipal measure to implement car sharing with electric cars in the city, triggered further investment in the sector by a private company (My E-car). My E-car is planning to cover the whole inner city with electric car sharing facilities for companies and citizens.
Target	All citizens

Bicycle garage

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	The new bicycle garage in Lörrach offers more than 200 m^2 space for: - More than 100 bikes - Lockers for bike helmets and luggage - Publicly accessible charging stations for e-bikes and e-cars - Four car sharing locations (2 conventional + 2 e-cars) - Access to the garage is secured by an electronic access system Next to the train and bus station there is a parking place with a car sharing service point with conventional and electric cars. Next to the car sharing point there is a garage with space for 100 bicycles where they are safe and protected, a charging station for pedelecs included. A bicycle shop, Velö, serves cyclists. It is privately managed but with support from the administration. The hub thus provides a valid service of integrating public transport with other forms of sustainable mobility
Target	All citizens

New district heating 1

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	A survey was conducted to find the most appropriate areas in town. Twenty areas were analysed (building structure, energy consumption, density, and adjacent industries). One area was chosen to install a new district heating system based on renewable energies. The district heating plant of the RatioNeueEnergie GmbH offers heat to the north of Lörrach from two furnaces, 1 MW heat each. The network is 3.5 km long and heats 1.250 households with 10,000 MWh/year. The hook-up is not obligatory, but the conditions are favourable, given the fact that

	the users otherwise need not install and maintain an own furnace. The city of Lörrach and the RatioNeueEnergie GmbH consider it preferable not to introduce an obligation to hook-up, which is widely being practiced in other cities. This guarantees a monopoly to the provider and can lead to abuse.
Target	All citizens

New district heating 2

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	A recently finished hotel building near the main station provides a new district-heating network. The thermal power station is in the basement. A further large-scale prospective consumer is the employment office in the district and the system is being extended to apartments and commercial buildings and new buildings in the area.
Target	All citizens

ARGE Fernwärme Lörrach

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	In 2016 a Consortium district heating Lörrach was founded. Under the leadership of the public utilities Lörrach both district heating providers RatioNeueEnergie and badenova have united in the city of Lörrach. In the district area around the city hall, a new business house will be build. The consortium would provide the new building and the area with district heating.
Target	All citizens

Lighthouse project with solar front

Objective	CO2 reduction: 500 t CO2 eq./a • Energy savings (MWh): 1.1 MWh/a • Renewable energy produced (MWh): 320 MWh/a
Description	The 17-stories town hall building is more than 40 years old and will have to be renovated in a few years. A vision would be to build a solar facade instead of the available metal plates. Building is categorized as a historical monument. Planning of renovation and energy concept are currently being established. The conversion will not be easy.
Target	All citizens

Sighisoara

Agency for Energy Management

Objective

The Agency supports the local authority in defining, promoting and sustaining energy efficiency policy and local production of energy at the lcommunity level. On the basis of the Baseline Emission inventory with 2008 as reference year the identified potential of the city for reducing CO2 emissions by 2020 is 21%.

Description

The sector of residential buildings, public buildings and tertiary buildings: the sector with the highest potential for energy saving and improvement of energetic efficiency, and in which through regulations at the local level (by applying the provisions of the 372/2005 law), all new buildings will have superior energy performances. For public buildings there will be promoted thermal retrofitting, upgrading heat production plants, and installing automated systems for the efficient use of electricity and heat. The public lighting will be upgraded and brought to the optimum technical parameters. Efficiency measures for electricity consumption will be promoted. Also, the installation, connection and commissioning of the saving devices circuits on the public lighting will be continued, as well as the achievement of a public perimeter lighting with electrical energy produced by photovoltaic panels inside schools. Transport: upgrading works of street architecture in the city will be undertaken to ease traffic, works for the development of transit traffic detours, respectively a ring road. A major interest will be given to modernizing and streamlining the public transport system as a sustainable alternative to private transport. A system to discourage car traffic in the downtown area will also be promoted through differentiated fees in the parking areas. The routes, the monitoring of time/duration and consumption, etc. (the displacements management) will be revised. Local energy production: renewable energy sources for covering a bigger part of the municipal energy requirement will be consistently promoted, therefore, the dependence on fossil fuels will be reduced. Energy production systems will be installed on the roof of public buildings and on the available municipal lands, using photovoltaic solar panels

Target

All citizens

Sighisoara 2020

Objective

CO2 emission reduction by 21%

Description

See template in Urban integrated planning

Target

All citizens

Smolyan

Public and residential buildings

Objective	To reduce CO_2 emissions in the municipality by 20%; to increase the use of renewable energy by 20%; to reduce energy consumption by 15%.
Description	In the field onf energy efficiency in public buildings the Municipality has achieved significant progress in schools, kindergartens, social care homes and the administrative buildings. At the moment, the municipality has finished installing energy efficiency measures for 25 residential buildings with more than 36 apartments each funded by the National Programme for Energy Efficiency. The Investment Programme of the Integrated Urban Development Plan foresees projects for residential buildings for the amount of 4 952 398 BGN.
Target	All citizens

Street lighting

Objective	To reduce CO_2 emissions in the municipality by 20%; to increase the use of renewable energy by 20%; to reduce energy consumption by 15%.
Description	See template in Urban integrated planning
Target	All citizens

Culture and Tourism

Another important theme the MUSTER cities dealt on was tourism. The good practices point towards rendering tourism economically, socially and environmentally sustainable in the logic of the European Commission Urban Agenda.








PUB



Città di Castello

Rignaldello Park

Objective Sustainable tourism

Description The park is located along the left bank of the Tiber River. It has been restructured in 2015/2016 as a place to immerse yourself in the tranquillity of the Tiber river. It offers to the visitors the opportunity for getting familiar with the river ecosystem. Although in close connection with the urban fabric, near the ancient city walls, the park is part of an environment of primary importance for the entire region. It is partially included in the Natura 2000 network, a Special Conservation Area (SCA) called "Tiber River between San Giustino and Pierantonio". The park is part of one of the most important ecological corridors of the Umbria Region represented by the river Tiber in its development as a primary element of the Umbrian Regional Ecological Network (RERU).

In the Rignaldello Park it is possible to learn to recognize animal tracks, play in the Indian camp, discover the aquatic environment of the lake and learn about the animals and plants that inhabit it, use the five senses to explore the environment, learn to recognize trees by the shape of their leaves, take long walks along the bike path that runs along the river Tiber, read and learn new stories about nature and its inhabitants, observe and find out how the park changes throughout the seasons, learn new things on the natural environment by participating in educational programs, take home many new experiences and grow up learning to respect nature.

Target All citizens

Bicycle lane - Tiber River Park

Objective Construction of a ring for bicycles and pedestrians around the historic centre to reduce motorised private transport

Description See template in mobility

Target All citizens

Urban agenda

Objective Integrated sustainable development

Description See template in urban integrated planning

Target All citizens

Joué-lès-Tours

Loire à Vélo

Objective Sustainable tourism

Description It forms one of the finest cycle routes in France. “Loire à Vélo” is an 800 km cycle path of signposted, safe itineraries to discover two regions (Centre-Val de Loire and Pays de la Loire), 6 departments (Cher, Loiret, Loir-et-Cher, Indre-et-Loire, Maine-et-Loire, Loire-Atlantique) and six cities (Orléans, Blois, Tours, Saumur, Angers, Nantes).

The idea of this inter-regional itinerary originated in 1995 with the Centre-Val de Loire and Pays de la Loire regions. The gigantic project has required €52 million to develop and signpost the whole of the route. “Loire à Vélo” represents some of the biggest visitor potentials of all the French cycle routes. Over 800,000 cyclists take the Loire à Vélo each year!

Target All citizens

Park of Lac des Bretonnières

Objective Sustainable tourism

Description An artificial lake embedded in the Park by the same name that offers a variety of recreational activities in proximity to the city of Joué-lès-Tours. The surface of the lake is currently estimated at approximately 19 hectares. Its volume varies seasonally between 560.000m^3 and 590.000m^3 and it is up to 7.4 meters deep.

There is a public swimming pool that is inserted into the lake and is an attractive summer recreational spot. This floating structure has a main basin, a padding pool, floating docks, local home on the pontoon and two access gateways. The maximum authorized attendance is 250 persons. The water is not treated chemically, only filtered to reduce turbidity and the quality corresponds to European standards. The Regional Health Agency samples the water twice a month and the quality has always been excellent.

There is a high ropes activity, Gadawi Park, mounted between the trees next to the lake. The city offers the site to a private operator in return for regular maintenance of the trees and other maintenance works in the park. Around the lake, many fishermen come to practice their daily activity. They have formed an association. There is also a municipal sailing school and a sailing club.

Target All citizens

Sensitive Natural Area “Les Etangs de Narbonne”

Objective	Sustainable tourism
Description	“Les Etangs de Narbonne” a Sensitive Natural Area, located south of Joué-lès-Tours, with an area of 30 hectares is a UNESCO protected area. Many types of woodland, chalk grassland, protected plant and animal species characterize the site. In 2013 and 2014 experts conducted an inventory and formulated several targets: Preservation of natural and forest habitats, wetland re-naturalization, conservation of protected plant and animal species, limited opening to the public. The current management plan has 3 lines of work. Totally, 30 actions will be implemented over 5 years, until 2019. Afterwards a new diagnosis of the site will be conducted to measure the effectiveness of the implemented actions. The three lines of work are the promotion of biodiversity, the enhancement of tourist services and scenic views and the improvement of the knowledge of the site. The total cost amounts to € 355.000. Half of the funding comes from grants (county council and water agency).
Target	All citizens

Lörrach

Gästekarte

Objective	Sustainable tourism
Description	“Gästekarte” is a ticket for the public transport for all visitors who stay at least two nights in Lörrach and who can use the ticket for all public transport in the Black Forest region. The ticket is being financed by the hotels that consign them and pay €1 for each. With 6 million guests per year the guest card largely finances itself. It serves a basin of more than 130 towns and cities and is valid for all public transport.
Target	All citizens

Bicycle lanes

Objective	Sustainable tourism
Description	The hinterland of Lörrach, the Black Forest, has the problem of a declining agriculture (small, unprofitable farms), an ageing population, a weak infrastructure and consequently a lack of jobs. Sustainable tourism could make a difference in this context. There is an e-bike routing project and a cycle trail through the Southern part of the natural park “Naturpark Südschwarzwald”. For general cycling the city has

opened up 14 of the 15 one-way streets to bicycles in both directions, is enlarging the floor space for cyclists to increase their safety at crossroads. In the region a number of thematic cycle ways have been created (Roman cycleway, literary cycleway, etc.)

Target All citizens

Sighișoara

Bicycle lane

Objective Sustainable tourism

Description Sighișoara presently has 14 km of bicycle lanes. The mobility plan foresees an extension. In 2005 the association Mioritics together with WWF Romania opened a network of tracks and hiking that runs across Natura 2000 Site - Hartibaciului Plateau – Tarnava Mare River in Transylvania with a total of 229 km. The tracks run through the medieval citadel of Sighișoara, linking 4 UNESCO monuments from Sighișoara, Viscri, Saschiz and Breite, crossing fortified churches, protected natural areas of national and European importance. Bike entertainment options are increasing – there are new bike tracks in the area, such as the one planned by the ADEPT Foundation, between Cris and Sighisoara, informative panels, bike renting points at Richis, Sighisoara, Medias, Saschiz). The network of planned tracks or under construction (more than 300 km) offers opportunities for beginners, families with children, as well as for sports people.

Target All citizens

Bike and brunch

Objective Sustainable tourism

Description Bike and Brunch is a clever idea to combine rides on bikes, gastronomy and discover some less known places of destination of eco-tourism in the Transylvanian hills. The concept is built on a series of bimonthly bike rides to discover nature, places, stories and people in the area and it is for all categories of tourists. The difficulty of bike rides varies from easy and medium routes, to address all amateurs of bike rides.

Target All citizens

Park of Sighișoara

Objective	Increasing urban green
Description	See template in Urban Green
Target	All citizens

Sighișoara 2020 a connected town, attractive to citizens and tourists

Objective	Smart city
Description	See template in Urban integrated planning
Target	All citizens

Smolyan

Protected areas "Soskuchanski Dol" and Lake Vistonida

Objective	Promotion of Smolyan-Kanyon of Waterfalls in protected area Soscuchanski doland Vistonida lake in Greece as ecotourism destinations.
Description	The overall objective of the project is to contribute to the sustainable development and increase of quality of life in the cross-border area through improving the infrastructure, strengthening the attractiveness and promoting the natural resources of the two protected areas "Soskuchanski Dol" in the municipality of Smolyan and Lake Vistonida, in the municipality of Avdera, Greece. Conditions for better management and protection of the natural resources are to be created through providing necessary infrastructure for the two protected areas, limiting the negative anthropogenic influences and raising the awareness of the users through information and informal education. Printed material and innovative modern techniques and equipment promote the natural wealth and environmental resources of the areas. To provide specific environmental education and information to young people (future professionals in fields connected to natural sciences and tourism) intensive custom-made programmes address the specifics of the two areas. The enhancement of the eco-visitor's experience goes hand in hand with provisions for fewer disturbances of the protected species and the preservation of biodiversity as well as safer conditions for the visitors. Specialized information targeting the general public

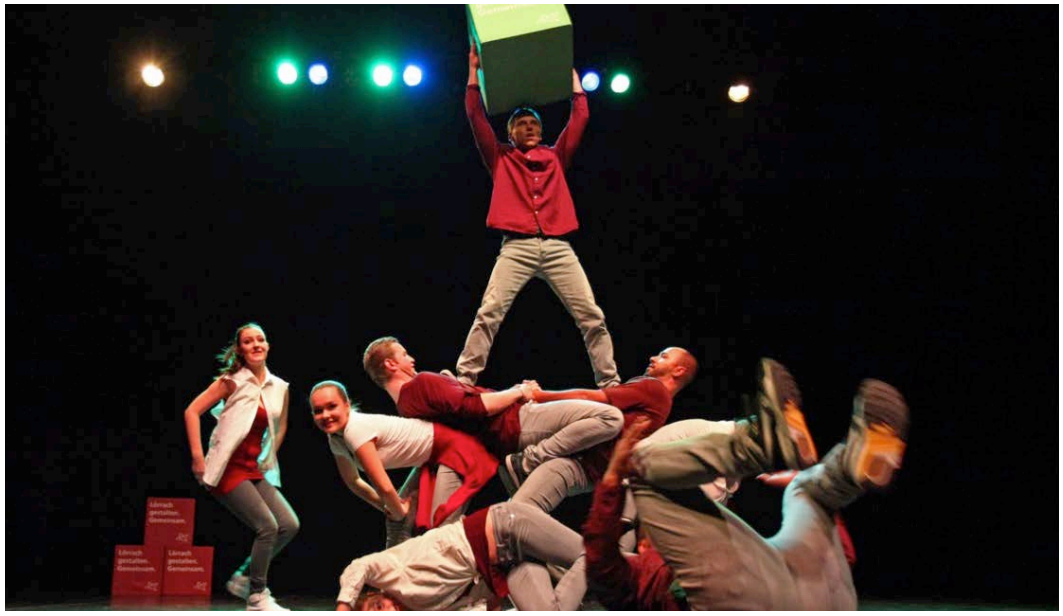
	serve for raising the awareness on biodiversity and the role of protected areas. All these measures serve for validating Smolyan and Vistonida as ecotourism destinations and for developing stable cross-border cooperation and the sustainable development of the two border areas. 48 waterfalls spread on a path of around 6 km, among beautiful pine forest. The highest waterfall, Orpheus, has an altitude of 68 meters and is one of the most popular tourist attractions in Smolyan. The park includes common activities on the preservation and development of areas where biodiversity plays an important role.
Target	All citizens

Participation processes

The partner cities met in their second meeting in Lörrach to study and discuss cases of good practice above all in a perspective of transferability and replicability with particular attention to participation. With MUSTER, civic participation is evolving as a central theme together with energy and mobility which in turn could be the concrete fields in which to apply participatory forms of democratic engagement. The second meeting was meant to provide concrete examples and give living images for this common endeavour. The discussion among the delegations on the basis of the five presentations confirmed the general interest to put civic participation at the centre of the MUSTER collaboration between the five cities, and in fact the subject was also central to the third meeting in Joué-lès-Tours.











Città di Castello

Consultancies

Objective Participatory democracy

Description The city in accordance with its own statutes has instituted four consultancies: health and social solidarity, schools and culture, sport and leisure, economic development, tourism and environment. They are one way of involving the citizenship, even though a rather formal one. What has worked better in the past are public assemblies on pressing issues like separate garbage collection, mobility, and public enterprises. They are regularly very well attended and lively debates give the local government a chance to “feel the pulse” of public opinion. A more structured process has developed around the Masterplan of Città di Castello and more recently around the Urban Agenda. An internal working group of the municipal administration has been supported by an on-going process of future workshops, seminars, public presentations where great care was taken to proactively involve the important opinion and decision makers in the different fields. The next important appointment will be the participation in the context of the elaboration of the Sustainable Urban Mobility Plan (SUMP).

Target All citizens

Future workshop - Building together the sustainable city

Objective Participatory democracy

Description Three "future workshop" were organized, according to a precise method of participation for drawing up proposals for the future development of a particular field of action with an intense involvement of the participants. The three workshops were: 1. Oct. 19, 2013 "Culture and Tourism" 2. Oct. 26, 2013 "Integration and Social Cohesion" 3. Nov. 2, 2013 "Innovation and Productivity" The three events saw a broad participation of key stakeholders and decision-makers with 40-50 people in each occasion and involving a total of more than 100 people. Another important participatory event was a public meeting in the City Hall "Masterplan Città di Castello smart. Sustainable Integrated Local Development ", on Dec. 11, 2013. The Mayor and the “giunta” candidated in this meeting the Masterplan as an element of the territorial planning for the Regional Development Fund 2014-2020 in the context of the Urban Agenda. Presently a participatory event is being organized in the context of the Sustainable Urban Mobility Plan for fall 2017 to receive input for its elaboration by stakeholders and citizens.

Target All citizens

Joué-lès-Tours

District councils

Objective Participatory democracy

Description Spaces for dialogue and local democracy: offer innovative propositions, find collective solutions. Any topics of interest to the inhabitants can be raised: solidarity, environment, hygiene, festive events, culture, town planning, and transport…Plenary session: Annually in September, a council activity report is presented to the inhabitants of the town, concerning work which is either completed or underway**.** The members of the office are named during this meeting, which is composed of people living in the neighbourhood. A municipal councillor presides, with a vice-president from the community. The district councils are governed by a set of rules and regulations. An investment budget of € 150,000 is allocated by the city to all the districts to turn their projects into reality**.** District council's projects: work on an evening market, development of a park in the neighbourhood "Grands Chênes", auto circulation and parking (identified priorities), development of a footpath parallel to the tram route between 2 streets, setting up city plans, work on the roads / traffic safety / cycling facilities.

Target All citizens

Councils of Elders

Objective Participatory democracy

Description Body dedicated to collective discussion and assessment, which advises the Municipal Council about issues that could improve the lives of the people living in the town. The Council of Elders is composed of 30 titular members, each older than 60, who are no longer professionally active and who live in Joué-lès-Tours. It is composed of four commissions: Sports, culture and leisure, Inter-generational solidarity, Communication and outside relations, Environment and quality of life.

Target All citizens

Children's Council

Objective Participatory democracy

Description Young people to play an active role in the life of their town. Among its objectives there are: dialogue with elected representatives, passing on democratic values, the idea of citizenship, active participation in community life, to help one another and to understand how the different institutions work. It is composed of 40 children of CM1 and CM2 (9 or

10 years old). To be a candidate, the person must be a student of CM1.

The members are elected for two years. Following the elections, three commissions are constituted: Environment and quality of life, Solidarity-Sports, Culture and leisure.

Target All citizens

Clean City

Objective Active Social Inclusion

Description The framework, within which Joué-lès-Tours is carrying ahead its sustainable development, is the Agenda 21. The city has a sustainable development officer who dedicates herself full-time to organize actions and campaigns. Among them is the Clean City Action, which consists of visits to the waste treatment centre, the identification of areas of illegal dumping and waste collection sessions. The goals of Clean City are: to educate inhabitants on collection and management of waste, organize partnership actions involving the three levels of participative democracy.

The whole range of participatory organisations participates in the actions from the 7 district councils and the Council of Elders to the Children's council. In the four waste collection sessions, in 2016 year in May and June, 210 kg of waste were collected, but what is perhaps more important than the absolute amount, is the awareness raising and identification of the citizens with the cleanliness of their district.

Another action is the organisation of "Années Joué" as an ecological festival, to limit its environmental impact and educate visitors and organizers.

Target All citizens

Lörrach

Mobility Day or Energy and Environment-Day

Objective Climate protection target 2050 can only be realized in cooperation with the citizens

Description The municipality of Lörrach has realized various projects with different target groups. These include: Energy and Climate Schools; the conclusion is a solar boat race. Energy saving check for needy households; unemployed persons are trained as energy saving consultants and go into households that receive social welfare. A very successful project where the city collaborates also in a network with other energy consultants. There is every year in the city centre a

	Mobility Day or Energy and Environment Day.
Target	All citizens

Design Lörrach. Together

Objective	Consultation of the citizens on the future of Lörrach.
Description	In a dialogue between administration, citizens and the city council the objectives are defined on how the city should develop in all relevant fields of activity. The resulting guiding principles are formally adopted by the city council and become the decisive orientation framework for the city development. Starting point was a survey on the state of arts of city development in order to create a common basis of understanding for all participants. The implementation of the projects is under the responsibility of the elected city administration, but citizens' participation is also being activated during the planning processes of relevant projects and a monitoring process allows measuring the contribution of each project (or the lack of contribution) to the guiding principles. Periodically, a sustainability report checks the realisation of the targets by relevant indicators. A timeline shows the development in the city's fields of activity. After an evaluation, the process will start with a new cycle. The process is divided into a face-to-face interaction in public events and an online process where citizens can comment and propose. The two public workshops on January 15 and 16, 2016 saw 100 participants, while the online consultation process saw within the first four weeks 382 participants. A working group with 12 participants, that were decided randomly, however in the context of a quota system (gender, age, no politicians and important decision makers) has elaborated the results of the face-to-face and the online process into a draft version of the guiding principles that has been presented in a second online consultation to the citizenship. The final version was voted by the city council in July 2016. In 2017 the council has decided a new procedure of the aim process taking into account the example of the citizens as pointing the way impulse for the political discussion. On this occasion, the linking should be also produced to the budget
Target	All citizens

Sustainability processes

Objective	Integration of LA21, Energy management and other processes into one coherent sustainability framework
Description	See template in Urban Integrated Planning
Target	All citizens

Mobility Masterplan

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	See template in Energy and Mobility
Target	All citizens

Sighișoara

Public debate

Objective	Participatory democracy
Description	The head of the local authority appoints a person within the organization responsible for relations with civil society, to receive proposals, suggestions and opinions of stakeholders on draft legislation proposed. The public authorities analyse the comments and proposals made by interested citizens and approve the final version of the law. The city government is obliged to hold a meeting of public debate to discuss any draft of legislation on request of an association or another public authority. Public debates must be held within ten days from the publication of the date and place. The participation of stakeholders in the work of public meetings will be as follows: a. Notice on the public meeting is displayed at the Public Authority, inserted in its website and reported by the media, at least three days before deployment; b. The notice must be brought to the attention of citizens and legally constituted associations that have submitted suggestions and proposals in writing worth recommending, on one of the areas of public interest to be addressed in court; c. The notice shall include the date, time and venue of the public meeting and the agenda; d. Broadcasting notice and special invitations shall be borne by the responsible nominee for the relationship with civil society. For the participation of stakeholders in public meetings seats will be made available in the courtroom, in the order of precedence given to associations' interest in the subject of the public hearing. The order of precedence cannot limit media access to public meetings. The person chairing the meeting offers guests and persons participating in the initiative the opportunity to comment on the issues on the agenda. Adoption of administrative decisions is the exclusive responsibility of public authorities. Minutes of public meetings, including the vote of each member, unless secret ballot was decided, will be displayed at the Public Authority concerned and published on its website.

Target	All citizens

Smolyan

Public discussions, Round Tables and Focus Groups – Integrated Plan

Objective	Participatory democracy
Description	The Mayor has regular open days for citizens - officially one day per week. The sessions of the Municipal Council are open for citizens and the citizens can take the word when the decisions are voted. Public discussions are announced when key decisions are to be taken like – annual budget, elaboration of municipal ordinances on different subjects, taking of municipal loans, adoption of different strategies and programmes, ensuring transparency in the municipal work and open administration. Operation of different public councils like: the Youth Council, the Students Council. Recently the city has adopted the Municipal Plan for Development and the Integrated Plan for Urban Regeneration and Development. Thematic Round Tables – discussions with stakeholders in a particular sphere – education, culture and history, business and economy, youth activities, ecology and environment are organized in the town of Smolyan and in the surrounding villages as well. Focus Groups – discuss particular problems defined during the round tables. In public discussions drafts of the programs are presented and open for debate. On-line questionnaires on the municipal website integrate the range of participatory activities. Invitations to citizens to share their opinion by e-mail have proven to be an effective way to receive feedback.
Target	All citizens

Social cohesion

In addition to participation another central theme of the third Muster meeting in Joué-lès-Tours was local products, zero kilometres, “farm-to-fork” systems. One example the hosts presented was the “Tours de Fermes”, a collective management structure for the direct sale of products by the producers who have to respect a quality charter and be located not further than 80 km from the point of sale. Similar systems are in place in the other partner cities. These bottom-up initiatives in various fields (farmers markets, commons, solidarity agriculture, fablabs, repair cafés) strengthen social cohesion and improve the quality of life. Until now they often have a niche character; they complement and integrate the mainstream realities. It is certainly a subject to follow up how to strengthen them further in the interest of a lively and well-integrated community.









Città di Castello

Farmers' Market

Objective Promote organic farming

Description The Farmers' Market, takes place every Tuesday in the city square in front of the town hall and close to the Bishop's Palace, the Cathedral and the Civic Tower. The location was chosen to validate the social content of the market that is dedicated to local products, certified organic with zero kilometres. The market takes place all year round and there are not less than twenty operators that put up their stands. Female entrepreneurs and persons under 25 have a fast track to get a license. The market is a good practice to acquire high quality products for a reasonable price.

Target All citizens

Joué-lès-Tours

Farm-to-fork

Objective Promote organic farming

Description Farm-to-fork consists in a network of communities for selling local food directly and in a weekly pop-up farmers' market. The idea of the community-supported agriculture is to present a locally based alternative to the dominant model of food production and distribution, promote organic farming and guarantee fair prices to the producers. The "Tours de Fermes" is a collective management structure for the direct sale of products by the producers who have to respect a quality charter and be located not further than 80 km from the point of sale. Different organisations like the "Association for the maintenance of rural agriculture" and the city administration itself organize periodic markets with local producers.

Target All citizens

Clean City

Objective Active Social Inclusion

Description See the template in Participation processes

Target	All citizens

Councils of Elders

Objective	Participatory democracy
Description	See the template in Participation processes
Target	All citizens

Children’s Council

Objective	Participatory democracy
Description	See the template in Participation processes
Target	All citizens

Being an eco-exemplary Community

Objective	Sustainable development
Description	See the template in urban integrated planning
Target	All citizens

Collectif Cycliste 37

Objective	Promote use of bicycle
Description	An association that collaborates with the city on daily bicycle usage in the greater Tours region. The association has 800 members, it organizes self-repair bike workshops, repairs bikes that are donated and sells them, and it gives riding-lessons in schools and to adults. Further activities are advising and assisting the local and regional civic planners in the greater Tours region and proposing new bike pathways. It uses social media, does a monthly newsletter, publishes cycling maps and information brochures.
Target	All citizens

Lörrach

Design Lörrach. Together

Objective Consultation of the citizens on the future of Lörrach.

Description See template on Participation processes

Target All citizens

Weekly Markets

Objective Promote regional farming

Description The picturesque weekly market with about 150 stalls - only 17 of those belong to commercial vendors, the others belong to local producers - it is very popular. Fruit, vegetables, eggs, bread, honey, meat, cold meat products, bacon, cheese, olives, alcohol as well as flowers are offered. Most of the vendors come from the region, i.e. the Markgräflerland. The market in the center of the City is on Tuesday, Thursday and Saturday. On Wednesday and Friday there are markets in three districts.

Target All citizens

Sighișoara

Food Market

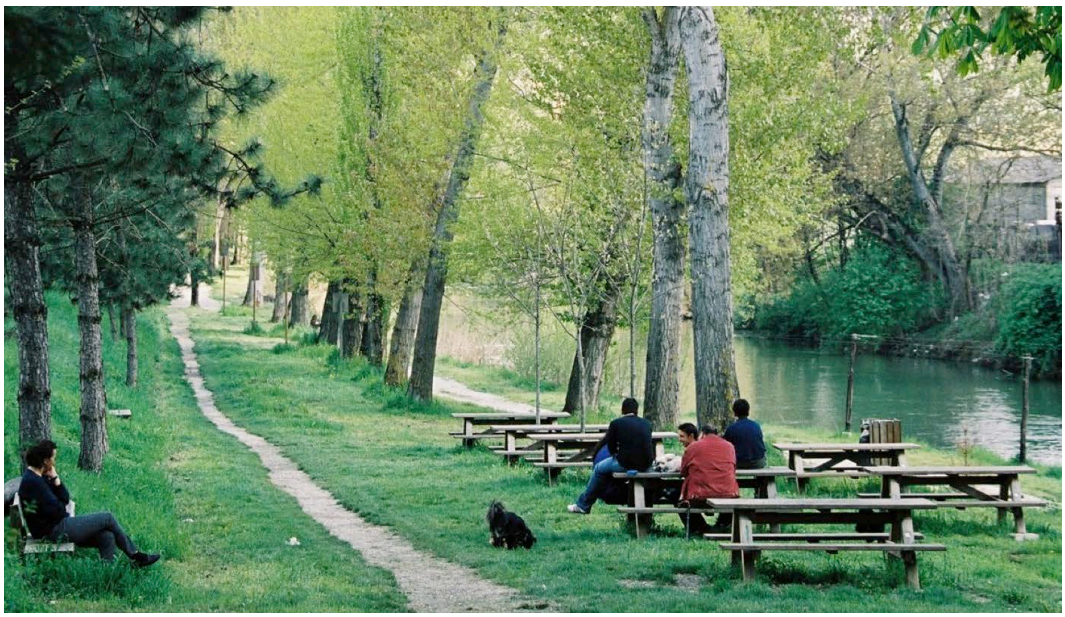
Objective Promote organic farming

Description The marketplace contains covered and uncovered platforms used for commercialising food and household goods. The market was established by the Local Council on the basis of the General Urban Plan. The marketplace in Sighisoara is structured and intended for commercialising food, household goods, clothes and footwear, as well as industrial products. Among the products which are commercialised there are: vegetables, fruit, milk and dairy products, meat and meat products, fish, eggs, bee products, canned goods, flowers, seeds, poultry and small animals, including tools and household goods made of wood, industrial products.

Target All citizens

Urban Green

In the urban agenda logic 2014-2020 for sustainable development it is necessary to increase the urban green. During the meeting in Lorrach, it became an important aspect related to biodiversity, where the city has an action plan to promote the variety of the flora in the public areas. Further examples were presented at Joué-lès-Tours and Smolyan.











Città di Castello

Rignaldello Park

Objective	Sustainable tourism
Description	See template in Tourism
Target	All citizens

Integrated system of bicycle paths

Objective	Construction of a ring for bicycles and pedestrians around the historic centre and a bicycle lane infrastructure to render accessible the natural spaces in the territory, in particular along the Tiber River
Description	See template in mobility
Target	All citizens

Joué-lès-Tours

Sensitive Natural Area “Les Etangs de Narbonne”

Objective	Sustainable tourism
Description	See template in Tourism
Target	All citizens

Service of green spaces

Objective	Protecting drinking water resources from pollution, optimizing use.
Description	Service of green spaces in Joué-lès-Tours leads many actions in favour of water protection. For example, the water used in the municipal greenhouse for irrigation is rainwater that is being collected in tanks. For the sport areas, well water is being used. In municipal flowerbeds drip systems have been installed to reduce water consumption. In the community gardens, 50 water collectors have been installed in 2014 and 2015.
Target	All citizens

Service of green spaces

Objective Zero Phyto

Description In 2009, a zero phyto charter was signed by the city to stop using pesticides on public land, i.e. in parks, flowerbeds, and other green areas. 20 managers of green spaces have zero phyto qualification. Only a few chemical products were used for sport areas because it was difficult to find alternatives. Since January 1, 2017 the use of pesticides has been completely forbidden on public land.

Target All citizens

Lörrach

Action Plan for biodiversity

Objective Increasing urban green

Description To promote biodiversity the city of Lörrach has an action plan that the city council voted in 2010. Its fields of activity are municipal green areas, green and open areas in housing zones, it promotes blooming meadows instead of clipped green areas, the greening of roofs and facades, flowering plants that offer food for bees, the fight of invasive plants and a variety of other measures that foster biodiversity and render the city more liveable.

The Biodiversity contains the richness in species, variety on habitat and the genetic variety of animal and plant species.

Areas of responsibility:

- Green and open areas in housing zones
- Biotope and species protection
- Sustainable usage
- Awareness raising and cooperation

Target All citizens

Sighișoara

Park of Sighișoara

Objective Increasing urban green

Description According to the information sent by the National Institute of Statistics, in the period 2007-2012, the surface of the green areas in Sighisoara increased from 30 to 57 hectares (+90%). In this context, the average surface of green areas for every inhabitant is nearly 22 m^2, below the minimum level required by the Law 24/2007 (26 m^2). This significant increase of the surface of green areas resulted mainly from the highlighting of wooded urban land of the city. In Sighisoara, the green areas are of different categories: parks, green areas close to the institutions and living areas, playgrounds, sports fields. SC Ecoserv Sig SRL, which responds to the Local Council, is responsible for the maintenance of the green areas. In the period 2007- 2012, some important investments were made. In the project “The improvement of the environment quality with the foundation of a park in Sighisoara”, financed by the Environmental Fund Administration, four parks were instituted in Sighisoara, two in Tarnava neighbourhood, on Crizantemelor Street, one park on M. Viteazu Street (near Kaufland) and one on A.Ipatescu Street. Two of the parks, Crizantemelor Street and M. Viteazu Street, have also playgrounds

Target All citizens

Smolyan

Protected areas "Soskuchanski Dol" and Lake Vistonida

Objective Promotion of Smolyan and Vistonida as ecotourism destinations

Description See template in Tourism

Target All citizens

Urban integrated planning

The European Commission and many national programs attribute a high value to integrating the various territorial planning processes and the resulting plans into an encompassing, overreaching project of sustainable local development. The framework, within which Joué-lès-Tours is carrying ahead its sustainable development, is the Agenda 21. The city has a sustainable development officer who dedicates herself fulltime to organize actions and campaigns. For Lörrach the Local Agenda 21 in 1997 was the starting point and framework for elaborating a common vision that was updated in 2005, 2010 and 2015. The integrated sustainable development of Sighişoara is based on a development strategy 2014 – 2020 and a long-term vision that points at increasing the attractiveness of the town be it for tourists be it for investment capital. Smolyan's integrated sustainable urban development finds its framework in the Urbact project "Local Impacts from Smart City Planning". Città di Castello has developed its integrated sustainable development strategy in the context of its Masterplan Città di Castello smart first and its Urban Agenda 2014- 2020 in recent months.




Objectives
2015-2020
Agenda 21
A LASTING
undertaking between us
www.ville-jouelestours.fr
facebook.com/jouelestours
Tour(s)plus
TOURAINE
Centre-Val de Loire
Joué les Tours
Agenda 21
Direction 1
PROMOTING the ways of getting about in the city
Joué-lès-Tours works in favor of clean transport modes and develops many facilities to allow cyclists and pedestrians to travel in complete safety.
The city commits oneself and sets an example :
There are 7 mixed car-parks. Deliveries take place from 7 am to 11am and short stay car park is limited to 15 minutes from 11 am to 7 pm.
A footbridge will be built over the Lake Bretonnières so that everyone can walk around safely.
4 concrete actions
1 Keeping, enhancing and developing bicycle facilities and secure parking spaces
2 Promoting bicycle use
3 Improving parking management in the city center
4 Promoting carpooling



Città di Castello

Urban agenda

Objective Integrated sustainable development

Description The 2014-2020 period has put the urban dimension at the very heart of Cohesion Policy. At least 50% of the ERDF resources for this period will be invested in urban areas. Around 10 billion euros from the ERDF will be directly allocated to integrated strategies for sustainable urban development. About 750 cities will be empowered to implement these integrated strategies for sustainable urban development Cities are one of the major players as they directly or indirectly implement EU policies on the ground and therefore contribute to EU's major policy objectives. Action is needed at EU, national and city level to ensure that cities are able to fulfil their potential in this role. For this reason, an EU Urban Agenda has been established.

The Urban Agenda of Città di Castello contains three actions integrated and linked up with the cultural sector and social cohesion.

ICT-Information and communications technology / e-Government: a set of applications will be offered to citizens and visitors to access local government services and those of other public and private entities. The basic logic is digital "by default", the digital becomes the "normal" procedure only in cases of absolute necessity it is supplemented by paper-based procedures. The territorial information system of datasets in open format will host data of the public and the private sector for the elaboration of scenarios, the development of new products and services and their marketing. Digitization of a photographic archive and two library catalogues will ensure a user-friendly access via Internet to these precious heritages currently only partially and difficult to access.

Smart public lighting Completion of public lighting tele-management system in the historic center and attractive lighting for historic monuments raising energy efficiency

Sustainable mobility Improving soft mobility conditions in the historic center and in the rest of the territory by promoting cycling and pedestrian zones. Creation of an integrated bike path system in Altotevere in order to improve access to and enjoyment of the artistic / natural / cultural heritage.

Active Social Inclusion: Give a response to the current social crisis, and more generally improve social inclusion. Render walking and cycling more agreeable and secure, in order also to increase the mobility and autonomy of the poor. Create access points to digital technologies (ICT / e-government) and training for digitally uneducated

The Urban Agenda of Città di Castello constitutes an integrated and coherent program in its own right and at the same time serves as leverage and driver for a comprehensive development of the territory in

	the logic of sustainability as a new normality
Target	All citizens

Joué-lès-Tours

Agenda 21

Objective	Encouraging a combination of travel methods throughout the town - improving social cohesion and solidarity - limiting greenhouse gas emissions, preserving resources and biodiversity - involving socio-economic stakeholders and citizens - being an exemplary local authority in terms of ecology.
Description	Subject 1 concerns the variety of travel methods in the town. A number of features and facilities are already available for cyclists. This work must be continued to ensure that everyone can travel around safely. The network of cycle lanes will be expanded, particularly in the suburbs and around existing connections and facilities. With the arrival of the tram in 2013, we have been making the most of intermodal public transport solutions. For this reason, two secure bike shelters have been installed along the tram route. Information concerning the network of cycle lanes needs to be improved and accessible to all, along with a map of the connections and secure parking areas. The goal of subject 3 is to limit greenhouse gas emissions and to protect resources and biodiversity. Making this more efficient contributes significantly to reducing greenhouse gas. Another initiative also focuses on building awareness among all users of municipal buildings, for example turning lights off more consciously. Action number 16 concerns our sustainable open space planning. This involves highlighting the zero pesticide charter signed in 2009 and providing information about alternative techniques. The city also supports the creation of collective gardens and the expansion of the use of electric vehicles and equipment. Subject 4 concerns the involvement of socio-economic stakeholders and citizens. Regarding companies, the objectives are to increase the percentage of sustainable practices or activities among them and reduce the nuisance caused by certain activities. In practice, this involves creating the opportunity for dialogue between companies and the local authority to fully exploit best practices and to create an information exchange network. The local authority is also acting to encourage participative democracy. It enables each citizen to express himself or herself at any age. Three committees operate in Joué: the 7 District Committees, the Children's Committee and the Senior Citizens Committee. We need to provide information about the actions undertaken and the highlights from the different organised activities and continue the Agenda 21 brainstorming workshops.
Target	All citizens

Being an eco-exemplary community

Objective	Sustainable development
Description	The municipality invests in sustainable development and sets an example: awareness and training of municipal employees, local purchases and energy efficient products, setting up an administrative travel plan designed to streamline the route of the municipal employees, reducing the energy consumption through a carbon footprint, sensitizing and training municipal officers and elected representatives to sustainable development and enhancing their efforts and exemplary actions, developing transversal work, encouraging expression, exchange and dialogue, practicing evaluation and realizing feedbacks with municipal officers, continuing a sustainable purchasing policy, developing an energy management policy.
Target	All citizens

Lörrach

Sustainability processes

Objective	Integration of LA21, Energy management and other processes into one coherent sustainability framework
Description	Definition of objectives how the city should develop in all relevant fields of activity. Developed in a trialogue of administration, citizens and city council (local politics). City council resolves that the elaborated common vision becomes the decisive orientation framework for city development. A report on the actual state of the city development aligned to the common vision fills the theory with life. It creates a common state of knowledge for all participants. The implementation of projects is under the responsibility of city administration and its departments. Citizen participation is implemented in planning processes of relevant projects. A monitoring system allows making up the balance of projects contributing to the common vision. Periodically a sustainability report checks the realisation of the targets by relevant indicators. A timeline shows the development in the city's fields of activity. After an evaluation, the process starts again.
Target	All citizens

Design Lörrach. Together

Objective	Developing a long term vision for Lörrach with priorities and a monitoring process
Description	See the template Design Lörrach. Together in Participation
Target	All citizens

Mobility masterplan

Objective	Climate neutrality: reducing CO_2-emissions per person from 8,5 t to 2 t per year until 2050 - equals reduction of 3,5% of total CO_2-emissions per year
Description	See the template in mobility
Target	All citizens

Sighisoara

Sighisoara 2020

Objective	Tourist destination and cultural pole of European importance, a connected town, attractive to citizens and tourists, a green town.
Description	By the end of 2020 the identity of Sighisoara as a tourist destination of European importance will have been consolidated, as well as the growth of tourist number and their stay in Sighisoara, which will be accomplished by taking the following measures: The development and diversification of entertainment infrastructure, in order to diversify the local tourist offer and to provide a longer stay for the visitors; preservation and capitalisation of the built heritage of the town for touristic purposes, especially the sites of major importance to the visitors; extension, rehabilitation and planning of places of cultural purposes which could function as exhibition rooms; management improvement of heritage objectives, tourist and cultural activities, management plan of the protected area, improvement of advertising activity of the town as a tourist destination, both on internal and external markets; thorough management of the green areas and spontaneous flora on the Citadel Hill, in order to ensure the visual integrity of the site and the efficiency of the architectural lighting system The connection of the citizens to the technical networks of the town will be ensured by: completion of work on the treatment station of drinking water and treatment of waste water; the extension of water distribution and sewage networks in areas where they are not available at present;

	The quality of citizens' life will be improved by: investments in planning quality public spaces, as well as in new leisure and entertainment areas; investments in the rehabilitation, modernisation and equipping of schools and high schools, as well as of the local hospital. In the field of social care, particular attention will be paid to diversifying the range of services provided to the disabled and other disfavoured groups at local level (dependant elderly people, the homeless, young people living in inappropriate conditions, people belonging to the roma minority, etc.); A green town between 2014 and 2020, a series of investments for CO_2 emission reduction by 21% will be made, according to SEAP, approved in 2013. They will target the following concrete measures: energetic retrofitting of blocks of flats and public buildings (schools, hospitals, cultural buildings) which have not yet been insulated; capitalisation of local potential for renewable energy (photovoltaic panels) for public needs; purchase of ecological public means of transportation. The extension and power efficiency of the public lighting system as well as of the ambiance lighting system. A sustainable development of the town will be ensured by continuing the implementation of integrated waste management, by building a dump for inert waste, by consolidating hill slopes and areas affected by landslip.
Target	All citizens

Smolyan

Increasing the efficiency of municipal transport

Objective	Reduce CO_2 emissions in the municipality by 20%; increase the use of renewable energy by 20%; reduce energy consumption by 15%
Description	This project still to be developed. • Integrated urban transport: technical design, incl. building bike lanes, bicycles parking spaces and environmentally-friendly means of transport • Use of alternative fuels - biodiesel, bioethanol Private company provides the public transport but the Municipality has a regulatory function. Organizational and information measures needed to increase the efficiency of energy consumption in the municipality encompassing all sectors of consumption
Target	All citizens

Smolyan - a desirable place to live

Objective	Smart city
Description	Smolyan - a desirable place to live, work and spend time in with high quality of life including culture, health, safety and tourist attraction. Key objective: to ensure the city remains attractive for young people and young families with children, providing jobs with good salaries. Local economy - small and medium enterprises – innovative development and attraction of new investments. Efficient energy use – renewable energy sources; improvement of the structure of energy sources, e.g. gas instead of coals or electricity; waste management which is a key source for methane.
Target	All citizens

Smolyan - a desirable place to live

Objective	Sustainable development
Description	Integrated approach and synergy effect of the planned interventions in order to achieve sustainable development. Building and reconstruction of public park and recreation areas like squares, overpasses, walking alleys, and children playgrounds. Specific project is developed for the so called New Centre Square which serves key buildings for the town like Central Post Office, Theatre, Regional Art Gallery, Regional Library and Regional Museum – in the area with public functions. Building and reconstruction of public recreation areas, children's playgrounds, installing energy effective measures in residential buildings in the area with social functions.
Target	All citizens

Governance

Another central theme of the meeting was the transfer of good practices relating to an innovative economic development of the territory and the intervention strategy of the local governance following the model of horizontal multilevel governance.





Città di Castello

Localizing the Sustainable Development Goals

Objective Education for sustainable development

Description In the context of MUSTER the Pratical Utopias Agency proposed to classes of secondary schools of the Città di Castello and their teachers a work of contextualization of the Sustainable Development Goals (SDG). A project in environmental education, which tries to render the Sustainable development goals of the 2030 Agenda concrete for students through research in their own life world. The students have conducted interviews with fellow students, parents, shopkeepers, entrepreneurs, politicians and experts in order to understand to what extent the everyday activities in the production and consumption sphere have some relationship to the SDGs 7 and 12. The questions were: knowledge of the concept of sustainable development and sensitivity to theme of environmental sustainability (questions 1-3) individual behaviour with respect to the issue of energy savings (questions 4-7) knowledge of sustainable consumption issues and behaviours with respect to food waste and waste disposal (questions 8-11). In occasion of the fourth meeting of the Muster project the students presented publicly the results of their work and posed two questions to the delegations: What are you doing in your territory in favour of renewable energy? And: what kinds of activities are there in environmental education comparable to what we presented this morning?

The ambition of the Practical Utopias Agency in its work with students of all grades and ages is to relate the general issues of the ecological crisis (climate, biodiversity, waste, pollution, etc.) to the life-world of the children and youngsters through performances, practical work, multimedia project, interviews and research.

Target Pupils and teachers in schools of all grades

Organic and zero km food in school cafeterias

Objective Sustainable food and healthy diet for students

Description In the Città di Castello schools on average 1,400 meals a day are handed out. Of the products used, beef, pork loin, dairy products, legumes, cereals, fruit and vegetables, bread, tart, fresh pasta, extra virgin olive oil, ham, cured ham come from the short chain, organically certified there are chicken, turkey, cereal, fruit and vegetables, pasta, peeled tomatoes; certified PDO (protected designation of origin) or PGI (protected geographical indication) products that are being served are Parma ham, Parmesan cheese, beef, pork loin, potatoes; finally kiwi, bananas and chocolate bars come from fair trade. In addition, all plastic has been eliminated from school canteens, with all crockery and cutlery either being reusable or bio degradable. The school cafeterias thus contribute to the health of the students and create demand for biological

and local products.

Target Pupils and teachers in primary schools and in the kindergartens

Bottega Tifernate – uniting tradition and high tech

Objective Reproduction of art

Description Bottega Tifernate was created with the ambition to "recreate exactly a painting to communicate the essence of the original." A choice dictated by the passion for art with the intention of rediscovering the ancient pictorial traditions. “Italy over the centuries has always based its strength on Art and Thought. We were born where this expression has been more successful; for this reason, we believe in what we do, confident that our work will help create not only economic prosperity but also social welfare” says Stefano Lazzari, founder of Bottega Tifernate. The Pictografia is a reproduction method result of a research work that has lasted 25 years and is still continuing. It was designed with the idea to reproduce any painting with scientific methodology, through the use of materials and recipes used for the original, whether it is from the Roman era or the' 900, with the ability to replicate the exact aesthetic quality and ensure identical duration in time. The professionalism of Bottega Tifernate is required by museums or private collectors who will not or cannot exhibit the original (the British Museum, Vatican Museums, Uffizi Gallery, Louvre Museum, Metropolitan Museum of New York).

The Bottega Tifernate promotes training courses funded by the Umbria region to train young people for the profession of painting/restoring and keeps the best students in its own company.

Target Innovative entrepreneurs

Lörrach

Innocel

Objective Space for start-ups and established companies

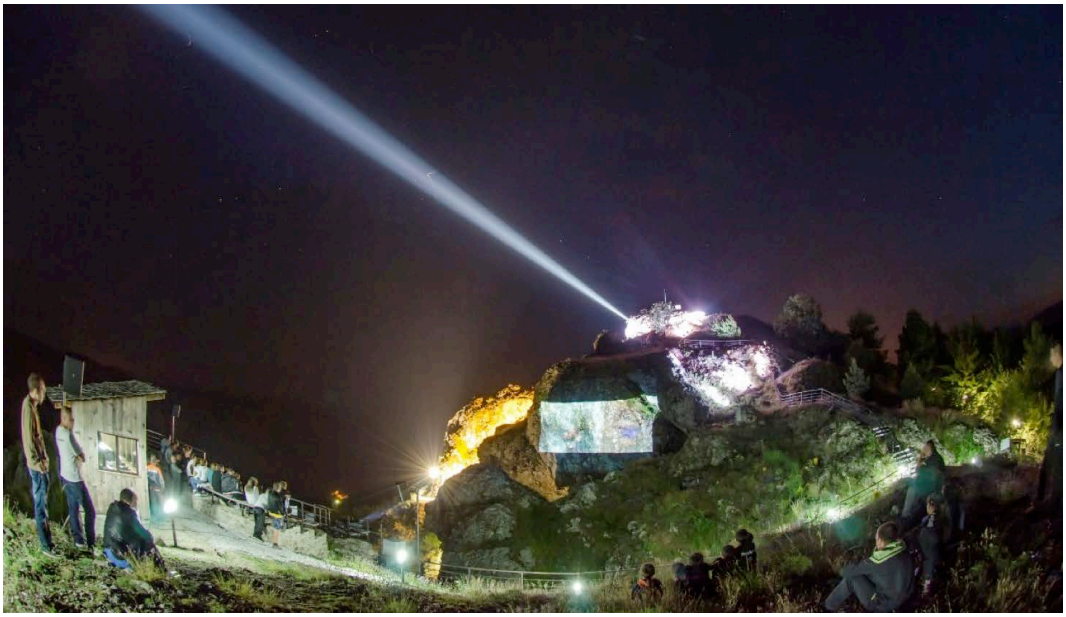
Description Innocel is operated by WFL (Wirtschaftsförderung Lörrach GmbH), the Organization for Economic Development of the City of Lörrach, owned 100% by the city and responsible for the economic policy of the local government. The innovation center, Innocel, is a small but effective incubator space for start-ups and established companies. This includes a variety of different tasks and activities: support to established companies as well as to young innovative people with their ideas by providing them space and services, so they can concentrate on their projects and the growth of their companies. The name Innocel is at the same time an abbreviation of **Inno**vation-**Ce**nter **L**örrach and a merger

	of the innovative aspect that is inside these walls as well as the idea of being a cell for companies to grow in. As opposed to an accelerator the city of Lörrach does not provide financial aid to the companies, but rather via Innocel services and cheap space to rent. The “cell” in the name also represents the target groups the centre focuses on, i.e. companies who want to rent space at Innocel need to fit into the field of Life Sciences, Medical Technology, the IT sector or provide technical services for companies working in this field. Some of them produce medical products like mobile ECG or cardiac/heart catheters. Others provide services like clinical supplies management, IT infrastructure or help companies to patent and register their medical products in Germany and the EU. Innocel was founded in 2000; presently there are 24 enterprises active there with 190 collaborators. Since its inception Innocel has housed 76 enterprises that receive space for offices or laboratories at a convenient price plus infrastructure and secretarial services.
Target	Start-ups or established companies that want to move to Lörrach and use Innocell as a point of departure

Trans border cooperation

Lörrach and Smoylan are two border towns, the first borders on Switzerland and France, the second on Greece. The two cities therefore have benefited from European funds aimed at promoting the area both from a tourist point of view and cultural and economic. Creation of new tourist attractions and implementation of innovative cultural events Most of the projects are funded by the National Operational Programmes and some are funded by the European Territorial Cooperation Programmes like Greece – Bulgaria 2007-2013 and other National or European Programmes.





Lörrach

Phaenovum: trinational student research network Dreiländereck (tri-border region)

Objective

Build up an active, tri-national network of pupils and teachers at schools in Germany, France and Switzerland with Phaenovum as its hub.

Description

The region, as well as public and private research institutions, need qualified R&D specialists to both safeguard and develop the location over the long term. That means: get children and youth from the region between 4 and 19 years of age excited about science and technology, educate them well and convince them to stay in the region. Create an attractive range of educational offerings in the area of science and technology, promote motivated pupils.

Phaenovum is a fully equipped laboratory for experiments in physics and chemistry that offers demonstration lectures to students from Lörrach but also from the whole tri-border region. It also offers to perform demonstration lectures in natural sciences in the schools of the tri-border region if they should have problems to come to the centre. It is organized as an association with the city of Lörrach and members from science, economy, and education. It was build up by Innocell from 2007 onward and was at the centre of an Interreg project “Phaenovum” with 20 partners from the tri-border region.

The Land of Baden Württemberg finances one teaching position, the city of Lörrach the rent and the management of the building, industry is involved as sponsors of projects and the members of the association pay a yearly fee. There are around 174 users, 27 supporting and 24 institutional members.

Target

All students in the tri-border region

Network museum: Dreiländermuseum

Objective

Trinational network for history and culture

Description

The Dreiländermuseum, which has received several awards, is the only three-country museum in Europe. It shows in its central permanent exhibition the history and the present time of the three-country region on the Upper Rhine with the exhibition in German and French. In addition, it presents several large special exhibitions each year. As a multi-storey house, the Dreiländermuseum has one of the most extensive collections in Southern Baden. The focus is tri-national history and South-Baden art. These include the largest public collections with ceramics by Max Laeuger, the work of the poet Johann Peter Hebel and the Baden Revolution in 1848/49.

Target

All citizens

Smolyan

Cooperation Programme with Greece

Objective	Development of new attractions and boosting tourism in the area
Description	In the period 2007-2013 The Municipality of Smolyan has implemented over 30 projects with European financing. Most of the projects are funded by the National Operational Programmes and some are funded by the European Territorial Cooperation Programmes like Greece – Bulgaria 2007-2013 and other National or European Programmes. The Cooperation Programme provides for development of new attractions and boosting tourism in the area. Three projects have been implemented in partnership with Municipalities of the Republic of Greece in the sphere of: Biodiversity, cultural-historical heritage, creating conditions for training and entrepreneurship development and 1 project in the sphere of improving water and sewerage infrastructure in the CB area. The projects include common activities on common problems concerning the preservation of nature and biodiversity, cultural historical heritage and development of the CB area.
Target	All citizens

Memorandum of Understanding

Introduction

The cities of Città di Castello (Italy), Joué-Lès-Tours (France), Lörrach (Germany), Sighisoara (Romania) and Smolyan (Bulgaria) are engaged since September 2015 in the framework of the "Europe for Citizens" programme in the project MUSTER, Multi-level governance for an Integrated, Sustainable, Regional development. With the present Memorandum of Understanding (MoU) they intend to define the framework and lay the basis for future initiatives and actions between the towns involved, on the issues addressed during the meetings or possibly on further issues of common interest.

The MUSTER cities recognize the need for inter-municipal collaboration in order to strengthen the individual measures and policies for an integrated sustainable local development in a common effort of exchange of information, mutual support and common actions.

Purpose

The definition of a range of activities around the subjects of common interest in the context of sustainable development will serve as a framework for planning and implementation of activities and actions between the towns beyond the duration of the project MUSTER possibly in the context of pertinent national and European programmes.

Scope

The present MoU is an expression of intent by the MUSTER cities on future activities and actions as a network of towns in the spirit of the Commission's programme Europe for Citizens. While this MoU is a clear expression of will of the signatories; the common activities, proposed by one or more cities, will be object of evaluation and approval by each partner city.

Project Description

In the meetings of the MUSTER cities the fields of Intelligent Climate and Energy Policies, Sustainable Mobility, Culture, Tourism, Urban Development and Social Cohesion have emerged as issues of common interest. The possible fields of action within which the cities intend to pursue further activities, result from the "Map of good practices in the MUSTER cities" which in the course of the project have been dealt with in presentations, seminars and on-site visits.

Roles and Responsibilities

The parties commit themselves to:

- evaluate favourably all proposals that are being presented by one of the parties
- make timely decisions and take action so as to not hold up the proposed activities

Governance structure

Each party participates in the network according to the decisions taken by the competent organs of its government. The communication, information sharing and consultation process will the facilitated by the Practical Utopias Agency of Città di Castello, coordinating partner of MUSTER.

Amendment or Withdraw

This MoU may be amended at any time by writing and by mutual consent of the parties. Any of the parties may withdraw from the MoU upon written notice to the other parties.