



Multi-level governance for an Integrated,  
Sustainable, Regional development

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## 4th Project Meeting

Città di Castello (Italy)  
January 26-28, 2017



Co-funded by the  
Europe for Citizens Programme  
of the European Union

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# Introduction

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The fourth meeting of MUSTER (Multi-level Governance for an Integrated, Sustainable, Regional Development) took place on January 26-28, 2017 in Città di Castello, Italy. The theme was: Collaboration and participation for smart innovation.

The five partner cities, coordinated by the Practical Utopias Agency dealt in two workshops and two guided visits with the contribution of collaboration between the public and the private sector for sustainable territorial development. Local governments have very limited possibilities to have an impact on the economic sector. Global and national dynamics are much stronger and so are economic interests in the territory. The financial resources of local governments are limited and even if they have funds there are (EU and national) limits to what they are allowed to support (direct incentives, guarantees for loans). The planning competences of the superior level (regional, national) provide further limits to the planning competences on the local level. For public works, local governments cannot privilege local enterprises but have to guarantee equal conditions for all, independently from where they are located.

But there are things, local governments can do, and the fourth meeting served to talk about some of them that are happening in the partner cities. Among these issues there are:

- Networking on a European, territorial and local level with MUSTER being a case in point
- Organisation of clusters to promote common interests
- Mobilizing European and national funds for integrated planning, smart infrastructure, research, investments for modernization of SMEs
- Improve the logistical infrastructure, e.g. through intermodal logistics platforms
- Improve the communication infrastructure
- Promote an image of the city as an attractive place for investors through branding, campaigns. Combine the marketing for tourism with the marketing for the city
- Improve conditions for local shops, business, artisans, factories through incentives. Try to avoid the uncontrolled proliferation of commercial centres at the cost of retail shops in the city and the suburbs through zoning
- Give visibility to local industry and commerce in national and international markets, organizing events and participating in events
- Improve the chances of young people for work through consultancy, incentives, putting at their disposal infrastructure for co-working, tax reduction
- Rationalize and improve bureaucratic procedures for the economic sector. A well functioning and reliable public administration is a big advantage in attracting new businesses and improving the operation of the existing ones
- Mobilize local know-how through participatory processes like thematic workshops and online surveys

Another important issue of the fourth meeting were European projects and initiatives in the partner cities and possible European programs to apply for, to give continuity to the MUSTER network collaboration and participation for smart innovation.

## The partners' delegations

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### **Municipality of Città di Castello**

- Mr *Riccardo Carletti*, Deputy Mayor for Economic Development, Commerce, Tourism
- Mr *Giuseppe Rossi*, Head of General Affair Department
- Ms *Anna Cagnoni*, Head of Economic Development Office
- Mr *Gianni Chiasserini*, Economic Development Officer
- Ms *Sara Scarabottini*, Communication Officer

### **Municipality of Joué lès Tours**

- Ms *Sandrine Fouquet*, Deputy Mayor for Culture and International Relations

### **Municipality of Lörrach**

- Ms *Britta Staub-Abt*, Head of Environment/Climate Department
- Ms *Carola Müller*, European Affairs Office

### **Municipality of Sighișoara**

- Ms *Ioana Maria Șandru*, Advisor for the Management of European Funds Department at Sighișoara City Hall
- Ms *Alexandra Ionela Furnică*, Legal advisor for the Legal Office at Sighișoara City Hall
- Ms *Adina Daniela Suso*, Sighișoara City Hall

### **Municipality of Smolyan**

- Ms *Eftima Petkova*, Dir. of Economic Development, Tourism, International Programmes and Projects Directorate
- Ms *Slavka Kamenova*, Chairman of the Municipal Council
- Ms *Mariana Tsekova*, Deputy Mayor for Urban planning, construction, municipal property, ecology and waste management
- Mr *Jordan Shtonov*, Director of Territorial Planning and Municipal Property Department

### **Practical Utopias Agency**

- Mr *Karl-Ludwig Schibel*, Coordinator
- Ms *Maria Guerrieri*, Head of office
- Ms *Cecilia Trenti*, Project officer
- Ms. *Sabrina De Mercurio* Project officer

## 1<sup>st</sup> Session | Welcome, presentation of the program, administrative and financial issues

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Thursday, January 26, 2017 | City Hall, 17.30

Mr. Riccardo Carletti, Deputy Mayor for Economic Development, Commerce, and Tourism of the City of Città di Castello welcomed the delegations in the city hall. After a round of presentations of the five city delegations, Mr. Karl-Ludwig Schibel presented the program and illustrated the goals of the 4<sup>th</sup> meeting to explore the different forms the collaboration between the municipal administration and the private sector assumes in the partner cities.



## 2<sup>nd</sup> Session | MUSTER – where are we? Where do we want to go?

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Friday, January 27 | Meeting room Hotel Le Mura, 9.00

In the morning session, the delegations presented the European Projects and Initiatives in the partner cities to get an idea what kind of work each one is involved in and how it might come to bear on possible European Programs to apply for to give continuity to the MUSTER network.

Ms **Sandrine Fouquet**, Deputy Mayor for Culture and International Relations of the Municipality of Joué-lès-Tours opened the morning session. Presently the city is not involved in any other European projects, it has in course many projects with its twin cities (Hechingen, Ogre, Città di Castello, Santa Maria da Feira, East Ayrshire). The main objectives for any future European projects for the municipality of Joué-lès-Tours are: to showcase its know-how, to involve the citizens in the fields of culture, sport and sustainable development (to hand down good practices to young people). The experiences with Ogre: Cultural exchange about contemporary music. A project about the handicap (not finished), donation of a mobile library, to convey the culture in the rural areas. The experiences with Santa Maria da Feira: Welcome of Portuguese students from Santa Maria da Feira, for the EVS (employ vie scolaire) and welcome of foreign groups for the street festival « Les Années Joué »

Ms **Britta Staub-Abt**, Head of Environment/Climate Department of the Municipality of Lorrach presented the project: “Net4PartnerCitiesplus” Developing Sustainable Tourism Funding programme: Europe for Citizens. Goals and tasks in this project were: good practice in sustainable tourism partnership & cooperation education in tourism / universities criteria of sustainable tourism /survey common project with partners (North/South). In the context of the project a brochure was published on sustainable tourism.

The second project Ms Staub-Abt presented was “Phaenovum - center for young scientists” active in the tri-border region to build up a network of pupils and teachers at schools in Germany, France and Switzerland with Phaenovum as its hub. The training centre responds to the need of the region, public and private institutions for qualified R&D specialists to both safeguard and develop the location in the long run. That means: get children and youths 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 and promote motivated pupils. The centre was developed in the context of an Interreg IVa project and today is supported by the City of Lörrach, the Region of Baden Württemberg and private firms.

The third project presented was the tri-national network for history and culture with its Dreiländermuseum, which was also funded through Interreg IVa. The Dreiländermuseum shows a permanent exhibition on the history and presence of the three-country region on the Oberrhein 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, on the poet Johann Peter Hebel and the Baden Revolution in 1848/49.



Ms **Ioana Maria Şandru**, Advisor for the Management of European Funds Department of the city of Sighişoara presented the European Projects implemented by her municipality in the last years: „Heritage as Opportunity” - HerO, URBACT II programme addressed the upgrading the the urban environment by integrating cultural and natural heritage in sustainable urban development policies, aiming at preserving and capitalizing on elements of natural and cultural heritage while developing attractiveness, social cohesion and economic activity. For an effective impact of the HerO network activities on local policies, each partner set up an URBACT Local Support Group by gathering the local key stakeholders with regard to the sustainable management of the historic urban landscape. To build on the experiences of other towns in Europe and to widely disseminate the project's results, the HerO network cooperated closely with the „European Association of Historic Towns and Regions (EAHTR). In an integrated way, future-oriented urban development plans, so called „management plans” for the old town, areas were developed by these working groups in the HerO partner cities.

The second project was part of the Interreg IVc programme “HERITPROT” (“Fire Risk Prevention and Improvement of the Fire Extinction Systems of the Historic Town Centers of Cities named Word Heritage”) and had the objective to improve the fire risk prevention in the historic town centres of European cities named world heritage. HERITPROT has organized a series of seminars and study visits in partner cities in order to identify good practices that can be transferred to other cities with a relevant historic town centres. Six good practices were taken up by the city of Sighişoara.

The third project, “Creation and logistics of a National Information Center and Tourism Promotion in the town of Sighisoara” used funds from the POR 2007-2013. The main

objective was the promotion of Sighișoara as historical, architectural and cultural value, to increase its attractiveness as a tourist destination and to increase the number of tourists who visit. In September 2016, the city council approved that Sighișoara will participate in the project „Mainstream Sighișoara – European Investment for social inclusion” part of the Operational Programme Human Capital 2014 – 2020, Priority Axis 4: Social inclusion and fight against poverty, Theme objective 9: Promoting social inclusion, fight against poverty and any other discrimination.

**Ms Eftima Petkova**, head of office for Economic Development, Tourism, International Programmes and Projects of the city of Smolyan presented the most important of the numerous European projects the town was involved in during the last years: In the period 2007-2013 the Municipality of Smolyan has implemented over 30 project with European financing with an overall budget of 68,000,000 BGN (approx. € 34,800,000). Most of the projects were funded by the National Operational Programmes and by the European Territorial Cooperation Programmes like Greece – Bulgaria 2007-2013 and other national or European programmes. The most important projects with important investments were funded by the Regional Development Programme and included 13 projects with overall budget of 28,000,000 BGN in the following spheres: improved educational and social infrastructure, municipal roads, renewal of urban and park surroundings, prevention of flooding risks and landslides, creation of new tourist attractions and implementation of innovative cultural events, marketing and advertising of tourist region "Middle Rhodopes", Development of an Integrated Plan for Urban Regeneration and Development for 2014-2020.

In the context of the Europe for Citizens Programme Smolyan has been a lead partner in 3 projects – Strand Citizens Meetings:

CALD – 2010 (Suhl-Germany, Kispest-Hungary, Voru-Estonia, Controguerra, Italy). This project brought the twinned towns together with the idea of sharing good practices, views and future plans on the different ways of incorporating culture in the local development strategies as one of the key factors for improving quality of life in the European regions and cities.

SHARE – 2012 (Suhl-Germany, Kispest-Hungary, Voru-Estonia, Xanthi - Greece) was a next step of bringing the twinned towns together this time with the idea of sharing with each other the most important and defining historic moments for each partner town.

EUPART – 2013 (Kispest (XIX region Budapest-Hungary) The main objective of this project was to bring together young people from two European countries and through various activities contribute to raising awareness on the values and rights of Union citizen.

In the Arts and Parks – Programme Culture 2007 – 2013 Smolyan was coordinator of a project that aimed at supporting the transnational mobility of people working in the cultural sector. The other partners were from Italy, Bulgaria, Slovenia and Greece.

A current call proposal was presented for possible cooperation: “Transnational and Danube partnerships for employment and growth” Operational Programme (OP) “Human Resources Development” (HRD) 2014-2020. The procedure aims at improving interregional and transnational cooperation between partners from member states of the EU by transfer and implementation of social innovations, best practices, and partners’ approaches to find solutions to common problems, build specific skills for partnership.

Mr **Karl-Ludwig Schibel**, presented possible European programmes to go beyond MUSTER:

Erasmus+ aims to boost skills and employability, as well as modernising education and training in order to promote innovation and employability. The programme supports: Learning opportunities for individuals through mobility projects for higher education students and staff; cooperation between educational institutions, businesses, local and regional authorities and NGOs, mainly through Joint Master Degrees, strategic partnerships, knowledge alliances and sector skills. Strategic Partnerships aim to support the development, transfer and/or implementation of innovative practices at organizational, local, regional, national or European levels. The next call for Erasmus + are: Strategic Partnership for Education & Training, March 29 2017, Strategic Partnerships are transnational projects designed to develop and share innovative practices and promote cooperation, peer learning, and exchanges of experiences in the fields of education, training, and youth. Young People, April 26 & October 4, 2017: opportunities to organise projects for the mobility of young people and youth workers.

Urbact III Exchange and learning programme promoting sustainable urban development. The programme helps cities to develop new and sustainable solutions that integrate economic, social and environmental dimensions. A past project of excellence: CityCentreDoctor. In the calls for networks Urbact III distinguishes 3 different types of networks: Action Planning, Implementation and Transfer. Of particular interest the Good Practice call. By March 31, 2017 cities have to candidate themselves for Good Practices. The selected cities "Urban Good Practice Cities" can participate in a call that will come out in September 2017 around a good practice that has the potential of transferability on a large scale. The idea would be that one MUSTER city presents a Good Practice and if it should be selected to participate in the September call, the other MUSTER partners can decide to join in.

Creative Europe Programme: Transnational Cooperation Projects. The "Culture sub-programme" funds transnational activities within and outside of the EU, aimed at developing, creating, producing, disseminating and preserving goods and services which embody cultural, artistic or other creative expressions.

Apart from URBACT III there are no programmes with calls open that the MUSTER partners could respond to in time. The presentation was meant to open the field and show what could be possible programs. The Practical Utopias Agency will continue to monitor the out-coming calls; the challenge will be to synchronize them with the needs and procedures of the partners.

## 1<sup>st</sup> and 2<sup>nd</sup> on-site visits - Collaboration and participation for smart innovation

Friday, January 27 | Ponti Engineering 11.00, Bottega Tifernate 14.00

The first part of the guided visit tour to look at cases of excellence in innovation and collaboration private-public was the company Ponti Engineering. **Mr. Giancarlo Chiavoni** presented the company, a mixed consortium of public and private partners, non-profit, founded in 1990. The daily contact with the productive reality constitutes for the company a paramount element in its mission, which Mr. Chiavoni sees in the socio-economic development of the area. The company is certified ISO 9001/2008 and is accredited for training by the Umbria Region, it carries out basic research, industrial research and experimental development and disseminates its results by way of teaching, publication or technology transfer.

Ponti Engineering is also registered as a research laboratory with the Ministry of Education, University and Research - MIUR. It is a promoter and majority shareholder of the consortium POMECC - Polo mechatronic Scarl, an interregional cluster of Companies, Universities, Research Centres united by the desire to develop joint projects (innovation, research and higher education), coordinate design teams, monitor the needs and research the evolution of the fields of interest. The most important activity is the production of machinery for packaging solution with bespoke packaging and enclosing solutions for the e-commerce and fulfilment industry (for example Amazon and Alibaba).

Ponti Engineering is a case of excellence be it as a successful example of public-private collaboration with public bodies, banks, companies as partners in the consortium, be it for the advanced technological innovations it has developed over the years in particular in the field of packaging. Its firm roots in the territory are important in a reality where the large majority of firms are small or very small and depend vitally on guidance and support from the outside that needs to be custom tailored and based on a profound knowledge be it of the large picture, be it of the specific local conditions.



After lunch, the guided visit continued to the Bottega Tifernate with the founder and executive director **Mr. Stefano Lazzari**. **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 processing method fruit of a research work that lasted 25 years and is developed further day by day. 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 twentieth century, 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 render the original accessible to the public (British Museum, Vatican Museums, Uffizi Gallery, Louvre Museum, Metropolitan Museum of New York).

What makes the Bottega Tifernate a case of excellence is the fusion of traditional craftsmanship with modern technology at a high level as well as the commitment to teaching in order to form new generations of qualified experts in the field.



## 3<sup>rd</sup> Session | Workshop: collaborative approaches local government – economic sector

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Friday, January 27 | Meeting room Hotel Le Mura, 16.30

The afternoon workshop started with the presentation of deputy mayor **Mr. Riccardo Carletti**. In Italy, local governments have clearly defined competences in the economic sector: Article 13 -, the reference standard law for the functions of public offices, assigns to the municipalities competences in the field of economic development, services to individuals and communities, planning land use and others. Città di Castello was one of the first municipalities in Umbria to have an industrial district built from scratch in the Sixties of the last century, involving the city government and the local financial institutes. Currently the trade liberalization induced mainly by European policies of free trade and free movement for workers, combined with the effects of the economic crisis on manufacturing, threatens to transform parts of the industrial district into a commercial area for medium- and large-scale distribution. This changes the balance centre/periphery in retail and determines the need to find a new synthesis between the various economic operators.

An important driver for the activities of the local government in the last years were the EU funds for Urban regeneration: the neighbourhood Contract II was used for the redevelopment of the historic centre through a grant of six million Euros. *Piano urbano comunale 2* continued the work of modernizing the historic centre through a variety of actions: the territorial marketing plan in terms of Città di Castello as a cultural city and city of art with the restoration of historic buildings and projects linked to the two museums of Alberto Burri, the Contemporary Art Centre, the project of Burri Square with funds of altogether 5 million euro.

School 2.0: digitization of all school buildings in the city, the computerization of the service payments, registrations, electronic registers. Thanks to this project Città di Castello is now one of 15 municipalities 2.0 in Italy. With funding from the Umbria region Città di Castello has built an infrastructure for the optical fibre connecting the centre with the main production areas.

In terms of traditional infrastructure, the town of Città di Castello will soon have at its disposal one of the four logistics platforms of the Umbria Region, funded by the national government. It's will be an inter-port with a customs station and is nearing completion. Many companies working in the field of logistics are involved in its management.

**Ms Eftima Petkova** illustrated the situation of the city of Smolyan. The town has an important role in the region but its peripheral geographical position, combined with the mountainous terrain of the territory affects negatively the mobility of persons and goods and thus the economic links with the neighbouring communities and the country as a whole. The accessibility to the area is considered a major disadvantage for the economic development of the area in terms of attraction of large investors. The nearest airport is "Krumovo" near Plovdiv, about 85 km away, which is called "The Southern Gate of Bulgaria". In 2015 and 2016 a complete overhaul of road II-86 Asenovgrad – Smolyan was done, including rehabilitation works and lighting of tunnels. At the end of 2016 a

major road connection was completed which provides the municipal centre with an infrastructure for fast and convenient connection between the neighbourhoods of the city, and various economic districts. In this project the Municipality played an important role as partner.

Smolyan Municipality is experiencing serious challenges in terms of economic development but in the same time it is an important commercial and tourist center and occupies a leading position in the economy of the region. Here are concentrated over 80% of the economic potential and realize more than 2/3 of the revenues of the field. Leading sector in the local economy are services (51%), followed by industry (40%) and agricultural sector - 9%.

As far as industry is concerned in the municipality of Smolyan are developed: tools manufacturing, high polymer products and outdoor furniture; production of cables and wires; engineering; textile and clothing industry; logging and wood processing; construction; transport; food industry and others.

Tourism is the main economic sector in the area, which is due to the mountainous terrain, mild climate, rich natural, cultural, historical heritage and preserved traditions, folklore and local cuisine. The area is attractive to tourists all year round. A significant part of the small companies are working in the field of tourism. The main role of the Municipal administration is to create the necessary prerequisites for the development of the area as tourist destination thus ensuring the attraction of tourists: building necessary infrastructure and tourist attractions, advertisement, partnerships, tourist information centres. One of the most important cultural events is the Rozhen Festival which dates back to the 1898. In 1993 it was announced as a national event to be organized every 4 years. It was a significant financial burden for the Municipal Budget and since 2006 has not been organized until 2015, when in partnership with private organizations the Festival was revived. The Municipality provided all the organizational logistics with the institutions, and the private organization settled all deals with land owners, advertisers, participating organizations and traders. It was a huge 3 days event with 350.000 visitors. All the accommodations in the region, not only in Smolyan were booked. The Festival was organized again in 2016 – the visitors were less, but it was still very successful.

Smolyan presented one of the strategic and most controversial local projects Sports-Tourist Centre “Perelik” which still exists in the local development plan as potential public-private partnership, after being stopped as much of the territories of "Super Perelik" fall into the European ecological network Natura 2000. The idea is the area around Perelik Peak to be developed as modern ski zone, expanding the existing resort Pamporovo, thus turning the area into a modern ski park on a global level

“Fun in the Mountain” is the name of a local non-governmental organization, which approached the municipality three years ago with the idea to develop a fun park in the mountains. They have chosen the place where they wanted to develop attractions for children and adults. The municipality supported the idea and the Council approved that the organization can manage the land for 10 years. At the moment the place is a favourite destination for the children from the town and their parents. Moreover, during the summer the organization has a summer school in the open, where children from different ages spend the day working, playing, learning, and sporting for a reasonable price

Ms **Ioana Maria Şandru**, presented the activities of the city of Sighișoara to promote the image of the town as an attractive place for investors through branding. Sighișoara strives to develop an image of the town as a world-renowned brand. Different organizations and stakeholders are being involved in the marketing effort. In December 2014, in the context of a European project, Sighișoara's National Information and Tourism Promoting Center (NITPC) was inaugurated. It is managed by the city, and has as its main mission to attract tourists. Its staff participates at thematic fairs and offers information to the town's visitors. Sighișoara's National Information and Tourism Promoting Center (NITPC) also has a conference hall, which is free of charge available to those who are interested to hold conferences, cultural and artistic events, fairs etc., events meant to attract a large number of tourists to Sighișoara. The town of Sighișoara signs, yearly, a service contract with "Sighișoara's Citadel Drummer" (who since 2008, is a registered trade mark). Sighișoara's Citadel Drummer, has become a well-known brand, numerous films posted on youtube and not only, have proved his extraordinary popularity among the Romanian and foreign tourists.

The first project, Ms **Carola Müller** presented from Lörrach was Ecofit. It is a certification project, financed by the Land of Baden-Württemberg which promises to reduce the ecological footprint of enterprises and render them more competitive. The Ecofit process lasts one year and is organized with groups of 5 companies. The aim is the efficient use of energy and raw materials in small and medium-sized enterprises through the development of an action program in cooperation with external experts. There are workshops on various issues of environmental protection, for example water and energy consumption. The companies receive individual 2 days consultancies and develop on this basis an action program with measures in the fields of waste, energy, water, environmental product design, green purchasing and mobility. An independent commission (chamber of industry and commerce, chamber of crafts, municipality, experts, etc.) verifies the soundness of the action program and the successes achieved and the company receives the certification "Ecofit".

The second project Ms Müller presented was Innocell. Innocel is part of the Organization for Economic Development of the City of Lörrach a typical small or medium sized company, 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 establish companies for young innovative people with their ideas by providing them space and services, so they can concentrate on their ideas and the growth of their companies. The name is 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 Innocell 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 customer calling centres, IT infrastructure or help companies to patent and register their medical products in Germany and the EU or provide logistical services.

Innocell was founded in 2000; presently there are 25 enterprises active there with 300 collaborators. Since its inception Innocell has housed 76 enterprises that received space for offices or laboratories at a convenient price plus infrastructure and secretarial services. They are expected to stay a maximum time of five years.

Ms **Sandrine Fouquet**, presenting the city of Joué-lès-Tours concluded the afternoon session. For promoting its economy Joué-lès-Tour makes reference to Tour(s)plus, an urban community of 22 cities with nearly 300.000 inhabitants, the 3<sup>rd</sup> urban area in the west after Nantes and Rennes. The community enjoys a high level of employment, there are nearly 150.000 workplaces, 5 innovation centres and 54 business areas. Among the scopes of the urban community there are the economic development of the area, promotion and the attraction of new firms, sustainable development and energy, urban policy and accommodation. The environmental objective is to reduce pollution and raise energy efficiency as well as to reduce the home – workplace mobility. Innovation for the economy of tomorrow is carried ahead in 12 big business parks with a community interest. An optical fibre network guarantees high speed digital information transfer. Objectives: to develop and to optimize these big business parks, business development consulting with meetings and promotion for small businesses or shops. Tour plus also acquires commercial premises, to help the installation of new shops. UCAJ, the union of the shop and the arts and crafts in Joué-lès-Tours, helped financially by acquiring part of the Michelin's site to promote the installation of a biomass plant contributing thus to the creation of new jobs. To invest in the energetic transition and environmental quality an incinerator transforms 94% of the waste into heat.

## 4<sup>th</sup> Session | Meeting the Students of “Pliny the Younger”

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Saturday, January 28, 9.00 | High School “Pliny the Younger”

On Saturday, January 28, at the Aula Magna of the State High School Pliny the Younger, two classes presented their work of the preceding months on the Sustainable Development Goals (SDGs) 7 (ensure everyone access to low-cost energy systems, reliable, sustainable and modern) and 12 (Ensuring sustainable patterns of production and consumption), indicated in the Agenda 2030. In particular, the students illustrated the results of a survey they conducted interviewing their fellow students, parents, neighbourhood shop keepers, companies. They wanted to know to what extent these two sustainable development goals found some correspondence in the everyday lives and in the work of the persons interviewed.

This work of "localization" requires considerable intellectual effort, because one thing are the goals in general, another the search for traces of application of them in a specific reality. The hypothesis of the project work was that there are real areas of leeway for the local actors - families, businesses, commerce, governments - to contribute to a sustainable future of the territory and that it makes a difference in how the daily activities are managed, how carefully and with how much sense of responsibility. Students proved themselves to be up to the challenge by demonstrating a great curiosity to know and great investigative capabilities.

Some results of the interviews and questionnaires were surprising, others less. It was to be expected that in the interviews at the home of the students it came out that in two-thirds of households the man of the house manages the electricity and gas bills, it was surprising, that a scarce half, 49% said they had never heard of "sustainable development". Among the peers of the students this is true with respect to fair trade, half of them is not familiar with the concept. To the question "do you contribute daily to the environmental protection" 40% answered without hesitation "no". Which it is a good starting point because these students at least realize that they don't do anything, while for another 40% the fact that they separate waste already makes them feel good towards the environment.

The results of the research with the local entrepreneurs showed that managers know the meaning of sustainable development, they don't know the 2030 agenda, they implemented courses for their employees and adopted systems to save energy. They are convinced that chemical products are not compatible with modern society but necessary. The most important problem for entrepreneurs is having indications and help from the public administration.



The presentations by the two classes were followed by a question and answer session where the students asked the delegations from the guest cities about their activities in favour of sustainable energy, production and consumption but also wanted to hear about projects of environmental education in the partner cities comparable to be ones they presented.



## 5<sup>th</sup> Session | Concluding discussion: What focus could the follow-up project have?

Saturday, January 28 | Meeting room Hotel Le Mura, 11.00

The final session was dedicated to the possible continuities of the collaboration by the partner cities after the end of MUSTER August 30, 2017. What was somewhat of a surprise, a very good one at that, was the strong desire by all the cities to continue in the framework of reference that MUSTER been using until now. Deputy Mayor Fouquet had started this train of thought the day before, clearly indicating that the city of Joué-lès-Tours would like to continue the collaboration with the partners with the preference of aiming for a strong involvement of citizens, be it students, associations, economic actors, or simply interested persons. So, the collaboration would not be pointing at technical projects (like for example the common elaboration of plans for the adaptation to climate change), but at the exchange of good practices and a deeper understanding of how the partners confront the challenges they have as city governments, involving the stakeholders in the hosting city.



Deputy Mayor Carletti opened the debate on Saturday morning, voicing his interest in broadening the perspective on the activities of the five cities by also getting a better understanding of how they are internally organized and managed. The other partners agreed that also their interest would be to continue getting a good understanding of good practices in the partner cities in order then to verify if and how they might be applied in ones own administration. To take an example. The presentation of Britta Staub-Abt on

the Innocel incubator in Lörrach was very inspiring. In fact, the administration of Città di Castello in the past has thought to establish a structure of that kind and the experience of Lörrach helps to further develop that idea. The general agreement was that the MUSTER partnership would be overburdened, if one expected that the five cities collaborate in actually getting projects realized. That remains to each partner to find the human and financial resources. What MUSTER offered and a future project might carry to a higher level are insights what kind of projects in different sectors can be developed to push sustainable development, what works, what does not work.

For future collaborations one program that was considered was Urbact III. The present call is a new type of URBACT notice pointing to collect best practices of sustainable urban development that already exist and can be adapted and reused by cities across Europe. Cities that have selected good practices will be awarded the title of "URBACT Good Practice City". This "brand" will allow them to promote the results achieved through a mix of promotional and communication activities, URBACT events and activities for capacity building (workshops and conferences at program and project level). But not only. The city will also share their experience and good practice in a Transfer Network, a new mode of cooperation, which will be launched through a special announcement expected for September 2017, which will require the building of partnerships around an example of good practice that has a potential for transferability on a large scale.

By the time the partners get together for their final meeting in June 2017 it should have become clearer, in what direction they intend to move.

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