

# URBACT II

(2007 - 2013)



## Application Form

Priority-Operation 2-1

Attractive and Cohesive Cities

Exchange and learning

## URBENENERGY Phase II

The urban contribution to combating climate change - An integrated model for energy efficiency conscious communities

**Submitted version**

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# 1. Project Identity

## 1.1 Project title, Lead Partner and duration

### Identification

Acronym	URBENENERGY Phase II
Program reference	tn 2nd call
Unique number (for search)	3412
Title	The urban contribution to combating climate change - An integrated model for energy efficiency conscious communities
Lead Partner	Municipality of Avrig (ROMANIA)

### Length of project

Start date	End date
2010-06-24	2012-12-24

## 1.2 Updated summarised description of the project and issue addressed

URBENENERGY develops an integrated framework for improving EE and optimal utilisation of RES by offering an innovative model for creating a sustainable EE urban environment. The model is based on 5 pillars (technology, governance, local business, financial and social) and will be elaborated in the frame of City Implementation and Solutions Labs. Major outputs: LAPs with spin-off project ideas, best practices, case studies and policy recommendations. Urbact theme 2.3, integrated policies for EE.

## 1.3 Partnership

	Partner Institution	Type of institution	Convergence / Competitiveness	Country	Area
Lead Partner	Municipality of Avrig	Local authority	Convergence Zone	ROMANIA	Centru
	City of Tulln	Local authority	Competitiveness Zone	AUSTRIA	Niederösterreich
	City of Worms	Local authority	Competitiveness Zone	GERMANY	Rheinessen-Pfalz

	Urban Community Nice Côte d'Azur-Environment and Energy department	Local authority	Competitiveness Zone	FRANCE	Provence-Alpes-Côte d'Azur
	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	University and research center	Convergence Zone	ITALY	Basilicata
	Municipality of Dve Mogili	Local authority	Convergence Zone	BULGARIA	Severen tsentralen
	Development Municipal Agency of Pyrgos	Local authority	Convergence Zone	GREECE	Dytiki Ellada
	Durham County Council	Local authority	Competitiveness Zone	UNITED KINGDOM	Tees Valley and Durham
	City of Valletta	Local authority	Convergence Zone	MALTA	Malta
	Allerød Municipality	Local authority	Competitiveness Zone	DENMARK	Danmark

## 1.4 Project cost

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public total financing	Swiss Fund	Public total financing	Norway Fund	Public total financing		
475,356.00 €	159,669.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	635,025.00 €

## 2. Synthesis of Development phase achievements

### 2.1 List of activities implemented during development phase (phase I)

Below is a description regarding the main project activities carried out by the URBENENERGY network in the development phase:

#### 1. Partner search

Finalising the composition of the URBENENERGY network was the primary responsibility of the Lead Partner. Finding the right partners to complete the consortium has taken quite some time as some partners (namely Dunaújváros - HU, Eindhoven - NL, Helsingør - DK and Katowice - PL) who were to join the partnership finally had to withdraw. The reason behind this is that their views and ambitions did not match well enough with the objectives of the other partners and their involvement would have jeopardised the consistency of the project outputs and results. As a result of the careful selection, the partnership now consists of 5 convergence and 5 competitiveness partners. They are all committed to be pro active to turn their urban communities into energy neutral societies and to become engaged in exchange and learning activities for the purpose of producing or complementing their own local action plans as an important stepping stone to reach the above mentioned goal.

## 2. Kick-off meeting in Avrig, Romania

The kick-off meeting with the participation of a broader partnership (Avrig, Tulln, Durham, Dve Mogili, CNR IMAA, Nice, Worms) and the Head of URBACT Secretariat, Mr. Jean-Loup Drubigny, took place in Avrig on February 15-16, 2010. Two representatives of a Bucharest based PR company were also present as they work for the large oil company Petrom, which wishes to integrate the EE & RES approach into its CSR policy. In addition, representatives of the local media also visited the workshop. Pyrgos and the then would-be partners Eindhoven and Dunaújváros could not attend the meeting but they were informed of the conclusions.

The main purpose of the kick-off meeting was to introduce the new partners and agree upon the project outlines as well as to determine a timeline, partners' tasks and responsibilities until submission. The main topics for discussion were as follows:

- Discussion about the requirements of the URBACT programme
- Workshop 1: Get to know the new project partners
- Workshop 2: Detailed discussion of the state-of-the-art prepared by the Lead Expert
- Workshop 3: The composition and function of the LSGs and the purpose of the LAPs
- Management issues related to the development phase
- Agreement on the dates and contents of the city visits
- Agreement on the contents of the city visit questionnaire

At the end of the meeting, the partners signed a joint agreement on the project outline.

## 3. City visits

Partner cities that have been visited by the Lead Expert, Mr. Hen Gerritse are Avrig, Pyrgos, Tulln, Nice, Durham, Worms, Potenza (CNR IMAA), Dve Mogili and Valletta. Allerød has not been visited due to the fact that this city joined the partnership relatively late in the development phase. Intense coordination was set in place, however, to guarantee that they set up their LSG, contact their MA and provide the necessary information for the city profile and thereby they contribute to the finalisation of the application form.

Avrig: The Avrig city visit was prepared in great detail and was a combination of setting the scene for the development phase of the URBENENERGY project, discussing the objectives of Avrig, discussions on strategies for renovating residential housing blocks and methods to integrate renewable energy sources. Meetings were held with some members of the LSG on methodologies for developing the LAP and with political decision-makers on how to create also regional and national support for the project.

Pyrgos: During the city visit, complementing the joint discussion on the municipality's expectations, bilateral meetings took place with officers in Pyrgos responsible for energy efficiency and planning. Pyrgos is at the start of developing a local strategy on energy efficiency, related to which the URBENENERGY project will be of great help for them. A site visit was brought to the first solar heating plant in the city.

Tulln: The purpose of the Tulln visit was to find the city's focus in the URBENENERGY network. The interactive discussion

involving some Local Support Group members revolved around the city's need to integrate existing strategies and resulted in identifying cofermentation and assessing and planning the potentials of waste water treatment to produce energy as Tulln's key areas of interest in the exchange process. The site visits focussed on transferable best practices linked to a biogas plant including district heating, straw heating plant, the Agricultural Technical School (discussion linked to research activities of the school in the field of RES).

Dve Mogili: During the city visit, the Lead expert had a consultation with the Governor of the North Central Region and also the Energy Agency of the region. As members of the LSG, they fully support the project implementation. Discussions revolved around how to give the LAP a strategic character and how to use this LAP as a trigger to generate sufficient political support for the future implementation of RES strategies using Structural Funds.

Durham: The Durham visit was very efficiently organised. There was a meeting with some key members of the LSG and a meeting with the Energy Coordinator and Planning officer of Durham County Council. Two main innovative topics were discussed: the importance of heat mapping for the development of district heating systems and the practical and efficient opportunities that micro renewables could offer. The two site visits were also focussed on these topics.

Nice: The Nice visit had a similar structure as the Durham visit. The topics discussed were however mainly targeted on the ECO Valley concept which is in the planning stage and for which the URBENENERGY project will deliver important building blocks as regards this very crucial starting phase. In particular, the URBACT approach linked to bottom-up multi stakeholder involvement using the LAP and the LSG was intensively discussed.

Potenza: The Potenza visit was combined with a first meeting of the LSG on how to integrate the policies of the Municipality of Potenza on energy efficiency with the objectives of the URBENENERGY project. The meeting was attended also by a number of officials from the City of Potenza and also from regional level. A press conference for local and regional press was held with the presence of the Mayor of Potenza.

Worms: In Worms the visit was mainly focused on discussing the Efficient Energy Strategic Plan of the City and how to use the URBENENERGY project as a stimulus for the implementation of this strategy. This was discussed with the Head of the Planning Department and with the Energy Coordinator. Visits were brought to a decentralized heat/power plant using bio fuel. The pro's and con's of this system were discussed and also of course the impacts and positive results of the national policies on the use of solar energy for individual consumers and residential housing.

Valetta: The Valletta visit was less prepared due to the fact that Valletta joined the partnership quite late. The meeting with the Energy Coordinator and the Vice Mayor was mainly focussed on explaining the objectives of the project and to give guidance on how to fill in the Questionnaire used for the development of the city profile in the baseline study. Much attention was given to the LAP development and involvement of the LSG. Although La Valletta administratively is a small town, it is also the capital of Malta and of a huge urban agglomeration. This will have an impact on the scope of the project and it will be reflected in the composition of the LSG.

#### 4. Transnational workshop in Tulln

The transnational workshop with the participation of the final partnership of the URBENENERGY network (Avrig, Tulln, Durham, Pyrgos, Dve Mogili, Worms, Nice, CNR IMAA, Valletta) took place in Tulln on May 3-4, 2010. Alleroed could not participate in the meeting given the tight schedule linked to development phase activities due to their joining the partnership quite late.

Prior to the workshop, the Lead Partner sent the partners all the documents needed for preparation, including a questionnaire requesting information for the completion of the application form (e.g. administrative data, information on VAT and co-financing, etc).

The main purpose of the meeting was to discuss the draft budget, application form and baseline study. In addition, partners also tackled management issues (approbation of FLC, outputs for the development phase) and the details of the joint convention.

As regards content details of the application, the participants clarified the thematic objectives along horizontal pillars. As a result, now a new pillar 'models and technology' complements the existing four, the legal aspect has been added to the financial pillar and the policy-making pillar has been modified into governance and institutional pillar. In addition to the thematic objectives, the partnership finalised the thematic areas that will serve the basis for the deep dive process. Discussion on the draft application form mainly focussed on the methodology of the city labs/deep dive process, especially as to who will organise the master classes. A main emphasis was laid on finalising the expected results of the project, in accordance with the programme's expectations with regards to wider dissemination. The transnational workshop in Tulln ended with a joint agreement on the draft baseline study and application form, signed by all the participants.

On the 2nd day of the Tulln meeting the participants visited some sites of interest in and near Tulln, namely a wood chip heating plant, a straw heating plant (Stettldorf), the Agricultural Technical School and a biogas plant including district heating.

Following the meeting, the Lead Partner sent all partners a set of questions for the purpose of clarifying issues linked to project contents and budget (e.g. daily rates, needs for external expertise, etc).

##### 5. Finalisation of the baseline study and preparation of the final application

The Lead Expert developed the city profiles based on the city visits in the following steps:

- Compiling and sending out the city visit questionnaires
- Assisting partners in completing the questionnaire
- Determining the structure of the city profiles
- Processing information in the city visit questionnaires and transferring it into the city profile format (1st version of the city profiles)
- During the city visits, the city visit questionnaire and/or the city profile was discussed with the representatives from the partner organisations and the Local Support Groups (2nd version of the city profiles)
- Finalisation of the city profiles took place through further bilateral consultations with partners (3rd version of the city profiles)

As for the synthesis of the baseline study, information provided by the partners was synthesised in the following matrixes: common problems, opportunities and exchange summarising partners' learning needs and transfer potentials. From these matrixes the common denominators for cooperation has become clear. A preliminary matchmaking matrix has also been compiled, but this exercise will be finished at the kick-off matchmaking workshop scheduled to take place in Valletta, Malta on 27-28 September 2010.

All the information provided by the partners in the development phase fed the finalisation of the application form. The management structure serving as a preliminary audit trail for the implementation phase has also been created, as an output for phase I.

#### 6. Involvement of LSG and MA representatives

In general, each partner has managed to set up its Local Support Group and to establish contact with the Managing Authority to secure support for project implementation. The section below provides details as to activities by each partner to this effect.

**Avrig:** The Lead Partner has had several meetings with the URBACT National Authority, the Ministry of Regional Development and Housing, and the relevant Managing Authority, the Ministry of Trade and Business Development. Three personal and multiple phone meetings and consultations with the LSG members and MA representatives have been carried out.

**Durham:** The Durham project coordination team has managed to set up the Local Support Group, meeting the aims and objectives of the Durham Climate Change Steering Group. Also, they have established a strong relationship and understanding with the Managing Authority (One North East) and the International Team and Financial Control. They have created awareness of URBACT and what URBENENERGY is amongst leading Councillors and other key Stakeholders.

**Dve Mogili:** The partner has had several consultations with the MA by phone and also a personal meeting has been organized. Regarding the LSG, a personal meeting aiming at clarifying LSG constitution was followed by an interactive discussion during the city visit. On this occasion, LSG members were informed about the content and objectives of URBENENERGY.

**Pyrgos:** One meeting with the Managing Authority, two LSG meetings (one of them with the participation of the Managing Authority) have been organized.

**Tulln:** Two LSG meetings have been organised and support from the Managing Authority secured.

**CNR IMAA:** Special emphasis has been laid on the involvement of Potenza Municipality Energy Department in the form of operative meetings between CNR-IMAA and the Municipality of Potenza. One plenary (during the city visit) and two virtual LSG meetings have been organised.

**Worms:** Meetings with prospective LSG members were organized in February and March. One LSG meeting was held on April 13th which was attended by a representative of the Managing Authority. On May 7th LSG members including the MA

were consulted for input on the outline of the application form by email.

Nice: Contacts have been established with the LSG and MA, and an LSG meeting was held on 20 April 2010, with the participation of the representative of the Managing Authority.

Valletta: Contacts have been established with the LSG and MA. Members of the LSG have been identified and informed of the project and the workplan of the implementation phase.

Alleroed: One LSG meeting has been held. The representative of the Managing Authority could not participate in this meeting. Project details have been discussed with the MA in the form of written dialogue.

## 7. Communication tasks in the development phase

The following communication tasks have been carried out:

- Building and updating the project minisite, a task carried out by the Lead Partner.
- Lead Partner's participation in the Sustainable Energy Week, Brussels, March 2010, on which occasion the URBENENERGY network was promoted.
- The Municipality of Avrig and the City of Tulln launched press articles, press releases and organised press conferences linked to the transnational meetings in Avrig and Tulln.
- The URBENENERGY newsletter, an output for the development phase, contains information on the URBACT programme, a short summary of the project, a brief introduction of the partners, an interview with the Mayor of the Lead Partner, a summary of the development phase as well as an outline of the network's expectations of the implementation phase.

## 2.2 Definition of issues to be addressed by the project (summary of baseline study outputs)

### STARTING SITUATION

As a result of climate change, energy consumption in urban areas has increased. This process is not adequately supported by innovative solutions to ensure sustainable use of energy. Energy inefficiency results in air pollution, health damage and ultimately worsened quality of urban life. Moreover, dependence on primary energy sources leads to exorbitant energy prices, which is a major obstacle to reducing energy costs, an absolute must in the present and also foreseeable economic situation. All policy-making levels in the EU have made efforts to improve energy efficiency (EE) as a response to the negative consequences of climate change and economic crisis. The long term strategy of the EU, as stipulated in the Communication from the Commission 'Europe 2020 - A European strategy for smart, sustainable and inclusive growth', is to reduce greenhouse gas emissions by at least 20% compared to 1990 levels or by 30% if the conditions are right, increase the share of renewable energy in the final energy consumption to 20%, and achieve a 20% increase in energy efficiency. Each Member State has established the necessary legal and administrative framework on national level to ensure that the commonly agreed target is achieved. The decentralised nature of most of the renewable energy applications and also the proper communication, information for potential clients (suppliers, customers and installers) make it the responsibility of the local level to make good

use of the possibility and turn theory into action.

Initial efforts notwithstanding, climate and resource challenges require drastic action at both European and national levels. Strong dependence on fossil fuels such as oil and inefficient use of raw materials expose consumers and businesses to harmful and costly price shocks, threatening the economic security and contributing to climate change. Achieving the climate goals requires reducing emissions significantly more quickly in the next decade than in the last decade and exploiting fully the potential of new technologies such as carbon capture and sequestration possibilities. Improving resource efficiency would significantly help limit emissions, save money and boost economic growth. All sectors of the economy, not just emission-intensive, are concerned. To achieve the EU's energy goals could result in € 60 billion less in oil and gas imports by 2020. This is not only financial savings; this is essential for the Union's energy security. Further progress with the integration of the European energy market can add an extra 0.6% to 0.8% GDP (EU wide). Meeting the EU's objective of 20% of renewable sources of energy alone has the potential to create more than 600 000 jobs in the EU. Adding the 20% target on energy efficiency, it is well over 1 million new jobs that are at stake. In light of the above, the URBENENERGY network plans its activities bearing in mind that improving energy policies in urban areas has spill-over effects on other sectors as well. Investing in cleaner, low carbon technologies will help the environment, contribute to fighting climate change and create new business and employment opportunities.

With this background, the starting point for the project was the vision of the Municipality of Avrig. The vision states like this: „Avrig will become one of Romania's leading centres for renewable energy by 2020 and aims to become energy independent by 2030. This will result in new jobs, lower utility bills and a city that is known as a good place to invest, work, live and visit.” The Municipality of Avrig has strategic priorities and objectives to ensure high quality public places, to modernise infrastructure networks, to improve energy efficiency and to introduce proactive innovation and educational policies, all based on sustainable strategies. However, the main challenge of the local authority of Avrig is to turn the vision into reality. In order to achieve the ambitious goal, the town leadership decided to collaborate with other cities who are interested in sharing this vision and could contribute to and also benefit from cooperation.

Cities that have joined the partnership of URBENENERGY share the vision of Avrig. They are committed to making their cities energy efficient and to the use of RES. As leaders of Local Authorities, mayors' utmost intention is to improve the quality of life of the people living in their towns through sustainable urban development. They have already started to demonstrate their commitment by preparing strategic documents and with small scale projects to prove the economic viability and competitive advantages that can be gained from using green energy. Out of the URBENENERGY partners, four (Avrig, Durham, Nice and Worms) are members of the Covenant of Mayors. Their motivation to successfully implement this project also stems from the fact that if no measures are taken, they will not meet their targets under the European Covenant of Mayors or the national indicators on reducing CO<sub>2</sub> emissions.

The Consortium highlights the priority to slash emissions in building blocks in its contribution to meeting the EU's targets under the Kyoto Protocol. Buildings have an enormous role to play in the EU's attempts to slash greenhouse gas emissions, as they represent around 40% of all energy use. Minimising energy waste in a sector that covers over a third of the Union's energy demand is a crucial element in reducing Europe's dependence on foreign fossil fuel imports. In line with partners' local needs, the project has residential building blocks in the focus of investigation.

## PROBLEMS AND CHALLENGES TO BE TACKLED

In light of the above, URBENERGY partner cities have acknowledged the need for an integrated policy approach to improving the energetic situation in their urban communities. They have managed to identify the following problem areas and challenges as common denominators in relation to improving EE and the optimal utilisation of RES:

1. An increasing need for technological product packages: Despite the numerous technological solutions and models available on the market, there is still a demand for approaches describing the optimal combination of these technologies for local decision-makers to choose the most up-to-date and also the most cost efficient EE and RES solutions for residential building stocks.
2. Involvement of multiple entities, often counter-parties in decision-making processes: Lack of cooperation among local players to reach a common goal and unwillingness to integrate policies and strategies often result in slow bureaucratic procedures, ossifying existing, often inefficient policy-making practices. Policy makers' understanding on the subject matter is often insufficient. Also, planning rules often fail to support the integrated implementation of RES in new built areas (eco-buildings).
3. Lack of investments in RES, low market penetration of RES solutions, and therefore slow development of alternative solutions to boost energy efficiency: Small and medium enterprises are at the heart of the local economy and improving carbon efficiency as an essential part of economic recovery and urban regeneration should be an important business opportunity for them. Local small and medium sized enterprises should be stimulated and armed with the necessary competences to enhance the RES market. Also, lack of statistics about performances in some cities results in cautious investors.
4. Lack of efficient financial schemes and legal environments to support new energetic solutions: Although the number of financial instruments to support EE solutions is on the increase, EE and RES are often only supplementary measures in financial schemes. Also, a long-term global vision is lacking and there are long-term payback periods in relation to RES and EE measure. In line with all this, there is an urgent need to integrate existing schemes into development strategies and also to tailor-make them to local needs. The legal framework should also be supportive of new energetic solutions and RES/EE policies should be more aligned with national legislation.
5. Lack of awareness of the significance of EE solutions and RES across all sectors of the local community: Residents of the partner cities still have strong reservations against the practical use of RES, mainly in relation to the initial costs, reliability, comfort and affordability. However, the most crucial problem the network has identified is that the public do not act energy consciously even if they are aware of the possibilities of doing so.

Leaders of the participating cities have aggregated the above problems and identified the main obstacle to achieving the common vision. This is the **MAIN PROBLEM** that the project aims to respond to:

There is a lack of integrated technological, governance, local business, financial, legal and social framework for the creation of energy efficient urban environment and community.

## OBJECTIVES TO BE ACHIEVED

Given the complexity of the issue of improving energy efficiency in urban communities, the URBENENERGY network is committed to lead the way on an integrated, policy-oriented cooperation. The members of the URBENENERGY network have joined forces to turn the financial and economic crises, and more specifically the identified problem areas into opportunities to address financial and ecological sustainability, thereby helping the EU to prosper in a low-carbon, resource constrained world while preventing environmental degradation, biodiversity loss and unsustainable use of resources.

In the perspective of the need for an integrated approach to tackle the challenges identified, the MAIN OBJECTIVE of URBENENERGY is as follows:

To develop an integrated framework for improving energy efficiency and the optimal utilisation of RES by offering an innovative model for creating a sustainable energy efficient urban environment, with a focus on residential building stocks. The long-term goal of the project is to turn residential areas from energy consumers into energy producers.

This overall objective will be achieved through sub-objectives linked to the following horizontal pillars of the integrated model framework. These sub-objectives reflect the opportunities jointly defined by the partners:

1. **MODELS AND TECHNOLOGY PILLAR**, focussing on mapping out RES potentials, local stations of energy generation (solar, other RES) and identifying BAT technologies in both energy supply and demand side. The objective is to model the optimal utilisation of technologies and offer comprehensive product packages as combinations of EE and RES solutions.
2. **GOVERNANCE AND INSTITUTIONAL PILLAR**, focussing on enhancing an integrated policy approach through fostering cooperation among stakeholders and policy-makers based on lessons drawn from experience in partner cities; green business development via cooperation between research, business and governance; improved market analyses and planning rules incorporating RES and EE potentials; improvement of the building shell features in the existing buildings and implementation of energy-saving construction practices in new ones. The objectives are to align various stakeholder interests, model viable institutional frameworks for energy conscious policy-making processes and develop a methodology for an integrated energy master plan. Based on this methodology, partners will be able to bundle their different, already existing studies, strategies, policy approaches, etc. into one, coherent package of measures including timeline and cost plan.
3. **LOCAL BUSINESS PILLAR**, focussing on introducing new and innovative technological tools and product packages, capitalising on existing knowledge and know-how tailored to local needs; PR measures for businessmen to enhance private market for EE and RES services. The objectives are to survey investment opportunities for the implementation of RES and EE technologies and to support local businesses to enter the renewable energy market and therefore create and support local employment.
4. **FINANCIAL AND LEGAL PILLAR**, focussing on developing financial and legal schemes to support alternative energetic solutions for urban environment, based on existing knowledge and exchange of experience between partner cities; Feed-in-Tariff to stimulate the demand for RES and encourage a financial contribution from the local authority; creating leverage among several funds: national, European, private. The objectives are to offer financial solutions for EE technological product packages and overcome legal bottlenecks.

5. SOCIAL PILLAR, focussing on increasing social acceptance of RES and EE solutions through disseminating and awareness-raising activities; spreading “carbon culture” in populations' behaviour; executing carbon efficiency individual coaching actions (supported by a future regional call for proposals); spreading best practices in energy use and production promoted among local communities. The objectives are to stimulate the use of RES and EE solutions by changing citizens' attitude; to increase awareness and uptake of RES for existing housing stock and businesses; and to promote local community involvement in the planning process of EE retrofitting.

#### THEMATIC AREAS TO BE INVESTIGATED

URBENENERGY partners wish to achieve this common objective through focussing on the particular needs of their cities. To this effect, as part of the work in the development phase, they have identified the following thematic areas to be investigated. Under each heading sub-themes are listed indicating concrete fields of interest:

##### (i) INTELLIGENT MONITORING

- Energy bookkeeping
- Smart grids

##### (ii) CHP, DISTRICT HEATING SYSTEMS

- Feasibility potentials of a successful district heating system
- Micro CHP for individual dwellings
- Biomass heating system combined with district heating net

##### (iii) UTILISING WIND, SOLAR AND GEOTHERMAL POTENTIALS

- Micro hydro
- Solar thermal facilities
- Use of micro renewables
- PV park for energy generation
- Solar and geothermal energy to be used in air-conditioning
- Seawater geothermal energy

##### (iv) ENERGY GENERATED FROM BIOMASS AND SEWAGE

- Heating from waste water
- Biologic sewage treatment plant
- Diversification and creation of bio-gas via Anaerobic Digestion schemes
- Cofermentation (used oil for the production of biogas)
- Alternative heating technologies using various raw materials

##### (v) IMPROVING ENERGY PERFORMANCE AND EFFICIENCY OF BUILDING STOCK

- Thermal insulation
- Energy efficient refurbishment of buildings
- Execution of energy consumption analysis of buildings

- Passive house standard

The above main themes encompass the important aspects of improving energy policies linked to residential buildings in an urban environment, reflecting partners' specific needs. They are to be explored and potentials discussed during the exchange and learning phase of the project. Thorough analyses of these themes along the five horizontal pillars will lead to the creation of framework conditions for the development of energy efficient urban communities. Project outputs/results will reflect upon these cross-sectoral horizontal pillars of the integrated EE model.

The above mentioned objectives are meant to guide the thematic work of the consortium. Implementation of project activities will be carried out along the mandatory operational objectives described in detail in section 3.1.

### CONTRIBUTION TO URBACT PRIORITY TOPICS

The selected URBACT II priority topic by the URBENENERGY Thematic Network is "Integrated policies for energy-efficiency in cities and the use of renewable energy resources in urban areas" under URBACT theme 2.3 "Environmental issues" within Priority Axe 2 "Attractive and Cohesive Cities". The main issue to be addressed, both on policy level and also in practical terms, is how the use of RES and improved EE can contribute to sustainable energy efficient urban development in the partner cities, with a focus on residential building blocks. The project aims to highlight the importance of an integrated, policy-oriented approach that takes into account the various segments of sustainable urban development and also how these segments are interrelated. In concrete terms, the project demonstrates how improvement of the energetic situation in urban areas is related to economic and social development as well as to halting environmental damage caused by the adverse effects of climate change and the undesirable and unsustainable economic growth.

Although the entry point of the project is the issue of EE and RES, the integrated approach creates links with other priority topics, namely promoting inclusive entrepreneurship through outreaching for potential new entrepreneurs, strategies for urban economies facing the crisis, the role of cities in boosting innovation and knowledge economy and urban development and climate change.

### CONTRIBUTION TO MAIN EU POLICIES, BUILDING ON SIMILAR INITIATIVES

The integrated model offered by the project reflects upon the economic concepts of innovation, learning economy and social and environmental renewal, on which the Lisbon Strategy is heavily based. The project concept proposes a contribution to the Gothenburg Strategy that stipulates the development and wider use of new environmentally friendly technologies in sectors such as energy. The URBENENERGY network is also in line with the Leipzig Charter on Sustainable European Cities. In the Leipzig Charter of May 2007, Ministers among other recommendations suggested making greater use of integrated urban policy approaches by creating and ensuring high quality public places, modernising infrastructure networks, improving energy efficiency, proactive innovation and educational policies, based on sustainable strategies. The 2009 Review of the EU Sustainable Development Strategy emphasises that the EU should turn the financial and economic crises into an opportunity to address financial and ecological sustainability. The project also offers a significant contribution to "Resource efficient Europe", one of the seven flagship initiatives linked to smart, sustainable and inclusive growth put forward by the Communication from the Commission 'Europe 2020'. This is to help decouple economic growth from the use of resources,

support the shift towards a low carbon economy, increase the use of renewable energy sources, and modernise the transport sector and promote energy efficiency.

The Consortium lays emphasis on capitalising on existing knowledge, best practice and stocks of experience. Therefore, during the development phase, intensive research has been carried out as to previous similar initiatives in the field of energy. In the design and implementation of project activities, lessons learnt will be studied and integrated from projects, such as – amongst others

- ELVA (IEE) - Establishing Local Value Chains for RES Heat in local communities
- EffCoBuild (IEE) - Energy Efficiency Communities - establishing pilot communities for the building sector
- BEEN (INTERREG IIIB Baltic Sea Region) - Baltic Energy Efficiency Network for the Building Stock
- CLEAR-UP (INTERREG IVC) - Clean buildings along with resource efficiency enhancement using appropriate materials and technology.

### 2.3 Summary of local situations, partners' expectations and potential contributions (summary of baseline study)

#### Municipality of Avrig

##### Local situation:

In line with its vision and long term objective to become one of Romania's leading centres for renewable energy by 2020 and to become energy independent by 2030, the Municipality of Avrig has taken several strategic steps in different policy areas. The investment programme of the city (Marsa and Avrig South industrial areas) aims at developing an integrated model for green, energy efficient communities by developing infrastructure, attracting investments, implementing energy efficiency measures and by creating new jobs in the renewable energy industry. The municipality has also taken measures to develop the Local Action Plan including the elaboration of several (feasibility) studies and other strategic documents (Energy Master Plan, Communication Strategy, Environment Opportunity Study, Local Development Strategy). The priorities and objectives of Avrig contained in the Local Development Strategy include energy production from RES, development of the energy infrastructure, environment protection and conservation and waste management. In addition, specific developments for which detailed plans and scenarios have been elaborated include micro-hydro power stations, central heating power stations, thermal insulation initiatives and a photovoltaic power station.

##### Expectations of URBENENERGY:

The Municipality would like to gain knowledge on energy efficiency measures and renewable energy production linked to residential buildings, including know-how on energy saving, the replacement of individual heating systems, decreasing of energy consumption, thermal insulation, CO2 emission reduction. The LAP to be developed by the URBENENERGY network will readjust the existing Energy Master Plan to contain concrete technical and financial feasibilities regarding concrete investments. Thus, the new LAP will serve as a road map for the existing strategies. The main priorities of the LAP are to implement EE measures and RES production, valuing the hydro, biomass, biogas and solar potential in Avrig. The impact of the LAP on city policies regarding RES, EE and sustainable energy is expected to help to develop and improve the Municipality's energy policy by initiating more programmes, attracting public/private investors and eventually boosting the energy business; raise awareness of the community regarding the importance of EE, so that people will become more

energy-conscious and reduce their energy consumption, which will lead to a decrease the utility bills for the residents; help Avrig become a model of EE communities and develop an innovative image on regional and national level.

Contributions, best practices:

Good practice examples to share with the project partners regarding the creation of the strategic framework, which supports the energy integrated model that Avrig is developing, include: the Local Energy Strategy, the Local Energy Plan, the Local Development Strategy and the Communication Strategy. Specifically, alternative heating technologies using various raw materials could be transferred to Pyrgos and Dve Mogili. Knowledge about thermal insulation could be interesting for Alleroed.

### City of Tulln

Local situation:

Due to the development towards a "Sustainable Energy City" and the target to achieve a 100% renewable energy supply, Tulln is leading the way in the region Lower Austria and will act as a multiplier for suitable and feasible technologies as well as for new management and financing concepts in the field of renewable energy use and energy savings. The City of Tulln has committed itself to an environmental policy based on the principles of service for the citizens, responsibility towards the society and employee satisfaction. Besides employing an eco-manager, the city is a member of the "Climate Alliance" as well as the "European Land and Soil Alliance". Due to its partnership in SEMS project the city is also one of the many CONCERTO communities. Tulln is very active in promoting and bringing the energy issues closer to its citizens (e.g. subsidies for private households using solar energy, quarterly journal on energy, building ordinance, etc). Its City Development Concept of 2007 serves as a tool for the city. Ongoing projects and initiatives in the field of EE and RES include: biogas study as basis for further implementations; waste water treatment plant, which was designed to cover demands of the future growth of the population, so that no additional energy will be required; CHPs; blocks of flats are built only in accordance with low energy requirements and they are equipped with controlled air conditioning; Eco settlement in Nitzing; 2nd part of an ecologic district in Tulln – Komponistenviertel; Decentralized Energy Management System (DEMS), which is part of the EU project SEMS. In addition, some steps have been taken towards the development of the LAP: an energy bookkeeping system to monitor energy consumption of bigger communal buildings is in its start-up phase; a development plan has been elaborated which pays attention to a proper adjustment (East to West) of the buildings. Usually the connection to the biomass heat grid is required for parcels which are sold by the community.

Expectations of URBENENERGY:

The Municipality would like the URBENENERGY network to focus on the following areas of good practice focussing on residential buildings: energy saving, heat recovery from drain system, heat recovery from waste water treatment plant, small water power plant, contribution to a CO<sub>2</sub>-neutral indoor swimming pool. The main priority for the LAP to be developed by the project will be the integration of all existing relevant documents (Austrian Energy System 2000-2005-2020-2025, Energy Efficiency Ordinance for buildings 2008, Refurbishment guidelines 2009single) into one goal-oriented strategy for the future. The key results of the LAP shall be a package of measures (incl. timeline and costs plan) in order to systematically promote and communicate the further sustainable development of the City.

Contributions, best practices:

Good practice the city of Tulln would like to share with URBENENERGY partners include: thermal insulation of commercial

college; new energy efficient kindergarten acc. to passive house standard; biomass heating system with district heating net; new biologic sewage treatment plant; energy bookkeeping; training for cleaning staff on ecologic cleaning methods; Agricultural Technical School Tulln; Department for Agro-biotechnology IFA Tulln (a department of the University of Natural Resources and Applied Life Sciences in Vienna); Building and planning project “Nitzing” (cadastral municipality of Tulln). The city’s stock of experience may be shared e.g. with the following partners: biomass - Worms, Potenza, Alleroed; heating using raw materials – Pyrgos, Dve Mogili; thermal insulation – Alleroed; passive house: Worms.

### City of Worms

#### Local situation:

The City of Worms is committed to the topics of climate change and carbon efficiency. The CO<sub>2</sub> emission reduction target set out in the “Climate protection and energy efficiency concept Worms” is to reduce greenhouse gas emissions and cut CO<sub>2</sub> emissions by 10 % every 5 years. Worms is also a member of the Climate Alliance of European Cities and the Covenant of Mayors. Activities that have been carried out in the city in order to support carbon efficiency include: analyses of total energy consumption and CO<sub>2</sub> emissions; development of a Local action plan called “Climate protection and energy efficiency concept Worms”; setting up of an Energy-efficiency-network, consisting of city administration together with private companies; public-private-partnership project; measures taken to raise awareness of city dwellers of the importance of carbon efficiency.

#### Expectations of URBENENERGY:

The City of Worms would like to focus the network on good practice demonstrating the complex development of the renewable energy sources in relation to new and existing residential housing areas. The City of Worms is especially interested in the installation of CHP plants, small-scale heating networks and renewable energy production in relation to residential development. At the moment the focus of the project is on the whole city. However, during the course of the project several areas will be analysed and by the end one housing area will have been selected where an energy efficient housing scheme can be implemented. The Local Action Plan to be developed by the project will be a concept for a pilot project “Energy-Efficient Residential Development”. The Local Action Plan therefore works on one of the measures proposed in the “Climate Protection and Energy-Efficiency Concept“. It will include details on the organisational and financial aspects of its implementation. The main priorities of the LAP will include: analyse existing examples and regulations; investigate technical measures; identify possible sites; develop concept(s) for these site; check economic consequences and develop organisational proposal. Preparatory discussions with different parts of city administration have already taken place in order to prepare the development of the LAP. The LAP to be developed will have an impact on city policies regarding RES and EE by “proof of concept” because the pilot project demonstrates possibilities and financial implications. The LAP will also have an influence on other projects and house-owners.

#### Contributions, best practices:

The city of Worms could share with the other partners its knowledge gained from the development of the “Climate protection and energy efficiency concept Worms” and its experience with the development of the area “Liebenauer Feld”, a former military site that was reused as a mixed-use area. Further good practice includes a wood-chip heating system for an educational facility. Worms also has know-how on the utilization of solar energy potentials. Some larger PV projects by private investors are in preparation or have already been realised. Experience could be transferred to the following partners:

district heating systems – Durham, Potenza, Allerød; refurbishment of buildings – Dve Mogili.

### Urban Community Nice Côte d’Azur-Environment and Energy department

Local situation:

Turning Nice into the “green city of the Mediterranean region” is a core ambition of the city. This fits well into the strategic objective at the regional level to make the "French Riviera France's benchmark region in terms of sustainable development. Energy is a subject which particularly concerns Nice and much effort in terms of strategy building and concrete measures have been invested in reducing energy consumption and implement RES and EE solutions, especially to compensate for the weak electricity networks in the city. Local measures that have already been put in place have a particular focus on RES and EE in buildings and include e.g. 1) energy saving counsellor appointed to advise and help private individuals or collective ownerships regarding energy saving measures, 2) analysis of a number of public buildings by experts on energy consumption including a set of recommendations on how to decrease consumption; 3) purchasing special tool for metering and monitoring energy consumption of public buildings; 4) revising local urban legislation in order to encourage the use of RES, e.g. installation of solar panels, with the exception of historical areas; 5) subsidies for social housing rehabilitation conditioned to energy efficiency.

Additionally, the strong presence of micro-computing industries, research laboratories in the field of ICT and clusters like the CAPENERGIES (cluster for emerging projects in the field of energy) in the region is an opportunity to develop innovative solutions combining ICT and management of energy, like smart grids.

Expectations of URBENENERGY:

The Urban Community of Nice would like to learn more about smart grids and financial issues, namely areas of good practice on innovation in the field of energy, in particular smart grids and the local implementation of ESCOs (energy saving companies) and financial mechanisms for developing EE and RES projects. The overall goal of the LAP to be developed in URBENENERGY is to elaborate a strategy for planning energy production and energy efficiency in the “éco-cité”, the results of which can be used at a national level.

The URBENENERGY Local Action Plan to be developed within the project will make a serious contribution to city policies regarding RES because it will allow having a long-term vision of how to choose the most appropriate energy for the projects of tomorrow. The results of the LAP will be used to develop and implement energy projects like “éco-cité”. Éco-cité is a project launched by the State of France in 13 selected French cities with the aim to cooperate with the State and the Managing Authority to elaborate recommendations for building green cities. Currently, these projects are in the start-up phase and through “éco-cité” the state may have the possibility to subsidise innovative projects in the field of EE and RES in the in Nice, Var Plain.

Contributions, best practices:

Examples of good practice Nice would like to share with URBENENERGY partners include, for example the installation and operation of micro hydro power systems in potable water supply networks. Another good practice is the system of heating from waste water, and in particular the installation of the system in existing or new networks.

### Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)

Local situation:

The Municipality of Potenza has several existing initiatives related to EE and RES, such as the „Calore Pulito” (Clean Heat) Project; reducing the energy bill of the Law Courts; cogeneration plant of the municipal swimming pool; reducing energy consumption and light pollution in the old town centre of Potenza; surveying of municipal thermal plants; the municipal landfill biogas recovery; announcement for PV installations on municipal buildings and land. The primary strategic document in the field is the Municipal Energy-Environmental Plan (MEEP) of Potenza, which was adopted in 1997. It contains targets and measures to increase the percentage in the use of RES. The MEEP has driven the policy makers in achieving the fixed targets and introducing energy and environmental aspects in all planning processes. Currently this plan is being revised. In order to update the document, the Municipality Energy Office has so far implemented some activities focussing on e.g. surveying of energy needs of municipal public buildings, updating of the existing local plans, updating of the socio-economic and structural data, etc.

#### Expectations of URBENENERGY:

Particular topics the partner wishes to learn more about linked to residential buildings include: feasibility potentials of a successful district heating system; combined heat and power (CHP) generation with reference to domestic surroundings; micro CHP for individual dwellings; biomass heating system combined with district heating net; the role of Energy Services Company (ESCO); climate neutral buildings. Expected impacts of URBENENERGY are: identification of further opportunities for a sustainable development of the target territory; identification of a list of priorities for promoting RES utilization in different sectors; improvement of local infrastructures, technology standard and energy efficiency; improvement of knowledge and awareness concerning RES and EE at local level; coordinated exchange of experience and best practices with other European communities; coordinated participation in EU and Transnational Programmes on key energy and environmental issues; enhanced opportunities for local business.

The LAP to be developed by the project will be aimed at the full integration of energy and environmental issues in the planning policies to ensure the achievement of sound targets in line with the EU directives. In particular, it will propose actions to increase electricity and thermal production from renewable sources, to promote energy efficiency and energy saving measures, contributing in this way to the national objectives of CO<sub>2</sub> emissions stabilization. The main focus will be on existing residential areas. In fact, their energy consumption is very high, especially the heating demand as Potenza is a mountain town that is included in the coldest climatic zones according to the Italian classification. Public premises will also be analysed regarding their energy performances.

#### Contributions, best practices:

The city would like to share with URBENENERGY partners its experience linked to the following areas: Initiatives promoting RES and EE implementation in public buildings; implementation of regulations for the redevelopment of public lighting by energy-efficient solutions. Knowledge could be transferred to Tulln, Dve Mogili and Alleroed.

### **Municipality of Dve Mogili**

#### Local situation:

The Municipality has extremely high expenses for energy consumption in all sectors (heating with naphtha, woods and coals and electric energy (also for street lighting), whereas the share of RES in the energy mix is approximately zero. At the same time, the Municipality has to comply with the relevant national laws and regulations regarding EE and RES (Bulgarian Energy Strategy by 2020), setting a 16% national target of RES share (wind, biomass and HPPs) within the gross final energy consumption by 2020. Therefore, Dve Mogili has developed a Strategies and plans to meet the national targets and to reduce

expenses on energy consumption. The strategy contains the ambition of the Municipality to become an energy producer for the whole North-eastern part of Bulgaria by 1) the construction of two photovoltaic parks with a delivery of 160MW electricity, and 2) the development of a wind park with 150MW capacity (this latter confirmed by the results of a feasibility study). In addition, Dve Mogili has developed a Municipal Plan for Energy Efficiency, which foresees an energy consumption analysis of the buildings and properties of the Municipality; street lighting substitution on the territory of the Municipality and negotiations for city gasification (natural gas). Dve Mogili plans to substitute the fuel used for heating systems in public buildings (naphtha) by natural gas and the respective refurbishment of the same buildings. Additionally, the construction of a solar park based on a PPP model, as described in its Strategy, is also planned on the territory of the Municipality. The Municipality can provide institutional support to the local RES businesses with faster procedures and by entering in contact with electric companies and competent state institutions thus helping RES companies to enter the market.

Contributions, best practices:

The city of Dve Mogili has only recently started to engage in measures and action linked to sustainable development, energy efficiency and renewable energies. Thus there are relatively few good practices to share with the partners. The Municipal Plan for EE, which was recently elaborated by the Municipality, will serve as a starting point for the development of the URBENENERGY Local Action Plan. By developing and implementing the LAP in URBENENERGY the area of Dve Mogili will come closer to its target of becoming an energy producer and completely energy independent and thus more attractive for the development of touristic services and creating employment opportunities.

Expectations of URBENENERGY:

The particular topics that Dve Mogili wishes to learn about are linked to the themes included in its strategy and municipal plan for energy efficiency. The areas of good practice URBENENERGY should focus on therefore include 1) the refurbishment of buildings with the use of RES and EE solutions, 2) developing biogas based heating systems, 3) possibilities for the use of wind and solar energy, 4) substitution of street lighting.

### **Development Municipal Agency of Pyrgos**

Local situation:

The city of Pyrgos aims at covering all its public buildings' energy needs by alternative forms of energy in the percentage of 75%. An obvious focus is set on the strategy regarding the development of actions of solar energy exploitation given the high, intense and long-lasting sunshine in the area. Apart from this, other forms of energy that are possible for the city to exploit at reasonable costs are wave energy, wind energy and, for certain activities, geothermal energy. In order to respond to the diverse demands, different parallel strategies should be developed aiming at different partial results: solar energy to cover the power supply to satisfy general needs, geothermal energy and natural gas to cover the energy needs linked to air-conditioning, natural gas or propane to cover the needs of crafts and industries, etc. Until recently, only P.E.E. S.A. (Public Enterprise of Electricity) had the right to produce energy. This has changed and now also inhabitants are allowed to produce and sell energy. Moreover, the procedure of receiving the authorisation for energy generation is being simplified and rationalised, so that the duration of the relevant authorisation procedure will decrease to two months. RES facilities of limited power are exempted from the obligation of getting an authorisation, which means that thousands of SMEs are speeded up. The city has already started to integrate strategies to address some of the problems and opportunities by the installation of small stations of solar energy generation with highly satisfactory performance levels and balance of costs of development and performance.

Expectations of URBENENERGY:

Pyrgos wishes to gain expertise on the methods of converting solar and geothermal energy to be used in air-conditioning. Moreover, the city would like to study the technological and financial (e.g. cost/efficiency balance) elements as well as methodology related to energy generation from renewable natural sources linked to residential building blocks. Steps taken to develop the LAP include the assignment of scientific manpower capable of dealing with the proper implementation of the project and the securing of social and political consent for the untroubled implementation of the business actions. The implementation of the LAP is expected to constitute a pilot project at national level. Several Local Authorities are expected to turn to the Municipality of Pyrgos in order to receive expertise and information about the methodology and the applied techniques of energy generation so that they can reduce the amount of the consumed conventional energy.

Contributions, best practices:

The gaining of knowledge is one of the most important reasons why the Municipality of Pyrgos wants to participate in URBENENERGY. Pyrgos has experience in constructing a photovoltaic park, which it could share with the other project partners. The Municipality's know-how includes technical knowledge and statistic evidence of operation so far (the park has been generating energy for about one year). By way of cooperation within the project, Pyrgos will be able to disseminate the procedures of attracting investors from other European countries. Knowledge could be transferred to Avrig, Durham, Worms.

### **Durham County Council**

Local situation:

A new unitary council, Durham County Council, came into being on 1st April 2009 with the merger of Durham County Council and the district councils of Chester-le-Street, Derwentside, Durham City, Easington, Sedgefield borough, Teesdale and Wear Valley. Durham County is very active in the field of renewable energy and energy efficiency. It is a member of the European Covenant of Mayors, Energie-Cités, the Nottingham Declaration for Climate Change and the UK Carbon Action Network. In 2009 its Alternative Energy Scheme received the Runner-Up award from the Renewable Energy Association (REA) for its work installing RES. The target: reducing CO2 emissions by a minimum of 40% by 2020 has been agreed by Durham County Council cabinet members. The Council has taken measures with regards to raising awareness of city dwellers of the importance of carbon efficiency (WARM HOMES campaign, WARM FRONT mailouts, Sustainable Community Strategy, Regeneration Statement, Economic Strategy, Regional Spatial Strategy). Existing strategic documents include the Durham County Sustainable Community Strategy, Climate Change Master Plan for County Durham, Durham County Alternative Energy Scheme providing a financial incentive to encourage the take-up of RES. The Alternative Energy Scheme is an example for integrated strategies to address some of the relevant problems and opportunities. Projects on RES include: Eastgate Renewable Energy Village, The Chilton District Heating Scheme Heat Mapping.

Expectations of URBENENERGY:

The URBENENERGY project will be an integral part of the overall strategy in helping Durham County Council to achieve its targets of 40% reduction in CO2 emissions by 2020. Due to its many rural off-gas areas, the County Council would particularly wish to learn about the diversification and creation of bio-gas via Anaerobic Digestion schemes and also successful District Heating schemes linked to residential building blocks. Expected results include to develop opportunities for low carbon economic growth and to maximise the take-up of EE and RES measures across Durham County. The LAP to be developed by the project will assist Durham County to achieve its carbon emissions targets and those from other related

policies, such as Sustainable Energy Action Plan, Climate Change Action Plan, Carbon Reduction Commitment, and help to stimulate economic growth in EE and RES.

Contributions, best practices:

The County Council has worked to establish a network of local businesses who have the sustainable energy skills to install all available renewable technologies. Durham County has been successful in stimulating demand both in the take-up of RES via its financial incentive schemes and the creation of a sound infra-structure of accredited RES suppliers and installers.

Moreover, Durham County has established a 'whole house' database of properties throughout its district which identifies the EE and RES potential as well its current thermal capacity. This database is being promoted by Government and BRE (Building Research Establishment) and is seen as best practice for local authorities in the delivery of EE measures. Experience could be potentially transferred to the following cities: District heating – Worms, Potenza, Alleroed; Micro CHP – Dve Mogili, Worms, Potenza, Alleroed; RES village concept and a strong network with businesses– Worms, Alleroed.

### City of Valletta

Local situation:

The challenges Valletta is facing regarding renewable energy sources and energy efficiency are related to its special location and design. The skyline of Valletta may not be altered due to its status as World Heritage and the Planning Authority does not permit the installation of any devices on the roofs of the buildings in the city. Consequently, RES and EE solutions must not be invasive. Alternative techniques compared to solar panels or wind turbines need to be found and emphasis should be on increasing energy efficiency of buildings, encouraging energy saving in households and other areas, such as industry and public buildings and importing clean electricity from the European grid. Also, due to its geographical location, cooling is more important than heating. Temperatures lie between 15 - 40 degrees Celsius all year long which have resulted in streets designed to create shade, with houses were built very close to each other. Finally, Valletta is a walled city surrounded by water with limited space and no rural areas or space to expand to. The topic of energy efficiency and the wider use of renewable energy sources are still relatively new. The central government is currently working on implementing a regulation to promote energy efficient method and issuing schemes to help residents invest in energy efficient resources, appliances and measures. This also results in the fact that the EE and RES business is quite limited. Providing information to businesses as well as citizens on carbon efficiency is therefore also of crucial importance.

Contributions, best practices:

Having participated in several URBACT projects, Valletta Local Council can share its experiences on the elaboration and implementation of Local Action Plans and the operation of the Local Support Group with the other project partners. The Council can share its knowledge on how to analyse challenges and possibilities, how to apply for funding after the development of the LAP and thus how to help local residents. Through the Local Action Plan to be developed in URBENENERGY specific development opportunities can be identified helping the Local Council to apply for further funding in order to promote and implement the proposed initiatives and developments.

Expectations of URBENENERGY:

Valletta Local Council would like to learn good practice examples of micro energy generators (solar and wind) and insulation technologies, geothermal energy production and smart monitoring. In addition, it would be important for Valletta to learn about awareness raising techniques in order to reach its citizens and make them become aware of the importance and urgency

of the energy issue.

Valletta Local Council expects to learn about up-to-date technologies which are applicable in historic and protected building stock and in line with the specific regulations.

Valletta would like to discuss with energy experts, during the city labs and master classes, the possible solutions for utilising its water reservoirs located underneath the buildings of the city and underwater wave power.

### Allerød Municipality

#### Local situation:

At the political level Allerød Municipality has a strong commitment to support sustainable development as set out in the Municipality's Overall Strategy (2007) and in the Municipal Master Plan (2009), which constitute the planning framework for the municipal development 2009-2021. The CO<sub>2</sub> emission reduction target for Allerød Municipality is 25% for 2015 compared to 2006. This is a locally decided target, but is also a common goal for the Municipalities which have joined the "Green Cities Denmark" Association. To underline the importance of this topic, an administrative unit has been formed to take care of matters regarding climate change, reduction of energy use and environmental sustainable development in general and Allerød Municipality also employs a climate change officer who is responsible for calculating CO<sub>2</sub> emissions, elaborating strategies and action plans on energy use and CO<sub>2</sub> emissions. In order to meet the targets set out in the Green Cities Agreement, many actions have already been launched, including CO<sub>2</sub> / energy monitoring, energy inventories in all public buildings, energy saving projects for private households, space saving projects (reducing the building space used also reduces the energy used), use of RES in municipal buildings, development of a green procurement to be used in procurements where requirements for sustainability are relevant. Besides, the cooperation with stakeholders has always been a high priority in Allerød municipality. In order to raise awareness of citizens regarding carbon efficiency, the Municipality is publishing newsletters to encourage citizens and developers to work and think in a sustainable way, in cooperation with the other member cities of the Green Cities association.

#### Expectations of URBENENERGY:

The Municipality of Allerød would like its citizens to have a positive experience, both economically and in the daily behaviour, regarding investments in EE and RES in small single family houses. Therefore Allerød would like to gain know-how on how to motivate and convince citizens to change their energy pattern towards EE and RES thinking as a natural and daily way of living. In addition, the Municipality would like to gain knowledge on the overall feasibility of switching from a heating system depending on fossil fuels to a carbon-neutral heating system in a city with a lot of single family houses. Furthermore, the Municipality would like to learn more about networking between local businesses in order to increase the demand of EE and RES solutions.

The LAP to be developed is expected to achieve these by helping to put the existing city policies into action and to facilitate the improvement of city policies on RES and EE. The key result that is expected from implementing the LAP is to reduce CO<sub>2</sub> emission by 10% in the households of the old single family houses.

#### Contributions, best practices:

The Municipality of Allerød has plenty to offer for the URBENENERGY cities. It is advanced both in developing the right policies and measures and in implementing state of art technologies to achieve energy saving and increased use of RES.

Concrete best practices that could be shared with URBENENERGY partners include: Bookkeeping of the energy use in public buildings in order to register the energy consumed at each location and change of street lights from regular light bulbs to energy efficient light bulbs, which represents huge savings in energy consumption.

### 3. Objectives, expected outputs and deliverables

#### 3.1 Ensuring project coordination and management

Ensuring project coordination and management aims at providing a sound and precise project management system for the URBENENERGY network. A transparent management system with a clear division of tasks between partners and agreed upon internal procedures provides an opportunity both for the Lead Partner and to Programme bodies to monitor and evaluate project activities and results periodically. To this end, a first step has been taken during the development phase: the partnership has agreed upon a project management structure (i.e. a draft audit trail for the implementation phase) outlining major responsibilities and the internal procedures related to project coordination. This draft management structure will be submitted along with the progress report on phase I.

##### Activity 1.1 General project management

The aim of this action is to follow up and document project progress by uploading expenditures in the Presage and provide the FLCs and the URBACT Secretariat with certificates on expenditure and payment claims. Smooth project management will be ensured with the help of a financial and project management guide the purpose of which is to determine the internal coordination procedures within the consortium with the corresponding internal deadlines, with respect to what is stipulated in the Joint Convention. The responsible partner for this action is the Lead Partner.

##### Activity 1.2 Steering Committee meetings

The Steering Committee meetings will provide an opportunity for partner level project managers / coordinators (i.e. the members of the Steering Committee) to follow up on project progress and determine intervention measures if needed. The Steering Committee will be the primary decision-making body of the project. For reasons of cost efficiency, the SC meetings have been scheduled to take place at the same time as major project events, such as the launching event (month 4), the 3 Master Classes (months 13, 18 and 23) as well as the final event (month 29). The Lead Partner has a supervisory role in this action.

##### Activity 1.3 Project closure

The aim of this action is to meet all the programme requirements as regards project closure. Although the project ends on December 24, 2012, some staff time will be allocated until February 2013 to be able to deliver the final report and fulfil the necessary administrative duties.

### 3.2 Developing and implementing exchange and learning activities on sustainable urban policies with a focus on the project's topics

The main purpose of this objective is to provide a knowledge platform for the members of the URBENENERGY network to feed the elaboration of the Local Action Plans. This knowledge platform will be created in the form of City Labs which are meant to function as deep dives for bringing problems, ideas and solutions together in interactive discussions with all relevant local stakeholders (i.e. LSG members and MA representatives) supported by a team of 5 experts coming from 5 different partner cities in the network.

#### Activity 2.1 Preparation for the deep dive process

On the 2nd day of the launching event scheduled to take place in Valletta, Malta, a kick-off matchmaking workshop will be organised for the purpose of finalising the composition of each City Lab, i.e. which partner city will participate in which City Lab. This process already started at the Tulln meeting in the development phase; however, at that time the consortium was not complete and priorities regarding the transfer of experience and best practices had not been finalised yet. Therefore, there is a need for a workshop dedicated to matchmaking. Also, on this occasion the Lead Expert will hold a brief training for energy experts delegated by each partner city on the deep dive process based on the concept paper.

#### Activity 2.2 Deep dive process: City Implementation and Solutions Labs

A scoping report prepared by the Lead Expert further elaborates on the findings of the baseline study. This report, together with the self analysis reports composes the main written input for the deep dive process. The City Labs (one per partner) are platforms to bring problems, ideas and solutions together in interactive discussions with the host's LSG and MA supported by a team of 5 experts from 5 partner cities. Each Lab is a 3-day workshop: 1-day seminar, 1-day training for the local staff by a local trainer based on a common methodology, and 1-day site visit. Each deep dive results in a city lab report with a SWOT analysis, leading to insights into the most appropriate best practice transfer. This will culminate in a new/updated Local Action Plan to be consulted with the MA.

City Implementation and Solutions Lab (3-day lab excluding travel) in each partner city, including

- (i) development of self-analysis report as a preparation for own city lab. This document together with the scoping paper composes the main written input for the deep dive process
- (ii) the city lab itself
- (iii) development of the city lab report with a SWOT to summarise potentialities discussed with experts from other cities

#### Activity 2.3 Deep dive synthesis to support LAP development

3 master classes will be organised by Nice, Worms and Durham as a follow-up on the results of the city labs, to be visited by all partners including a representative of their MA and LSG. These classes accelerate the findings of the city labs and generate extra knowledge by bringing in good practices and fresh ideas from practitioners and knowledge providers outside the partnership. The findings of the master classes will be presented in the form of master class reports. The conclusions and findings of the master classes will be elaborated in case studies, with the assistance of the Lead Expert. These case studies are meant to provide a synthesis between the main thematic areas of the deep dive process, with an in-depth analysis of the 5 horizontal pillars.

### 3.3 Fostering the impact of project activities on local policies

Fostering the impact of project activities on local policies aims at creating strategies with concrete roadmaps for the purpose of developing energy efficient urban communities. Local Action Plans will be finalised by utilising the findings of the deep dive process and the case studies, tailor made to local needs. This process will be carried out with the active involvement of LSGs and MAs by discussing with them the draft LAPs at the third LSG meeting and requesting their written inputs for the LAP contents.

#### Activity 3.1 Involvement of LSG

The deep dive process will, at local level, be accompanied by LSG meetings scheduled to be held 3 times at different project milestones, linked to (i) self-analysis, (ii) city lab and (iii) development of LAP. The LSGs will comprise stakeholders in the field of energy, including the MA and political representatives of local/regional level and also of other government levels - the latter to ensure early dissemination within the Member States. Each city will host Energy Days. This event animated by the LSG is meant to host actions targeted to increase the awareness in the general public and relevant decision-makers and to involve them in a wide range of activities related to the production or use of RES and EE.

#### Activity 3.2 Involvement of MA

Involvement of the MAs in the process of developing Local Action Plans is a crucial element of the network's activities. They will be involved in and consulted with at major milestones. They will be invited to their own city lab and they can also choose to participate in another partner's city lab based on needs assessment in the framework of the matchmaking workshop, i.e. which other partner's city lab is deemed to be the most relevant for a given city's development needs. MA representatives will also take part in the 3 master classes as well as the launching and final events. As members of the LSGs, they will be asked to attend the LSG meetings. Project partners will ask the MA representatives' written feedback regarding the contents of the Local Action Plans.

#### Activity 3.3 Development of Integrated Policy Framework

The Lead Expert will develop an integrated policy framework along the 5 horizontal pillars. This document is meant to be an essential basis for the individual Local Action Plans.

#### Activity 3.4 Development of LAPs

Following the individual city lab, each partner starts to develop its first draft of the Local Action Plan in which the results of the City Lab are incorporated. Building on the conclusions and findings of the Master Classes, each partner finalises its Local Action Plan. The quality of the LAPs is further increased by incorporating in them the findings of the case studies which are meant to provide synthesis of the deep dive process. The draft and final versions of the Local Action Plans are discussed with the Local Support Groups and representatives of the Managing Authorities.

### 3.4 Taking part to the implementation of the Capitalisation process at programme level

Besides participation in programme level activities, the URBENENERGY network lays special emphasis on addressing

relevant European networks to ensure widespread dissemination among policy- and decision-makers as well as professionals in the field.

#### Activity 4.1 Impacting policy-making

The development of a mainstreaming guide and policy recommendations will support the final phase of project implementation during which time the focus will be on wider European presentation and dissemination of project results as well as getting EU level policy-makers' support for later mainstreaming project results into Operational Programmes. The Mainstreaming Guide will be an integrated document describing the mainstreaming of energy issues in local and regional development and sustainability policies. Policy recommendations are meant to outline concrete roadmaps for policy- and decision-makers as regards the horizontal pillars of the integrated policy framework for creating energy efficient urban communities.

#### Activity 4.2 Participation in programme level tasks

This action is devoted to participation in programme level activities, such as the initial training for the Lead Partners, the annual Lead Partner Seminars, the URBACT Annual Conferences, the Thematic Regional Conferences and the Thematic Pole meetings. The action also includes tasks related to the animation of the Thematic pole workspace on URBACT website. The responsible partner for this action is the Lead Partner.

#### Activity 4.3 Liaising with European networks

The capitalisation process, besides the obligatory participation in URBACT thematic events, also includes continuous liaising with relevant European networks for the purpose of aligning strategies and action plans to be developed with the most up-to-date European policies. Participation in at least two network conferences as a speaker is envisaged, with the participation of the Lead Partner, CNR IMAA and the Lead Expert. This activity builds on partners' existing working relations with energy networks, such as Climate Alliance of European Cities, Covenant of Mayors, Energie-Cités, UK Carbon Action Network, etc.

### **3.5 Developing and implementing communication on and dissemination of project's activities and outputs**

The communication objective of the project is to guarantee the widest possible outreach within and beyond the URBENENERGY network. Communication activities are linked to major events and include media and non-media activities as well.

#### Activity 5.1 Dissemination for project launch

This action aims at creating the project image for the launching phase and introducing the project to the target groups and also the wider public. Main activities include developing the communication strategy; compiling lists of media contacts; organisation of the launching event in Valletta to be scheduled on 27-28 September 2010 with a press release and press conference; creating a launching leaflet (1000 pcs/partner); sending out at least 200 copies/partner of the first EnergyBrief (digital newsletter)

#### Activity 5.2 Dissemination for implementation

This action aims at providing appropriate dissemination channels for project implementation. Major communication activities include maintaining the project mini website at least every 3 months, press releases and press conferences linked to the city labs and the master classes, 3 electronic newsletters (EnergyBriefs) linked to the master classes, including comprehensive flashes with in depth features and interviews with daily practitioners, to be sent out in at least 200 copies/partner/occasion, and creating a professional article detailing technical aspects of project results for professional audience in the field of energy.

#### Activity 5.3 Dissemination for project closure

The Brussels briefing and the final event focus on wider European presentation and dissemination of the results of the project. The Brussels briefing with the participation of the Lea Partner and the Lead Expert is an excellent opportunity to present and discuss the project findings with EU level policy-makers and get their support for later mainstreaming project results into Operational Programmes. Major communication activities include the Brussels Briefing with the corresponding brochures and also a final movie to be presented; the final event with a press release, a press conference and the final electronic newsletter (EnergyBriefs) to be sent out in at least 200 copies/partner/occasion, and the final brochure.

### 3.6 Other objectives specific to your project

N.A.

### 3.7 Concrete outputs and results

Each partner of the URBENENERGY network is committed to elaborating or readjusting its Local Action Plan with a concrete roadmap to develop energy efficient urban communities. The contents of LAPs will be based on a commonly defined methodology but will be tailored to local needs. Besides outlining strategies, LAPs will contain concrete technical and financial feasibilities linked to future investments funded through Operational Programmes. To this effect, regular consultations with and the final validation by the Managing Authorities, an integral part of the LSGs, are a key to future success.

Partners have agreed that LAPs should be developed for a city/region in general but with a specific focus on a certain area to be selected by the partner. This will result in LAPs having different dimensions/scopes but the main goal is to create transferable tools to be used later by other cities.

The URBENENERGY network has been set up for the purpose of functioning as an interactive platform to collect and disseminate knowledge feeding the process of impacting local policy-making in the field of energy. Although the elaboration of Local Action Plans commence at an early stage of project implementation (i.e. following the city labs), interim outputs work towards finalising the documents. The deep dive process in the form of City Implementation and Solutions Labs will be based on a scoping paper further elaborating the findings of the baseline study, the concept paper on the deep dive process as well as the individual self-analysis reports. Development potentials and transferability of existing best practices, tools and initiatives

of a given city will be discussed during the City Labs with the participation of a team of 5 experts from other cities in the network and the representatives of the Local Support Groups and Managing Authorities. Conclusions and findings of these interactive forums will be summarised in the city lab reports based on which the development of the draft versions of the Local Action Plans start. The integrated policy framework along the 5 horizontal pillars to be developed by the Lead expert will provide the methodological and content framework for the LAPs. Conclusions of the city labs and new knowledge along major themes will be synthesized via 3 master classes the findings of which will be elaborated in case studies. These major interim outputs will feed the finalisation and upgrade the quality of the Local Action Plans.

The deep dive process and the development of LAPs will be supported by the active involvement of LSGs and MAs via LSG meetings (3x/partner) and energy days (1x/partner). Widespread dissemination of project results will be ensured by liasoning with European networks as well as by developing a mainstreaming guide and policy recommendations describing the channelling of energy issues in local and regional development and sustainability policies.

Project implementation will be supported by intensive communication and dissemination activities, such as organising dissemination events (launching and final events, Brussels Briefing); creating and sending out launching leaflets and final brochures to local, regional, national and European level stakeholders and the general public as well; newsletters (EnergyBriefs), press releases and press conferences linked to major project events; a professional article targeting technicians and professionals in the field of RES and EE; and a final movie to be shown at the Brussels Briefing and the final event.

The URBENENERGY project will RESULT in

- All partners having started the signing process to the Covenant of Mayors initiative and introduced their Climate Action Plan (i.e. integrated Local Action Plan) including a section on creating an energy efficiency community
- At least 1 representative from 10 partner regions will gain an in depth knowledge related to EE and RES and related policies of at least 5 other European regions and will gain important insights into improving these policies in their own regions
- An integrated policy framework developed for energy efficient communities
- The transfer of a minimum of 10 best practices, or parts thereof, to project partners
- A set of 10 Local Action Plans consulted with Managing Authorities and other relevant policy and decision-makers at local, national and European level
- A set of recommendations to the EU and Member States on the role and relevance of integrated energy policies
- At least 6 projects financed by Structural Funds of partner regions in the upcoming programming periods

### 3.8 List of expected outputs/ deliverables

Product	Type	Value	Description
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Financial and project management guide	document	1	This guide sets out internal working rules between the partners for the purpose of ensuring smooth project coordination. Division of tasks between partners as well as partners' responsibilities with corresponding deadlines will be determined.
Management teams set up at partner level	working group	10	Partner level management teams consist of the following functions: project and financial coordinator, communication manager, thematic expert. Depending on partners' capacities, these functions are fulfilled by one or more internal or external people.
Steering Committee (SC) meetings and reports	meeting	5	Partner level project managers discuss project progress and necessary intervention measures at SC meetings linked to the launching event, the three Master Classes and the final event. The SC is the main decision-making body during implementation.
Detailed workplan and time schedule	document	1	A detailed workplan in the form of a GANTT will be discussed at the kick-off workshop. This document is meant to set out the time schedule linked to project outputs and the way to achieve them.
Progress reports	report	5	The progress reports are basically linked to uploading expenditures on Presage with the corresponding certificates on expenditure and payment claims. They are also linked to meeting reporting requirements of FLCs. The 5th report is the final report.
Transnational panel of experts	working group	1	The panel of experts consists of the PP level energy experts who will play an active role in the deep dive process and the development of LAPs. Continuous discussion between them mainly linked to city labs guarantees coherence of the thematic work.
Scoping report based on the baseline study	report	1	By the kick-off meeting, the LE will develop a scoping report further elaborating on the findings of the baseline study. This report together with the partner level self-analysis reports composes the main written input feeding the deep dive process.
Training methodology for the deep dive process	report	1	A training methodology for the deep dive process will be compiled by the start of the 1st city lab to ensure the coherence of the local trainings which will be an integral part of the city labs.
Self analysis reports at partner level	report	10	This report made by each PP prior to its own city lab will serve preparation purposes both by the hosting and the visiting PPs. Further elaborating on the city profile, this report will outline the focus of the city lab with concrete expectations.

City Implementation and Solutions Labs	meeting	10	City Labs are platforms to bring problems, ideas and solutions together in interactive discussions with LSG and MA supported by 5 experts from 5 different PP cities. Each Lab is 1-day seminar, 1-day training for the local staff and 1-day site visit.
City Lab reports with a SWOT analysis	report	10	Conclusions of the interactive discussions in the labs will be synthesised in a report with a SWOT analysis and will lead to insights into the most appropriate best practice transfer. This will culminate in a new/updated LAP to be consulted with MA.
Master Classes (combined with SC meeting)	meeting	3	MCs (Nice, Worms, Durham) with the participation of all PPs (also LSG and MA) accelerate the findings of city labs and generate extra knowledge by bringing in good practice and fresh ideas from practitioners and knowledge providers outside PPship.
Master Class reports	report	3	The findings of the master classes will be presented in the form of master class reports (Nice, Worms, Durham). The results of these reports as well as those of the city lab reports will be incorporated in the first draft of the Local Action Plans.
Case studies	study	3	The findings of MCs will be elaborated in case studies (Nice, Worms, Durham) with the assistance of LE. These studies provide a synthesis between the main thematic areas of the deep dive process with an in-depth analysis of the 5 horizontal pillars.
URBAC Local Support Groups set up and animated	local support group	10	The setting up of LSGs was the task of the development phase; however, the finalisation of the LSG composition will finish at the beginning of phase II, and the animation of LSG will be a continuous task of the PP level project managers.
Managing Authority representatives animated	working group	10	Contacts with the MAs have been established in the development phase. The main tasks in phase II will be to invite them to project meetings and events, discuss with them project progress and results, request their written inputs, etc.
Integrated Policy Framework	study	1	Following up on the deep dive process, the Lead Expert will develop an Integrated Policy Framework for EE urban communities along the 5 horizontal pillars. This document is meant to be an essential basis for the individual Local Action Plans.

Local Action Plans, draft and final versions	local action plan	10	Based on the conclusions and findings of the deep dive process, each PP develops its draft LAP, following its own city lab. The quality of the final version of LAPs is further increased by incorporating in them the findings of the case studies.
URBACT Local Support Group meetings involving MA representatives	meeting	30	The whole deep dive process will, at local level, be accompanied by LSG meetings scheduled to be held 3 times at different project milestones, linked to (i) self-analysis, (ii) city lab and (iii) development of LAP.
Energy Days	dissemination event	10	This event animated by the LSG is meant to host actions targeted to increase the awareness in the general public and relevant decision-makers and to involve them in a wide range of activities related to the production or use of RES and EE.
Mainstreaming Guide	document	1	The Mainstreaming Guide is an integrated document describing the mainstreaming of energy issues in local and regional development and sustainability policies. The document serves dissemination purposes and targets policy-makers at different levels.
Set of policy recommendations	Policy recommendations	1	Similarly to the Mainstreaming Guide, the policy recommendations are linked to the horizontal pillars of the project and offer roadmaps for decision-makers at different levels to efficiently integrate energy issues into policy-making processes.
URBACT Annual Conferences and Thematic Regional Conferences participated in	thematic regional conference	5	Lead Partner representatives and the Lead Expert will participate in the URBACT Annual Conferences and the Thematic Regional Conferences.
Thematic pole workspace on URBACT website animated	web site and collaborative tools	1	It will be the Lead Partner's responsibility to contribute to the development of the thematic pole workspace on the URBACT website.
Thematic Pole meetings participated in	meeting	5	It is envisaged that the Lead Partner representatives and the Lead Expert will attend 5 thematic pole meetings.
Continuous contacts with European networks established	dissemination action	5	The URBENENERGY network finds it important to disseminate project results (LP and CNR IMAA taking an active role) for relevant European networks, such as Energie-Cités, FEDARENE, European Energy Network, Climate Alliance, Covenant of Mayors, etc.
European network conferences participated in as speakers	dissemination action	2	It is envisaged that the LP and CNR IMAA will participate as speakers in at least two European network conferences. These will be excellent opportunities to disseminate project results outside the partnership, for wider professional audiences.

Project mini website maintained	web site and collaborative tools	1	During the implementation phase, the URBENERGY minisite on the URBACT website will be updated and maintained regularly, at least every three months.
Specialised journalists databases created	web site and collaborative tools	10	At the beginning of the implementation phase, in connection to the media contact list for each partner, a journalist database will be created for dissemination purposes (e.g. linked to press releases, press conferences, article).
Launching event (combined with SC meeting)	dissemination event	1	Scheduled to be held in Valletta, Malta, on Sept. 27-28, with the participation of all PPs, including PP level decision-makers and LSG and MA representatives. 2 days: 1st day conference, 2nd day matchmaking WS, SC and a brief deep dive training.
Communication strategy	communication tools	1	At the beginning of phase II, a communication strategy will be developed for the purpose of establishing the procedures for internal and external communication methods, with a special emphasis on dissemination strategies for external audiences.
Leaflets for the launching phase	communication tools	10000	A leaflet for the launching phase will be created in 1000 pcs/partner in local languages, including image and layout.
Sets of posters and promotional (PR) material	communication tools	10	Each partner will create posters and PR materials at the beginning of project implementation, to be used as communication tools during the city labs, LSG meetings, Master Classes as well as the launching and the final event.
Press releases	communication tools	15	Press releases will be launched linked to the launching event, the final event, the 10 city labs and the 3 Master Classes.
Press conferences	dissemination action	15	Press conferences will be organised linked to the launching event, the final event, the 10 city labs and the 3 Master Classes.
Electronic newsletters (EnergyBriefs)	newsletter	5	Electronic newsletters (EnergyBriefs) will be sent to target audience (cc. 200 / partner) linked to the launching and final events and Master Classes, including comprehensive flashes with in depth features and interviews with daily practitioners.
Brochures for the Brussels briefing	communication tools	200	For the Brussels Briefing, a brochure will be created in cc. 200 copies summarising project achievements. This dissemination tool will target European level policy-makers in the field of energy.

Brussels Briefing	dissemination action	1	A meeting with relevant EU level practitioners, experts and policy makers beyond the project consortium will be organised in Brussels on specific URBENENERGY topics. The focus is on wider European presentation and dissemination of project results.
Brochures for the final phase	communication tools	10000	A brochure for the final phase will be created in 1000 pcs/partner in local languages, including image and layout.
Professional article	articles / appearances	1	At the end of project implementation the partnership will outline the more technical aspects of project achievements, targeting professionals in the field of energy.
Final movie	communication tools	1	The URBENENERGY network will create a final movie for dissemination purposes, to be used at the Brussels Briefing and later after the project's lifetime. The movie will present project results, interviews with policy-makers and practitioners, etc.
Final event (combined with SC meeting)	dissemination event	1	Scheduled to be held in Avrig, Romania, with the participation of all PPs, including PP level decision-makers and LSG and MA representatives. 2 days: 1st day conference, 2nd day final workshop and SC meeting.
Kick-off matchmaking workshop and training	meeting	1	On the 2nd day of the launching event, a matchmaking WS will be organised for the purpose of finalising the composition of each city lab (i.e who goes where). Also, the LE will provide a brief training on the deep dive process itself.
Concept paper on the deep dive process	document	1	By the time of the kick-off matchmaking WS, the LE will elaborate a concept paper for the training on the topic to be held for energy experts participating in the deep dive process.

## 4. URBACT Local Support Groups (ULSG)

### 4.1 Composition and functioning of URBACT Local Support Groups at partner level

#### Municipality of Avrig

Existing groups of stakeholders who could become involved in Avrig's LSG of URBENENERGY are:

The Environment Agency

The Friends of Avrig Association

The Owner's Association

The Association Centre of Business Initiation and Promotion Sibiu

Department for Activities' Coordination in City Administration

WG of the Energy Local Action Plan: S.C. GOA SA (waste and water management)

The “Izvorul Florii” Local Forest Authority  
 S.C. ENEV S.R.L. (implementation of the Local Action Plan in the energy field)  
 The Regional Environment Agency in Sibiu  
 Public (Regional Energy Agencies) and private energy stakeholders (investors)

Moreover, there are several working groups that are collaborating with the Municipality within various projects such as:

- URBACT II. - REPAIR
- “Eco System – Avrig” – A Project for the Implementation of an Efficient System of the Municipal Waste Management”;
- PHARE 2005, CES, „Investments to Support the Public Sector within the Environment Sectors”

Most of the working groups will be involved in URBENENERGY as the projects mentioned above deal with renewable energy production, energy efficiency and environment conservation. Other stakeholders that could become involved are energy experts, energy consultants. In order to secure all key stakeholders’ involvement in the LSG, partnership agreements will be signed and regular meetings and discussions will be held.

#### City of Tulln

Tulln already has some existing groups which could become involved in the LSG, such as:

Committee “Environment, Health & Finances”

Work Group “Climate Alliance”

Work Group “SEMS”

Work Group “Future” initiated in the frame of the Urban & Rural Regeneration initiative – sub-group “Building, Habitation and Energy”

Further stakeholders to be involved in the LSG include:

Relevant employees of the city (eco-manager of the city and participants of the existing working groups, those who meet the professional requirements and are willing to participate)

City Council Members, esp. the Councillor for Environment

Energy experts

Cooperation partners (e.g. EVN)

Financing institutions

Managing Authority

Farmers

Agricultural Technical School

Relevant companies active in EE & RES (e.g. energy providers, etc.)

Problems the Municipality foresees in involving these stakeholders are that for many years the city has been trying to involve as many experts, relevant employees, citizens, etc. in its strategic development. As a consequence numerous committees and work groups already exist. Most stakeholders are members of more than one work group and all of them have limited time capacity. Thus there is the risk that they will not be willing to join and participate in another new group.

To secure the involvement of all stakeholders, the local project coordinators plan to make use of already existing working groups instead of establishing a new one. In doing so, synergies can be used, the involvement of necessary stakeholders should be secured and a broader promotion of the project's activities is possible. A first LSG meeting took place on 12th April, a second one on 29th April 2010.

### City of Worms

Existing groups of stakeholders which could become involved in the city's LSG are:

6.1 Town Planning

3.05 Environmental Protection and Agriculture

7 City Development (→ Property Management)

6.5 Buildings (→ responsible for building works at city's buildings)

ebwo City's Sewage and Construction Company

Wohnungsbau Worms GmbH – Municipal housing company

EWB - Local energy provider and grid operator

ESW Development company of local savings bank

The existing Local action plan of the city has been developed by involving all kinds of stakeholders and citizens. The URBENENERGY LAP will have to be developed in a smaller group that will be enlarged as seen necessary during the work. The first meeting with the Departments of Town Planning, Environmental Protection and Agriculture, City Development and the Managing authority representative has already taken place.

Involving more stakeholders will be a balance between internal work and public interest. As the wider public has been involved in the general development of the "Climate protection and energy efficiency concept Worms", the ideas included in this concept have to be elaborated in the Local Action Plan in a smaller group first before involving the wider public again.

For the development of the "Climate protection and energy efficiency concept Worms" six working groups with all in all over 100 people met three times in 2009 to discuss activities in different fields, for example on "Municipal energy management and urban planning". These six working groups met to propose measures which are part of the "Climate protection and energy efficiency concept Worms". One of these measures, which have been approved by the City Council, is the development of an energy efficient urban settlement.

The Local Support Group aspires to gather more information and develop this idea further. To this end other stakeholders will be invited.

### Urban Community Nice Côte d'Azur-Environment and Energy department

Nice Cote d'Azur has some existing groups which will become involved in the LSG:

- o Chamber of Commerce
- o Team Côte d'Azur
- o Conseil Général 06
- o Cap énergies
- o EDF (electricity provider)
- o EPA (Urban Planning Administration for Var Plain)
- o Ecole des Mines (University)
- o Banque populaire Caisse d'épargne
- o Véolia
- o Powéo
- o Ineo (Energy 21)
- o Caisse des dépôts
- o Université Nice Sophia Antipolis
- o INRIA (research centre for TIC)
- o CSTB (research centre for buildings)
- o CLUB ALLIANCE (enterprises for sustainable development)

Most of the above listed stakeholders to be involved are already participating in the partnerships of the existing Local Action Plan for Energy and Environment described above and in other action plans related to energy efficiency policies.

Steps to be taken to secure the involvement of all key stakeholders are:

- To collaborate with existing groups in order to follow up URBENENERGY activities and share experiences
- To set up a "core group" managing other stakeholders' involvement depending on the type of actions
- The core group will be composed of:
  - o Managing Authority representative
  - o EPA (Urban Planning Administration for Var Plain)
  - o Conseil Général 06
  - o State representative

Cit'ergie workshops in April were the first step to set up the LSG.

A workshop for "éco-cité" took place on 20th April 2010.

#### **Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)**

Considering the thematic pillars of URBENENERGY, the core group of the LSG includes representatives of:

Local Authorities (Municipality, Province, Region)

Academic Representatives

Utilities

Environmental Associations  
Experts on energy and economy

The City has carried out the following concrete actions to involve stakeholders in the LSG:

- Discussion with the municipal authorities to agree on a suitable LSG composition
- Formal request to the Managing Authority
- Informal contacts with some key representatives already involved in similar initiatives

The City has also taken steps to secure stakeholder involvement by balancing the composition of the LSG to get the most out of the discussions and increase participants' motivation, by defining their roles in the project to foster an active participation, by organising LSG meetings with a clear agenda and clear objectives and by soliciting inputs to the baseline study in the form of a background analysis forming the basis of the application form. Being aware of the underlying purpose of the LSG that it should be mobilised and reinforced during the project life-cycle according to specific necessities and eventually contribute to the exploitation of results, the city has already outlined the cooperation framework for the implementation phase.

#### **Municipality of Dve Mogili**

The Local Support Group will consist of the following members:

Chairman:

- Dragomir Damyanov - Mayor of the Municipality of Dve Mogili

Members:

- Nikola Kibritev - Expert, Regional agency for EE (Rousse)
- Plamen Lashev - Businessman and Member of the Local Council
- Boyan Simeonov - Vice-Mayor of the Municipality of Dve Mogili, Political Leader of GERB (Dve Mogili) - [www.gerb.bg](http://www.gerb.bg)
- Rumen Markov - Vice-Mayor of the Municipality of Dve Mogili, Political Leader of SDS (Dve Mogili), [www.sds.bg](http://www.sds.bg)
- Boyan Yankov - businessman, big landowner
- Bajcho Georgiev - Chairman of the Local Council, Lawyer
- Plamen Marinov – Architect

In order to avoid problems that could result from the lack of awareness or lack of interest and in order to secure the involvement of the stakeholders, a civil forum and public discussions about the importance and the role of the LSG are to be organised.

The LSG was established on 28th April 2010. The members were informed about the URBACT programme and the content and objectives of URBENENERGY. A needs analysis was made.

After the Transnational workshop in Tulln on 10th May 2010, a second meeting of the Local Support Group was held. The LSG members signed a joint agreement stating their approval and containing their feedback on the Baseline Study and final Application Form.

The LSG is in constant contact with the FLC and Mr. Stoyan Georgiev - representative of the MA.

### **Development Municipal Agency of Pyrgos**

The Local Support group will be composed of the following members:

Civil Engineers – Municipality of Pyrgos

Mechanical Engineer – Municipality of Pyrgos

Contractor / 2nd vice president of the Chamber of Commerce

Representative of the Technical Chamber of Greece

President of Trade Association

Representative of homeowners

Businessman / Investor (interested in trading products of installation of photovoltaic units).

The members of the LSG have been specially selected so that the knowledge that will result from the project will be disseminated not only within the Municipality but even in the wider area. These stakeholders will be continuously informed about the progress of the project and the policies that are going to be implemented. The purpose of this engagement activity is to secure stakeholder involvement in the implementation of investment actions linked to the creation of energy generation stations.

The priority of Pyrgos is to cover the needs of the public interest in order to create a consistent view on the necessity of the project's implementation. Thus, the city has created a flexible structure for the alignment of opinions and policies on energy issues. The members of the LSG will be appointed by the decision of the Mayor of Pyrgos and will sign contracts in order to secure their involvement during project implementation.

### **Durham County Council**

The following groups of stakeholders who have become involved in Durham's LSG are:

Local Politician/Council Members

Energy Savings Trust

Environment Agency

Government Office(North East representative)

Health Sector representative

Scottish & Southern Energy

A Steering Group has already been established to meet the Environment Theme requirements of the Sustainable Community Strategy. The group will provide high level, strategic leadership in the development of policies for a low carbon economy.

### **City of Valletta**

Key stakeholders who will be involved in the Local Support Group include:

o The Valletta Local Council

- o□ The General Retailers and Traders Union
- o□ Valletta Alive Foundation
- o□ The Valletta Republic street and Merchant street Business Community
- o□ The Joint office and Lands Department
- o□ Residents committee

The Council does not foresee any problem in involving these stakeholders. The only difficulty could be for the members to find a common denominator since they all have their own priorities. This, however, will be solved in the meetings and discussions of the LSG.

The Valletta Local Council will invite all stakeholders and community organisations to participate actively in the creation of a steering committee which will be directly interested to address the problems of energy efficiency and the use of RES and the reduction of emissions in the city, respectively.

The VLC has been in continuous contact with the stakeholders identified for inclusion in the Local Support Group. All of them showed great interest in the subject since the Valletta Local Council is in continuous discussion regarding energy efficiency and carbon efficient methods

### Allerød Municipality

Existing groups of stakeholders which could become involved in the Local Support Group include:

- o□ The Board for Sustainable Development (founded in 1999, gathering representatives from the City Council, local NGOs, local workers' unions and local company organisations) - This board will form the backbone of the LSG.
- o□ The green guide and the Committee around the green guide
- o□ A local group of citizens interested in cooperating together to support more use of RES and EE-solutions
- o□ Local craftsmen who want to work with EE and RES
- o□ Denmark's Climate Commissioner in the EU, Connie Hedegaard
- o□ DTU – Technical University of Denmark

Other key stakeholders to become involved in the LSG are local craftsmen and land owner associations, politicians, members of green associations and members of the trading union of Allerød city.

Some difficulties might occur in making the LSG members prioritise the city's efforts and in creating true commitment. In order to secure the involvement of all key stakeholders, the following actions shall be taken:

- Good planning and visibility
- Holding a workshop for key stakeholders
- Ensuring that the initiatives are economically feasible for both citizens and craftsmen.

## 4.2 Integration of ULSG activities to project work programme

Setting up Local Support Groups at partner level and integrating their work in production of outputs is essential for successful project implementation. Project outputs all serve to create a channel for future policy-making in the field of EE and RES. Therefore, the partnership should take into account the interests and needs of stakeholders that will have a say in the way action plans and strategies will be implemented after project lifetime. In order to achieve project objectives in the most efficient way, the project aims at aligning often differing stakeholder interests from the very beginning of cooperation. In line with the URBACT II Operative Programme, the overall aim of LSG is to improve the impact of URBACT exchange activities at local level. LSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level.

In general, LSGs of URBENERGY network will help to:

- clarify and keep the focus on the particular needs of the cities;
- identify (mobilise and validate) what the city really has to offer to the project in the form of good practice, existing tools, site visits, policies and other experience;
- ensure that this knowledge is reflected in the Local Action Plan to be produced during the Implementation Phase;
- identify (mobilise and validate) what (good examples, lessons learnt) the city really needs in order to prepare a useful Local Action Plan;
- disseminate the findings of the project to a wider local audience (e.g. in the form of Energy Days).

Finally, they can act as project champions and help to mobilise the political and institutional support required to ensure that the Local Action Plan leads to tangible change.

In line with the role of LSGs, URBENERGY partners have already identified representatives of local citizens, local decision-makers, energy service providers, business enterprises and representatives of local commercial and industrial associations as significant members of the LSGs. The membership of LSGs will reflect the cross-sectoral approach of the project by inviting representatives of organisations in the fields of energy, environment, and business and economic development as well as employment. The project lays emphasis on multi-level governance as a key to successful implementation. To this effect, representatives of regional or national Managing Authorities as well as policy-makers from local, regional and national levels are expected to be active contributors to project results.

As regards the involvement of LSGs in project implementation, it is of utmost importance to make serious efforts to motivate LSG members to be active contributors to achieving project results. It is the experience of URBENERGY network partners from previous projects that if no special effort is made in this respect, LSG members will not participate in meetings, no enthusiasm will be guaranteed on their side. In order to build up a good working relationship, the organisation of a teambuilding session in the frame of the first LSG meeting is foreseen. Furthermore, LSG activities will be integrated into the transnational exchange and learning activities and in the production of project outputs through LSG members' participation in project meetings and events, such as the launching and final events and the three transnational Master Classes. LSG members' participation in transnational events is a key to project success, and this way LSG can reach its main goal: to render efficiently lessons learned during the transnational exchange process into local level policy-making.

More specifically, the Local Action Plans will be built up in three steps with the active participation of LSGs including MA

representatives in the following manner:

1. During the first LSG meetings, in the frame of the well-known, general strategy making process LSG members will define local strategic priorities, necessary actions and project ideas, based on the self-analysis reports and the scoping paper.
2. As a second step LSG members will be involved in the interactive discussions of the city labs (2nd LSG meeting) and the transnational master classes. Moreover, it is important to widen the scope of focus groups and besides the LSG members, also involve, through the Energy Days, further stakeholders and inhabitants of the cities to provide their opinions and remarks. The results of the Energy Days will be fed into the work of LSG and thus into Local Action Plans.
3. During the 3rd LSG meeting, Local Action Plans will be finalised by taking into consideration the lessons learnt by transnational exchange (i.e. master classes, case studies).

All the three steps will be accompanied by bilateral consultations with LSG members when deemed necessary.

## 5. Involvement of Managing Authorities

The following Managing Authorities have confirmed their intention to support and follow up on the progress of the URBENENERGY project:

Municipality of Avrig: Ministry of Trade and Business Development

Development Municipal Agency of Pyrgos: Region of Western Greece

Durham County Council: One North East

Municipality of Dve Mogili: Ministry of Regional Development and Public Works

City of Tulln: Amt der NÖ Landesregierung Raumordnung und Regionalpolitik

City of Worms: Ministerium für Wirtschaft, Verkehr, Landwirtschaft und Weinbau Rheinland-Pfalz,

EFRE-Verwaltungsbehörde Rheinland-Pfalz

Urban Community of Nice Cote d'Azur: ADEME Agence de l'environnement et de la maîtrise de l'énergie

Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA): Basilicata Region

City of Valletta: Planning Priorities Coordination Division

Allerød Municipality: Erhvervs- og Byggestyrelsen

The main objectives of involving Managing Authorities in project implementation are as follows:

- To develop a dialogue, at local level, between cities and the Managing Authorities
- To build bridges between the Local Action Plans to be developed by the partners and potential funding available in the Operational Programmes
- To allow Managing Authorities to exchange and learn from one another, especially on issues related to defining and implementing integrated and sustainable urban policies.

In line with these objectives, the Managing Authorities will be associated in the URBENENERGY network's activities as an integral part of the Local Support Groups. As indicated in the URBACT II Programme, there is a separate budget available for their involvement. The associated Managing Authorities will follow up on project implementation by attending – as stakeholders - Local Support Group meetings, the launching and final events, the 3 Master Classes, the City Lab of their own

city and one of another partner's. Participation in another partner's city lab will facilitate the exchange and learning process. If MA representatives cannot participate in a meeting, URBENENERGY partners will provide them with tailor-made summaries and/or arrange bilateral consultation opportunities linked to project milestones. Although Managing Authorities will always be invited to attend project meetings, regular bilateral consultations will also be emphasized. They will play a pivotal role in producing and supporting project results during implementation with special emphasis on LAPS by providing written feedback, giving approval of and their consent to them. The Managing Authorities' active involvement in the implementation guarantees that the Local Action Plans fit in national/regional strategic planning and reflect local, regional and national priorities.

## 6. Methodology and use of expertise

### 6.1 Methodological framework for project implementation

URBENENERGY's core methodology lies in the DEEP DIVE PROCESS, which is an intensive, in-depth peer review exercise. This process will be implemented in the form of City Implementation and Solutions Lab (City Lab) in each partner city. A City Lab will focus on one or two thematic areas relevant to the local energetic situation of the host city. These thematic areas will be discussed and investigated in detail along the five horizontal pillars with the active participation of 5 experts from other partners in the network, bringing in specific knowledge, good practice, fresh ideas and inputs to help tackle local challenges. On the 2nd day of each city lab, a local training will be organised for local staff on a big challenge related to the implementation of model framework, that is, how to organise internally the integrated work approach for the purpose of incorporating the 5 horizontal pillars into one consistent strategy.

#### PHASE 1

At the outset, each partner will select/nominate an internal deep dive expert to follow through the deep dive process (transnational panel of experts). A kick-off MATCHMAKING WORKSHOP and a SHORT TRAINING on the deep dive methodology will be organised linked to the 1st SC meeting and launching event to finalise the contents and composition of the city labs, the process which already started at the partner meeting in Tulln. Each partner will select one or two best practices to transfer and one or two to acquire, based on which the partnership will decide which five partners visit a given city (each city hosts a city lab).

By the time of the kick-off workshop, a SCOPING PAPER will be prepared by the Lead Expert, further elaborating on the findings of the baseline study. This report, together with the SELF ANALYSIS REPORTS (each hosting city writes one prior to its city lab) composes the main written input feeding the deep dive process.

The CITY LABS are meant to function as a platform/deep dives for bringing problems, ideas and solutions together in interactive discussions with all relevant local stakeholders supported by a team of 5 experts coming from 5 different partner cities in the network. These Labs will be organized in close cooperation with the Local Support Groups. It is crucial that the

representatives of Managing Authorities are invited as well. Each Lab is a 3-day workshop: one-day seminar, one-day training for the local staff and one-day site visit. Each partner invites a local expert who is responsible for organising and moderating the training in the city lab.

Each deep dive, with the participation of a trained multi-sectoral/national team of 5 experts from 5 partners each time, results in a CITY LAB REPORT. This critical analysis will be synthesised in a SWOT analysis and will lead to insights into the most appropriate best practice transfer. This will culminate in a new/updated Local Action Plan to be consulted with the Managing Authority (see phase 3).

## PHASE 2

3 MASTER CLASSES will be organised as a follow-up on the results of the city labs on the following topics:

- Development of a long-term plan for an energy neutral eco city - completely new development based on the isolation of new buildings and utilising renewable energy sources, mainly solar, biomass and waste water potentials (Nice)
- Utilisation potential of solar energy and the institutional implementation and linkages between national and local level (Worms)
- Practical renovation of residential buildings using low-carbon principles (Durham)

The topics of the Master Classes (and Case Studies) have been carefully chosen based on the findings of the baseline study.

The selection of topics reflects:

- the partners' needs and the potential of transfer of knowledge and replication
- the potential to contribute to meeting the overall URBENENERGY objectives (from concepts and visions to practical implementation). Therefore, the Nice Master Class is focussed on conceptual aspects and planning, the Worms Master Class on institutional arrangements including legal and financial aspects, building on successful examples, and the Durham Master Class on practical implementation measures for residential housing.

The master classes are visited by all partners including a representative of their MA and LSG. These classes are meant to accelerate the findings of the city labs and generate extra knowledge by bringing in good practices and fresh ideas coming from practitioners and knowledge providers outside the partnership. They also create an opportunity for all partners (also for the ones who did not take part in certain city labs) to get acquainted with the findings. The findings of the master classes will be presented in the form of MASTER CLASS REPORTS.

Following the individual city lab, each partner starts to develop its FIRST DRAFT OF THE LOCAL ACTION PLAN in which the results of the City Lab are incorporated.

Furthermore, the Lead Expert will develop an INTEGRATED POLICY FRAMEWORK along the 5 horizontal pillars. This document is meant to be an essential basis for the individual Local Action Plans.

## PHASE 3

The conclusions and findings of the master classes will be elaborated in CASE STUDIES to be developed by Nice, Worms

and Durham respectively, with the assistance of the Lead Expert. These case studies are meant to provide a synthesis between the main thematic areas of the deep dive process, with an in-depth analysis of the 5 horizontal pillars.

In this phase of project implementation, each partner FINALISES ITS LOCAL ACTION PLAN. The quality of the LAPs is further increased by incorporating in them the findings of the case studies.

The whole deep dive process will, at local level, be accompanied by LSG MEETINGS scheduled to be held 3 times at different project milestones, linked to (i) self-analysis elaborating on the city profile, (ii) city lab and (iii) development of LAP. The LSGs will comprise stakeholders in the field of energy, including the Managing Authority and political representatives of local/regional level and also of other government levels - the latter to ensure early dissemination within the Member States. The active involvement of LSGs will be further ensured by the organisation of ENERGY DAYS. This event animated by the LSG representatives is meant to host actions targeted to increase the awareness in the general public and relevant decision-makers and to involve them in a wide range of activities related to the production or use of renewable energy sources and energy efficiency. The event will be organized with activities such as the following:

- \* Guided visits and tours for decision-makers
- \* Educational activities and programmes for the youth
- \* Open door days for decision-makers
- \* Exhibitions and fairs for professionals and the general public

Energy days will be launched by a press conference, including the participation of journalists and media. Media coverage is central to the promotional nature of these activities in attracting an increasing number of people involved.

The BRUSSELS BRIEFING and the FINAL EVENT focus on wider European presentation and dissemination of the results of the project. The Brussels briefing with the participation of the LP and the Lead Expert is an excellent opportunity to present and discuss the project findings with EU level policy-makers and get their support for later mainstreaming project results into Operational Programmes. This will be supported by the development of a MAINSTREAMING GUIDE as well as POLICY RECOMMENDATIONS linked to the horizontal pillars of the project.

The capitalisation process, besides the obligatory participation in URBACT thematic events, also includes continuous LIAISING WITH RELEVANT EUROPEAN NETWORKS for the purpose of aligning strategies and action plans to be developed with the most up-to-date European policies. PARTICIPATION IN TWO NETWORK CONFERENCES AS A SPEAKER is envisaged, with the participation of the LP, the Lead Expert and CNR IMAA.

## 6.2 Lead expert and other thematic experts to be involved

The Lead Expert has devoted 42 days to the development phase. In total he has 124 days available for the implementation phase. His main tasks with the corresponding number of days are as follows:

- Develop a scoping paper for City Labs based on the baseline study: 5 days
- Develop a concept paper for the deep dive process and hold a training for the energy experts delegated by each city at the

kick-off matchmaking workshop: 3 days

- Chair the 10 City Labs: 10x4 days=40 days; 3-day labs + 1 day for preparation
- Draft policy framework for energy efficient urban communities: 17 days
- Assist in the development of 3 Master Classes: 3x3 days= 9 days
- Assist LP in content management: 30 days, cc. 1 day for each month
- Review all 10 draft local action plans: 10x2 days= 20 days

## 7. COMMUNICATION AND DISSEMINATION PLAN

### 7.1 Who will be your target groups ?

The URBENENERGY network intends to reach the following target groups during the Implementation Phase:

Actors involved in the project (internal stakeholders):

- project environment (all staff and management of partner organisations, organisational environment, Lead Expert, external experts, MA representatives, LSG members, etc.) and the programme environment (National Dissemination Points, FLCs, URBACT Secretariat, etc.)

Actors affected by the implementation of the project or its further impact (external stakeholders):

- Local/regional/national authorities/administrations/politicians (policy makers for political backing of the project)
- Local/regional professional environment (local business communities, development agencies, policy-making advisors and educational institutions giving potential input & feedback of the project and making use of the project's outcomes)
- Business & industries (interested SMEs, property owners, public and private investors involved in, affected by, or working in the project's and/or in a complementary theme).
- NGOs, environmental associations that might raise concern (on the social impact of the project)
- End-users or customers (the public, professionals, customers that could benefit from the project's outcome)

Transnational environment:

- EU Programme bodies/officers (discussing problems and needs of the project and permitting project monitoring)
- ERDF Programme beneficiaries outside the partnership: other similar or interested projects of the URBACT II Programme; other ERDF-funded projects (partners with common interests, goals)
- EU Institutions or agencies: European Commission (DGs Energy and Transport, etc.); research institutes, observatories, umbrella organisations, relevant European networks

### 7.2 What are the project identity and its main messages?

URBENENERGY is an URBACT thematic network that brings together 10 cities from 10 different European countries: Municipality of Avrig (RO), City of Tulln (AT), Development Municipal Agency of Pyrgos (GR), Municipality of Dve Mogili (BG), Durham County Council (UK), Urban Community of Nice Cote d'Azur (FR), Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) also representing the Municipality of Potenza (IT), City of Worms (GE), City of Valletta (MT) and Alleroed Municipality (DK).

The URBENENERGY network aims to develop an integrated framework for improving energy efficiency and the optimal utilisation of RES by offering an innovative model for creating a sustainable energy efficient urban environment, with a focus on residential building stocks. The long-term goal of the project is to turn residential areas from energy consumers into energy producers.

The key challenge in improving energy efficiency in residential housing in urban communities is how to design and implement integrated measures in order to contribute to the EU's 20/20/20 target by 2020.

URBENENERGY partners have identified the following thematic areas to be investigated, reflecting the specific needs of their cities: intelligent monitoring; CHP-district heating systems; utilising wind, solar and geothermal potentials; energy generated from biomass and sewage; improving energy performance and efficiency of building stock. Thorough analyses of these themes along the five horizontal pillars of models and technology, governance, local business, financial/legal and social, will lead to the creation of framework conditions for the development of energy efficient urban communities.

The main outputs of the URBENENERGY network will be individual Local Action Plans with spin-off project ideas, best practices, case studies and policy recommendations.

The main element of the visual identity of the URBENENERGY network is the logo, prepared by the Lead Partner in Phase I. The logo symbolizes in a proper way the main challenge of the project: improving energy efficiency in urban communities. Colors of the logo harmonize well with EU and Programme logos, and the stars refer to the EU as well.

### **7.3 Who will be the webmaster in charge of fulfilling and up-dating your pages on the URBACT website?**

The Project Communication Manager to be selected at the beginning of the Implementation Phase will be responsible for the overall communication on the project at European level. As such, the person is in charge of ensuring overall dissemination of project outputs and results to the wider public. The Project Communication Manager also supervises the smooth functioning of communication amongst partners at a project level and coordinates internal communication activities and manages the tools.

Together with the Project Manager, the Project Communication Manager prepares the Project Publicity and Communication Plan and designs the communication activities for the project's lifecycle. (S)he will work in close cooperation to the partner level Project Managers, and will also be in charge of communication with the URBACT Secretariat and the regular update of the URBACT mini-site.

#### **7.4 How will you organize your final event ?**

The main aim of the URBENENERGY final conference is to disseminate the integrated policy framework for improving energy efficiency in urban communities and all related documents (findings of the case studies, mainstreaming guide, policy recommendations) to a wider public and to promote the continuation and enlargement of the network beyond the administrative end of the URBACT II project.

The final conference is scheduled to be held in Avrig, Romania, in November 2012, with the participation of all partners, including decision-makers (Political Board members), LSG and MA representatives from each partner city, professionals, businesses and experts working in the field of EE and RES. Since the URBENENERGY framework model has a real added-value on European level, the final conference is planned to be an URBACT event, an open thematic regional conference on energy approaches, co-organised by the URBACT Secretariat, targeting a true transnational audience.

The Lead Partner will publish the project results in the frame of a brochure to be disseminated in national languages (partners will translate them and insert local information regarding the LAPs before publishing).

Besides the Lead Expert and invited key speakers, the members of the Expert Panel will also attend the meeting as lecturers, trainers, providing a true transnational character of the dissemination event. The Political Board of the URBENENERGY network formally meets at the final conference in order to approve the URBENENERGY model framework formally in the frame of a joint covenant. The participation of the Associated Managing Authorities in this event is enhanced in order to promote its impact on local and regional policies.

The conference will be designed in a creative way, using specific methodologies and digital tools to promote the involvement of the target audience in the debates and to disseminate its results widely. The project movie will be shown on this occasion. Moreover, if possible, the conference will combine indoor sessions with study visits to specific experiences in the host partner city.

#### **7.5 What will be your communication materials ?**

The following communication materials will be developed in Phase II:

- 1 leaflet during the kick-off meeting by the LP, to introduce the project, its objectives and the partnership. This will be translated to national languages by project partners and the central content will be combined with local information. Leaflets will be disseminated by city partners in 1000 pcs each.
- 5 digital newsletters will be created linked to the launching and final events and the 3 master classes, to be sent out to at least 200 stakeholders / interested parties per partner.
- With the help of the Lead Expert and all partners, the LP prepares a final brochure for the final event, disseminating the

URBENENERGY model framework. This will be translated into national languages by partners as well, and the central content will be combined with the key findings of the LAPs. Final brochures will also be disseminated by city partners in 1000 pcs each.

- A brochure will be created by the LP for the Brussels Briefing in cc. 200 copies.
- A movie will also be created by the network to be shown at the Brussels Briefing and the final event.

The URBENENERGY network will also disseminate the project results in the space dedicated to the project on URBACT Website Besides this, each city partner shall organise an Energy Days event animated by LSGs for awareness-raising purposes.

### **7.6 How, where, when will you disseminate the URBACT materials?**

The URBENENERGY materials will be disseminated via the following means:

Launching event

City labs

Master Classes

Final event

Thematic Pole meetings and URBACT events

Other relevant international events, such as network conferences (LP and CNR IMAA)

LSG meetings

Energy Days

Press conferences, press articles and releases linked to major project events, such as the launching and final events, city labs, master classes.

National, international exhibitions that partners participate in

Publications and conference papers (CNR IMAA)

Internet platform of a strong network with different public actors in the field of energy at the regional level (Nice)

Public consultations linked to a Local Climate Action Plan covering the whole territory of the Urban Community to be developed (Nice)

Other existing Working Groups (Tulln, Durham)

Pamphlet for the citizens living in single family houses in the municipality, to be made available at local public centres, i.e. the library, the city hall (Alleroed)

Informing the relevant ministers interested in the field (Valletta)

Printing information in the monthly leaflet of the Valletta Local Council in order to brief the locals what the proceeds of this project

Dissemination materials will also be spread through the Local Support Groups to a wider audience during the LSG meetings and Energy Days. The web-sites of the project partners and of the URBACT Programme will be used intensively to disseminate the network activities and results. Moreover, the specialised group of journalists created within the project will be a good means to disseminate its outputs to the civil society.

Finally, the newsletters and other documents will be spread via a huge mailing list of people to be targeted by the project disseminated by the partner level project managers.

### 7.7 Which media are you targeting? How will you reach the media at a local level?

Avrig:

Local and national media: newspapers and television

The local newspapers: "Tribuna Sibiului", "Monitorul de Sibiu"

The national newspapers: "Ziarul financiar"

The local television: "Antena 1 Sibiu"

The national television: "Money Chanel"

CNR IMAA (Potenza):

Daily and Magazine:

Il Quotidiano

La Nuova Basilicata

La Gazzetta del Mezzogiorno

il LUCANO Magazine

TV and Internet:

TGR-RAI 3 Basilicata

webportal: [www.Basilicatanet.it](http://www.Basilicatanet.it)

Municipality website: [www.comune.potenza.it](http://www.comune.potenza.it)

Nice:

Internet website of Nice Côte d'Azur [www.nicecotedazur.org](http://www.nicecotedazur.org)

Press releases in the internal newsletter "flash infos"

Press releases in the local newspaper "Nice Matin"

Press releases in the local newspaper "le petit niçois"

Internet website of our managing authority: [www.ademe.fr/paca](http://www.ademe.fr/paca)

Pyrgos:

Mostly the Press and the Radio will be targeted. Newspapers: PROINI, PROTI, PATRIDA. Radio stations: Life 91,6, Best FM.

Tulln:

NÖN, Bezirksblatt, Radio Arabella, Bezirksjournal, Tulln Info, Tulln Info Newsletter

Worms:

Wormser Zeitung (newspaper)  
Nibelungenkurier (newspaper)  
Wormser Wochenblatt/Wormser Sonntagsblatt (newspaper)  
Paternusbote (newspaper)  
W1 Magazin (magazine)  
WO Magazin (magazine)  
SWR (regional TV and radio station)  
Wormser Montagsmagazin/OK (local TV station/"open channel")  
and other regional and local media.

Valletta:

TVM, Super One TV, NET TV, Education 22, Smash TV, department of information

Alleroed:

Press releases, website of the municipality, green cities network, pamphlets for the citizens

The following media will be approached:

TV2-Lorry (TVChannel for Regional information)

Frederiksborg Amts Avis (Regional Newspaper)

Green Cities Newsletter (Newsletter for cities involved in sustainable development)

Newsletter of CSR (Newsletter for sustainable development)

Allerød Nyt (local newspaper for the municipality)

Dve Mogili:

Journal Utro

Journal Bryag

Journal Forum

Regional TV KIS 13 Rouse

Journal Rusenski glas

Internet media Ruseinfo.net

Durham:

The North East Regional press

The Local Press across 5 key areas

Durham County Council website

Durham County Publications

Regional and Local radio

Regional TV

Main methods to reach these media are press conferences, press releases, newsletters, articles in the local press, interviews, personal talks, etc.

**7.8 Please illustrate what practical measures will be implemented to ensure that working methods, progress and outcomes are shared with all interest parties in a transparent way**

City lab reports, case studies, master classes reports, reports on thematic pole meetings and the final outputs & deliverables of the project will be published on the URBENENERGY mini-site as well as on partner organisations' websites in some cases. It will enhance the transparency of project implementation.

The results and outputs of the network will be spread to the widest audience as possible, through project events (launching and final, as well as network conferences), workshops (Master Classes), publication of the deliverables on the web-sites, using local, regional and national media, etc.

## 8. Working Plan

Objective	Action	Start date	End date	Description	Localization	Main partner	Participating partners	Products	Amount
Ensuring project coordination and management	1.1 General project management	2010-06-24	2012-12-24	The aim of this action is to follow up and document project progress by uploading expenditures in the Presage and provide the FLCs and the URBACT Secretariat with certificates on expenditure and payment claims. Smooth project management will be ensured with the help of a financial and project management guide the purpose of which is to determine the internal coordination procedures within the consortium with the corresponding internal deadlines, with respect to what is stipulated in the Joint Convention. The responsible partner for this action is the Lead Partner.	No particular localisation	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Financial and project management guide - 4 Progress reports - 10 Management teams set up at partner level - 1 Detailed workplan and time schedule	97,345.00 €

	1.2 Steering Committee meetings	2010-09-01	2012-10-31	The Steering Committee meetings will provide an opportunity for partner level project managers / coordinators (i.e. the members of the Steering Committee) to follow up on project progress and determine intervention measures if needed. The Steering Committee will be the primary decision-making body of the project. For reasons of cost efficiency, the SC meetings have been scheduled to take place at the same time as major project events, such as the launching event (month 4), the 3 Master Classes (months 13, 18 and 23) as well as the final event (month 29). The Lead Partner has a supervisory role in this action.	Valletta (launching event), Durham (Master Class), Worms (Master Class), Nice (Master Class) and Avrig (final event)	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	5 Steering Committee (SC) meetings and reports	0.00 €
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	1.3 Project closure	2012-12-03	2012-12-24	The aim of this action is to meet all the programme requirements as regards project closure. Although the project ends on December 24, 2012, some staff time will be allocated until February 2013 to be able to deliver the final report and fulfil the necessary administrative duties.	No particular localisation	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Progress reports	4,866.00 €
								Sub total	102,211.00 €

2. Developing and Implementing exchange and learning activities on sustainable urban policies with a focus on the project's topics	2.1 Preparation for the deep dive process	2010-06-24	2010-09-30	<p>On the 2nd day of the launching event scheduled to take place in Valletta, Malta, a kick-off matchmaking workshop will be organised for the purpose of finalising the composition of each city lab, i.e. which partner city will participate in which city lab. This process already started at the Tulln meeting in the development phase; however, at that time the consortium was not complete and priorities regarding the transfer of experience and best practices had not been finalised. Therefore, there is a need for a workshop dedicated to matchmaking. Also, on this occasion the Lead Expert will hold a brief training for energy experts delegated by each partner city on the deep dive process based on the concept paper.</p>	Valletta	Municipality of Avrig	<p>City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality -</p>	1 Transnational panel of experts - 1 Kick-off matchmaking workshop and training - 1 Concept paper on the deep dive process	0.00 €
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	2.2 Deep dive process: City Implementation and Solutions Labs	2010-07-01	2011-11-30	A scoping report prepared by the LE further elaborates on the findings of the baseline study. This report, together with the self analysis reports composes the main written input for the deep dive process. The City Labs are platforms to bring problems, ideas and solutions together in interactive discussions with the host's LSG and MA supported by a team of 5 experts from 5 PP cities. Each Lab is a 3-day workshop: 1-day seminar, 1-day training for the local staff by a local trainer based on a common methodology, and 1-day site visit. Each deep dive results in a city lab report with a SWOT analysis, leading to insights into the most appropriate best practice transfer. This will culminate in a new/updated LAP to be consulted with the MA.	Each partner hosts a City Lab	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Scoping report based on the baseline study - 1 Training methodology for the deep dive process - 10 Self analysis reports at partner level - 10 City Implementation and Solutions Labs - 10 City Lab reports with a SWOT analysis	144,673.00 €
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	2.3 Deep dive synthesis to support LAP development	2011-03-01	2012-06-29	3 master classes will be organised by Nice, Worms and Durham as a follow-up on the results of the city labs, to be visited by all PPs including a representative of their MA and LSG. These classes accelerate the findings of the city labs and generate extra knowledge by bringing in good practices and fresh ideas from practitioners and knowledge providers outside the PPship. The findings of the master classes will be presented in the form of master class reports. The conclusions and findings of the master classes will be elaborated in case studies, with the assistance of the LE. These case studies are meant to provide a synthesis between the main thematic areas of the deep dive process, with an in-depth analysis of the 5 horizontal pillars.	Worms, Durham, Nice	Durham County Council	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - City of Valletta - Allerød Municipality - □	3 Master Classes (combined with SC meeting) - 3 Master Class reports - 3 Case studies	84,978.00 €
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								Sub total	229,651.00 €
3. Fostering the impact of project activities on local policies	3.1 Involvement of URBACT Local Support Groups	2010-06-24	2012-12-24	The deep dive process will, at local level, be accompanied by LSC meetings scheduled to be held 3 times at different project milestones, linked to (i) self-analysis, (ii) city lab and (iii) development of LAP. The LSGs will comprise stakeholders in the field of energy, including the MA and political representatives of local/regional level and also of other government levels - the latter to ensure early dissemination within the Member States. Each city will host Energy Days. This event animated by the LSG is meant to host actions targeted to increase the awareness in the general public and relevant decision-makers and to involve them in a wide range of activities related to the production or use of RES and EE.	Each city hosts 3 LSG meetings and 1 energy days	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	10 URBACT Local Support Groups set up and animated - 30 URBACT Local Support Group meetings involving MA representatives - 10 Energy Days	59,871.00 €

	3.2 Involvement of Managing Authorities	2010-06-24	2012-12-24	Involvement of the MAs in the process of developing LAPs is a crucial element of the network's activities. They will be involved in and consulted with at major milestones. They will be invited to their own city lab and they can also choose to participate in an another PP's city lab based on needs assessment in the framework of the matchmaking workshop, i.e. which other PP's city lab is deemed to be the most relevant for a given city's development needs. MA representatives will also take part in the 3 master classes as well as the launching and final events. As members of the LSGs, they will be asked to attend the LSG meetings. Project partners will ask the MA representatives' written feedback regarding the LAPs.	No particular localisation	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	10 Managing Authority representatives animated	7,029.00 €
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	3.3 Development of Integrated Policy Framework	2011-07-01	2011-11-30	The Lead Expert will develop an integrated policy framework along the 5 horizontal pillars. This document is meant to be an essential basis for the individual Local Action Plans.	No particular localisation	Municipality of Avrig		1 Integrated Policy Framework	0.00 €
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	3.4 Development of Local Action Plans	2010-12-01	2012-08-31	Following the individual city lab, each partner starts to develop its first draft of the Local Action Plan in which the results of the City Lab are incorporated. Building on the conclusions and findings of the Master Classes, each partner finalises its Local Action Plan. The quality of the LAPs is further increased by incorporating in them the findings of the case studies which are meant to provide synthesis of the deep dive process. The draft and final versions of the Local Action Plans are discussed with the Local Support Groups and representatives of the Managing Authorities.	No particular localisation	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	10 Local Action Plans, draft and final versions	58,720.00 €
								Sub total	125,620.00 €

4. Taking Part in the implementation of the Capitalization process at Programme level	4.1 Impacting policy-making	2012-04-02	2012-09-28	The development of a mainstreaming guide and policy recommendations will support the final phase of project implementation during which time the focus will be on wider European presentation and dissemination of project results as well as getting EU level policy-makers' support for later mainstreaming project results into Operational Programmes. The Mainstreaming Guide will be an integrated document describing the mainstreaming of energy issues in local and regional development and sustainability policies. Policy recommendations are meant to outline concrete roadmaps for policy- and decision-makers as regards the horizontal pillars of the integrated policy framework for creating EE urban communities.	No particular localisation	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Municipality of Avrig - City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Mainstreaming Guide - 1 Set of policy recommendations	5,392.00 €
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	4.2 Participation in programme level activities	2010-07-01	2012-11-30	This action is devoted to participation in programme level activities, such as the initial training for the Lead Partners, the annual Lead Partner Seminars, the URBACT Annual Conferences , the Thematic Regional Conferences and the Thematic Pole meetings. The action also includes tasks related to the animation of the Thematic pole workspace on URBACT website. The responsible partner for this action is the Lead Partner.	No particular localisation	Municipality of Avrig	□	5 URBACT Annual Conferences and Thematic Regional Conferences participated in - 1 Thematic pole workspace on URBACT website animated - 5 Thematic Pole meetings participated in	12,450.00 €
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	4.3 Liasoning with European networks	2012-03-01	2012-09-28	The capitalisation process, besides the obligatory participation in URBACT thematic events, also includes continuous liaisoning with relevant European networks for the purpose of aligning strategies and action plans to be developed with the most up-to-date European policies. Participation in at least two network conferences as a speaker is envisaged, with the participation of the LP, CNR IMAA and the Lead Expert. This activity builds on partners' existing working relations with energy networks, such as Climate Alliance of European Cities, Covenant of Mayors, Energie-Cités, UK Carbon Action Network, etc.	Localisation to be determined following consultation with networks	Municipality of Avrig	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - □	5 Continuous contacts with European networks established - 2 European network conferences participated in as speakers	4,250.00 €
								Sub total	22,092.00 €

5. Developing and Implementing actions for the dissemination of and communication on project's activities and outputs	5.1 Dissemination for project launch	2010-07-01	2010-09-30	This action aims at creating the project image for the launching phase and introducing the project to the target groups and also the wider public. Main activities include developing the communication strategy; compiling lists of media contacts; organisation of the launching event in Valletta to be scheduled on 27-28 September 2010 with a press release and press conference; creating a launching leaflet (1000 pcs/partner); sending out at least 200 copies/partner of the first EnergyBrief (digital newsletter)	Launching event to be held in Valletta	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	10 Specialised journalists databases created - 1 Launching event (combined with SC meeting) - 1 Communication strategy - 10000 Leaflets for the launching phase - 10 Sets of posters and promotional (PR) material - 1 Press releases - 1 Press conferences - 1 Electronic newsletters (EnergyBriefs)	56,149.00 €
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	5.2 Dissemination for implementation	2010-08-02	2012-11-30	This action aims at providing appropriate dissemination channels for project implementation. Major communication activities include maintaining the project mini website at least every 3 months, press releases and press conferences linked to the city labs and the master classes, 3 electronic newsletters (EnergyBriefs) linked to the master classes, including comprehensive flashes with in depth features and interviews with daily practitioners, to be sent out in at least 200 copies/partner/occasion, and creating a professional article detailing technical aspects of project results for professional audience in the field of energy.	No particular localisation	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Project mini website maintained - 13 Press releases - 13 Press conferences - 3 Electronic newsletters (EnergyBriefs) - 1 Professional article	28,597.00 €
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	5.3 Dissemination for project closure	2012-08-01	2012-10-31	The Brussels briefing and the final event focus on wider European presentation and dissemination of the results of the project. The Brussels briefing with the participation of the LP and the Lead Expert is an excellent opportunity to present and discuss the project findings with EU level policy-makers and get their support for later mainstreaming project results into Operational Programmes. Major communication activities include the Brussels Briefing with the corresponding brochures and also a final movie to be presented; the final event with a press release, a press conference and the final electronic newsletter (EnergyBriefs) to be sent out in at least 200 copies/partner/occasion, and the final brochure.	Final event to be held in Avrig	Municipality of Avrig	City of Tulln - City of Worms - Urban Community Nice Côte d'Azur-Environment and Energy department - Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA) - Municipality of Dve Mogili - Development Municipal Agency of Pyrgos - Durham County Council - City of Valletta - Allerød Municipality - □	1 Press releases - 1 Press conferences - 1 Electronic newsletters (EnergyBriefs) - 200 Brochures for the Brussels briefing - 1 Brussels Briefing - 10000 Brochures for the final phase - 1 Final movie - 1 Final event (combined with SC meeting)	70,705.00 €
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								Sub total	155,451.00 €
								Total	635,025.00 €

## 9. Project Management

### 9.1 Previous Experience of Lead Partner

The Municipality of Avrig has previously developed projects funded from European funds, such as the PHARE Fund 2001 and 2005. These projects dealt mainly with social infrastructure, efficient waste management and the development and modernisation of the city's sewage infrastructure. The Municipality, having realised its weaknesses but also potentials in the field, has been very active in relation to promoting and developing EE and RES. The following major projects are currently being implemented or under evaluation:

- "REPAIR – The Regeneration of the Abandoned Military Sites" (URBACT Programme, under implementation);
- „AVRIG ECO-SYSTEM - a project for the implementation of an efficient system of waste management" (PHARE 2005, CES, „Investments for the support of the initiatives of the public sector in the environment domain", under implementation);
- "CultTour – cultural (garden) heritage as focal points for sustainable tourism" (INTERREG IV B, SEE Space, under evaluation, application as LP);
- "Social Economy and Micro-Financial Services. A Response to the European Economic Crisis" (INTERREG IVC, under evaluation);
- „Training for the Structural Funds, Project Management, Public Tender and IT Operations for the Municipality Staff" (Operational Programme, the Development of the Administration Competences, Axis 1, under implementation);
- The replacement of the heating systems by solar, geothermal and wind energy or the improvement of other systems that lead to the improvement of the air, water and land (Governmental programme „Green House", under implementation);
- „Energy efficiency in residential areas – The C Housing Block"
- „Energy efficiency in residential areas – The F1 housing block in Sticla area block of flats in Avrig" (Governmental Order 18/2009, Municipality is managing the implementation on behalf of the Owners' Association, under implementation).

All of the projects mentioned deal with energy issues or demonstrate the Lead Partner's experience in cooperation projects, underlining its willingness and motivation to handle and solve the problems it has been facing in the frame of transnational cooperation.

The officer in charge of leading the project, Mrs. Mirela Ileana Petrar has extensive experience in managing multi-stakeholder projects. Currently, she is working as 3rd degree superior civil worker in the Urbanism Department of the Avrig City Hall. Her main activities and responsibilities include integrating what is stipulated in the urbanism and territorial arrangement documents concerning mainly touristic areas, in accordance with the tourism priorities of the Local Development Strategy; designing and supervising retrofitting and maintenance work; initiating and sustaining new projects in order to implement the Local Development Strategy. As an inspector in the field of industrial design and operation, she elaborated documents regarding the final elaboration of Regional Urbanism Plans and Urban Development Plans; supervised and was responsible for the specifications of Regional Urbanism Plans, Urban Development Plans and Urbanism Regulations; determined the architectural-urban design of the area. As a building work technician in the town of Victoria, Brasov County, she was in charge of prior measurements, elaboration of sketches, elaboration of the drawn and written parts of projects and archiving and registering building projects within the Project Design Department.

The Municipality of Avrig has thorough knowledge and wide experience in the problems to be addressed by the project and in working in a European network. Moreover, the Lead Partner has experienced and skilled staff who are able to coordinate and manage European projects smoothly.

Mr. Arnold Gunder Klingeis, the Mayor of Avrig has taken the responsibility to follow the project within the Municipality. He is the coordinator of all departments in the Municipality that function according to an integrated policy. He has also been the initiator of various projects within transnational programmes, renewable energy projects and social-educational projects for the development of Avrig. Mr. Klingeis also has experience in marketing and business management.

## **9.2 General coordination and overall responsibilities**

General coordination and project management falls in the overall scope of responsibility of the Lead Partner. Specifically, the Lead Partner takes the lead regarding objectives 1 (ensuring project coordination and management) and objective 5 (developing and Implementing actions for the dissemination of and communication on project's activities and outputs). In line with the requirements of the programme manual, the Lead Partner has the management capacity of 2 full time employees in the form of both internal staff and external expertise; therefore, sound coordination and financial management is guaranteed.

With regards to thematic actions such as the deep dive process, development of the Local Action Plans, animation of Local Support Groups and representatives of Managing Authorities and impacting policy-making, the Lead Partner is assisted by the Italian research institute in terms of providing supervision and methodological support. The institute has extensive experience in involving stakeholders and developing strategies in environmental issues. As for the deep dive synthesis, the design of the master classes and the elaboration of the case studies will be supported and advice on methodology provided by Durham County Council, an experienced partner in knowledge sharing. Supervision and overall methodological support is the primary responsibility of the Lead Expert.

## **9.3 Operational management, including administrative and financial aspects**

Project coordination and management involves the production of periodic reports (internally sent to the Lead Partner and also official programme level reports), certificates on expenditure and payment claims, using the format available in the web-based monitoring and accounting system. The main aim of these reports is to ensure that the implementation of the project activities is in line with the project work plan and the budget, approved by the URBACT Monitoring Committee.

The above documents shall be sent to the URBACT Secretariat by the Lead Partner within the three months after the end of the reporting period. Partner level project managers compose the Steering Committee, which is the main decision-making body of the URBENENERGY network. The SC is responsible for general operating policy, procedures, objectives and related matters affecting the project as a whole. The SC guides and monitors the implementation of the project regularly. It holds operative meetings each time partners meet (5 SC meeting will be held in total linked to major project activities, i.e. the

launching and final events and the 3 master classes). The tasks of the SC members include:

- Approval of strategic project documents, objectives and updated work plan;
- Decision making at strategic points of the implementation.

The tasks and operational procedures of the SC will be outlined in the project and financial management guide. The Lead Partner will chair the SC meetings.

The political decision-making body of the URBENENERGY network is the Political Board (PB) consisting of the legal representatives, mayors of the partner cities/organisations. The Political Board is a supreme body of the project, which aims at transferring the lessons learnt to local policies besides LAPs as well. PB members formally meet only at the final conference, but the appropriate PB member is expected to participate in his/her own city lab and LSG meetings. In order to reduce costs and minimize the carbon footprint of the project, no separate SC or PB meetings are foreseen.

Project management integrates also the activity of project closure: to produce and send to the URBACT Secretariat the final documents and reports in order to close the project, three months after the end date. These documents are: final progress report (financial and technical); final certificates and statements of expenditure; final payment claim; final qualitative report; match funding sheet; and project's final outputs.

## 10. Involvement of partners

The URBENENERGY partnership covers urban societies of small (Avrig, Dve Mogili) and medium sized (Tulln, Pyrgos, Alleroed, Worms, Potenza) towns and bigger urban agglomerations (Nice Metropole, Durham County Council and La Valletta, representing the urban agglomeration of Malta). The partnership can be considered to be balanced because all partners share the same ambition which is the use of renewable energy sources and improving energy efficiency for residential housing as an important contribution to create an energy neutral society in the longer run. To reach this goal they want to share knowledge and transfer this knowledge from one partner to another.

Partners will take an equal share in the major project activities, that is, the deep dive process and the development of Local Action Plans. The URBENENERGY network consists of more experienced (Nice, Tulln, Worms, Durham, CNR IMAA, Alleroed and Avrig) and less experienced partners (Pyrgos, Dve Mogili, La Valletta) in the field of EE and RES, each partner however has the clear ambition to develop a concrete roadmap for the purpose of turning their urban communities energy efficient. So that this network cooperation serves its purpose of providing a knowledge platform feeding the elaboration of Local Action Plans, the matchmaking activity at the kick-off workshop will guarantee the appropriate balance in the transfer process. In practice, it means that partners will participate in the city labs that they consider to be of special importance for the development of their own Local Action Plans. In addition, regarding their own city lab, each partner will make sure that they discuss in detail with the team of experts from other cities the transferability of the best practices, tools, initiatives, and will use the deep dive process to make the exchange of experience and transfer of good practices beneficial for the network and beyond.

Project coordination and communication is the overall responsibility of the Lead Partner. However, each partner is responsible

for partner level coordination, such as organising the city lab and LSG meetings, animation of LSG members and MA, procuring the local trainer for the 2nd day of the city lab, making sure that the training follows the joint methodology, uploading expenditure in the Presage, etc. The way the Lead Partner will collect information and inputs from the partners (e.g. linked to the progress reports) as well as control mechanisms operated by the Lead Partner (e.g. bi-monthly reports to be sent by the partners to the Lead Partner) will be outlined in the project and financial management guide.

Regarding content management, the overall responsibility lies with the Lead Partner with the assistance of the Lead Expert. However, certain actions, such as the deep dive process, development of the Local Action Plans, animation of Local Support Groups and representatives of Managing Authorities and impacting policy-making will be supervised and advice on common methodology will be provided by the Italian research institute (CNR IMAA) given its extensive experience in involving stakeholders and developing strategies in environmental issues. With regards to the deep dive synthesis, the design of the master classes and the elaboration of the case studies will be supported and advice on methodology provided by Durham County Council, an experienced partner in knowledge sharing.

Representation of the URBENENERGY network, e.g. via participation in programme level activities and the Brussels Briefing, is a task undertaken by the Lead Partner. In liaising with European networks, more specifically in establishing contacts and attending conferences as speakers, the Lead Partner will be assisted by the Italian research institute. This activity will be built on partners' existing working relations with relevant networks.

Having in mind capacity building as an additional benefit of a transnational cooperation, the consortium considers it important to delegate internal staff members to the teams of experts participating in the city labs. However, complementing their internal capacities, partners will make use of external expertise in the drafting of documents linked to the deep dive process and the development of local action plans. Regarding thematic documents, external expertise will be mostly utilised to elaborate on the technical aspects of the interim reports (i.e. self-analysis reports, city lab reports, master class reports, case studies) and the local action plans, often specific to local environments. E.g. specific expertise is linked to compiling technical and financial feasibility on the concepts developed during the city labs. Moreover, external expertise will be used in translating and / or proofreading thematic documents into English or local languages. Content development of communication and dissemination materials will also be partially outsourced by most partners (except for Worms and CNR IMAA) to communication specialists in order to contribute to high quality dissemination of URBENENERGY achievements.

Regarding communication and dissemination activities, the city of Valletta has undertaken the organisation of the launching event. The Lead Partner will host the final event. Elaborating the joint contents in English as well as determining the layout and design parameters of the communication and dissemination materials will be the Lead Partner's responsibility. Upon receiving these inputs from the project level (LP) communication manager, each partner translates the joint contents into its local language, adds local news and information about project progress relevant to the local public and stakeholders and takes care of the appropriate design and layout. As a final element of project communication, based on materials (e.g. interviews, recordings about project implementation, etc) compiled by the partners, the Lead Partner will produce a short movie demonstrating project and local achievements to be shown at the Brussels Briefing and the final event.

## 11. Project finance

### 11.1 Financial contribution by partner and source

#### ERDF

Name of partner	ERDF	% ERDF	Public contributor							Total
			EX ANTE	State	Region	Local	Other public financing	Private	Public total financing	
Municipality of Avrig	101,344.00 €	80.00 %	0.00 €	0.00 €	0.00 €	25,336.00 €	0.00 €	0.00 €	25,336.00 €	126,680.00 €
City of Tulln	46,305.00 €	70.00 %	0.00 €	0.00 €	0.00 €	19,845.00 €	0.00 €	0.00 €	19,845.00 €	66,150.00 €
City of Worms	50,043.00 €	70.00 %	0.00 €	0.00 €	0.00 €	21,447.00 €	0.00 €	0.00 €	21,447.00 €	71,490.00 €
Urban Community Nice Côte d'Azur-Environment and Energy department	41,965.00 €	70.00 %	0.00 €	0.00 €	0.00 €	17,985.00 €	0.00 €	0.00 €	17,985.00 €	59,950.00 €
Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	44,980.00 €	80.00 %	0.00 €	0.00 €	0.00 €	11,245.00 €	0.00 €	0.00 €	11,245.00 €	56,225.00 €
Municipality of Dve Mogili	25,104.00 €	80.00 %	0.00 €	0.00 €	0.00 €	6,276.00 €	0.00 €	0.00 €	6,276.00 €	31,380.00 €
Development Municipal Agency of Pyrgos	33,680.00 €	80.00 %	0.00 €	0.00 €	0.00 €	8,420.00 €	0.00 €	0.00 €	8,420.00 €	42,100.00 €
Durham County Council	49,084.00 €	70.00 %	0.00 €	0.00 €	0.00 €	21,036.00 €	0.00 €	0.00 €	21,036.00 €	70,120.00 €
City of Valletta	41,600.00 €	80.00 %	0.00 €	0.00 €	0.00 €	10,400.00 €	0.00 €	0.00 €	10,400.00 €	52,000.00 €
Allerød Municipality	41,251.00 €	70.00 %	0.00 €	0.00 €	0.00 €	17,679.00 €	0.00 €	0.00 €	17,679.00 €	58,930.00 €

<b>Sub total</b>	<b>475,356.00 €</b>		<b>0.00 €</b>	<b>0.00 €</b>	<b>0.00 €</b>	<b>159,669.00 €</b>	<b>0.00 €</b>	<b>0.00 €</b>	<b>159,669.00 €</b>	<b>635,025.00 €</b>	
Total	475,356.00 €	74.86	0.00 €	0.00 €	0.00 €	159,669.00 €	0.00 €	0.00 €	159,669.00 €	635,025.00 €	
Total %	74.86 %	74.86 %	0.00 %	0.00 %	0.00 %	100.00 %	0.00 %	0.00 %	25.14 %	100 %	

## 11.2 Legal basis for decision of funding

### ERDF

Name of partner	Public contributor	Total	Legal basis			
Municipality of Avrig	ERDF	101,344.00 €	101,344.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	25,336.00 €	25,336.00 €	Local Council of Avrig	2009-10-01	Local Council decision
	Other public financing	0.00 €				
City of Tulln	ERDF	46,305.00 €	46,305.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	19,845.00 €	19,845.00 €	MR Dr.Burian Gerhard	2010-05-14	Letter of Commitment
	Other public financing	0.00 €				
City of Worms	ERDF	50,043.00 €	50,043.00 €	ERDF		
	EX ANTE	0.00 €				

	State	0.00 €				
	Region	0.00 €				
	Local	21,447.00 €	21,447.00 €	Mayor of City of Worms	2010-05-03	
	Other public financing	0.00 €				
Urban Community Nice Côte d'Azur-Environment and Energy department	ERDF	41,965.00 €	41,965.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	17,985.00 €	17,985.00 €	Urban Community Nice Côte d'Azur	2010-04-02	Délibération 35.5 du bureau communautaire du 2 avril 2010 (Deliberation of the local council meeting)
	Other public financing	0.00 €				
Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	ERDF	44,980.00 €	44,980.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				

	Local	11,245.00 €	11,245.00 €	Director of National Research Council Institute of Methodologies for Environmental Analysis (CNR-IMAA)	2010-05-13	Letter of Commitment
	Other public financing	0.00 €				
Municipality of Dve Mogili	ERDF	25,104.00 €	25,104.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	6,276.00 €	6,276.00 €	MUNICIPALITY OF DVE MOGILI	2010-05-17	Local Council Decision
	Other public financing	0.00 €				
Development Municipal Agency of Pyrgos	ERDF	33,680.00 €	33,680.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	8,420.00 €	8,420.00 €	Development Municipal Agency of Pyrgos	2010-05-05	Board Decision No 27
	Other public financing	0.00 €				
Durham County Council	ERDF	49,084.00 €	49,084.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				

	Region	0.00 €				
	Local	21,036.00 €	21,036.00 €	Durham County Council	2009-10-02	
	Other public financing	0.00 €				
City of Valletta	ERDF	41,600.00 €	41,600.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	10,400.00 €	10,400.00 €	Valletta Local Council		
	Other public financing	0.00 €				
Allerød Municipality	ERDF	41,251.00 €	41,251.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	17,679.00 €	17,679.00 €	Allerød Municipality	2010-05-06	
	Other public financing	0.00 €				

### 11.3 Expenditures per year and main budget line

Expenditure category	2010	2011	2012	Total	%
Project coordination	743.40 €	1,858.50 €	1,115.10 €	3,717.00 €	0.59 %

Personnel	37,770.00 €	94,425.00 €	56,655.00 €	188,850.00 €	29.74 %
Meetings organisation	8,000.00 €	15,500.00 €	11,000.00 €	34,500.00 €	5.43 %
Travel and accommodation	20,440.00 €	51,100.00 €	30,660.00 €	102,200.00 €	16.09 %
Communication and dissemination	5,636.00 €	14,090.00 €	8,454.00 €	28,180.00 €	4.44 %
External expertise	31,229.00 €	78,072.50 €	46,843.50 €	156,145.00 €	24.59 %
Equipment	8,300.00 €	0.00 €	0.00 €	8,300.00 €	1.31 %
URBACT Local Support Groups	14,626.60 €	36,566.50 €	21,939.90 €	73,133.00 €	11.52 %
Managing Authorities	8,000.00 €	20,000.00 €	12,000.00 €	40,000.00 €	6.30 %
Total	134,745.00 €	311,612.50 €	188,667.50 €	635,025.00 €	100 %
%	21.22 %	49.07 %	29.71 %	100 %	-

#### 11.4 Expenditures per year and source

Contributor nature		2010	2011	2012	Total	%
ERDF	ERDF	101,401.20 €	232,613.00 €	141,341.80 €	475,356.00 €	74.86 %
	EX ANTE	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %

	Local	33,343.80 €	78,999.50 €	47,325.70 €	159,669.00 €	25.14 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
Swiss Fund	Swiss Fund	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
Norway Fund	Norway Fund	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	<b>Total</b>	<b>134,745.00 €</b>	<b>311,612.50 €</b>	<b>188,667.50 €</b>	<b>635,025.00 €</b>	<b>100 %</b>
	<b>%</b>	<b>21.22 %</b>	<b>49.07 %</b>	<b>29.71 %</b>	<b>100 %</b>	<b>-</b>

### 11.5 Project cost per budget line

Expenditure category	Subcategories	Total
Project coordination	Project co-ordination of LP (Avrig)	200.00 €
	Project co-ordination of P2 (Tulln)	505.00 €
	Project co-ordination of P3 (Durham)	500.00 €
	Project co-ordination of P4 (Pyrgos)	300.00 €
	Project co-ordination of P5 (Dve Mogili)	150.00 €
	Project co-ordination of P6 (Worms)	500.00 €
	Project co-ordination of P7 (Nice)	500.00 €
	Project co-ordination of P8 (CNR IMAA)	312.00 €
	Project co-ordination of P9 (Valletta)	350.00 €
	Project co-ordination of P10 (Alleroed)	400.00 €
	<b>Total</b>	<b>3,717.00 €</b>
Personnel	LP's project coordination (general and financial management incl. project management guidelines)	1,800.00 €
	P3 (Durham) project coordination (general and financial management)	6,000.00 €
	P4 (Pyrgos) project coordination (general and financial management)	1,000.00 €
	P5 (Dve Mogili) project coordination (general and financial management)	800.00 €
	P6 (Worms) project coordination (general and financial management including FLC)	5,760.00 €
	P7 (Nice) project coordination (general and financial management including FLC)	3,750.00 €

	P8 (CNR IMAA) project coordination (general and financial management)	2,893.00 €
	P9 (Valletta) project coordination (general and financial management)	2,000.00 €
	P10 (Alleroed) project coordination (general and financial management)	1,500.00 €
	LP's project closure	360.00 €
	P2 (Tulln) project closure	600.00 €
	P3 (Durham) project closure	800.00 €
	P4 (Pyrgos) project closure	200.00 €
	P5 (Dve Mogili) project closure	160.00 €
	P6 (Worms) project closure	720.00 €
	P7 (Nice) project closure	500.00 €
	P8 (CNR IMAA) project closure	526.00 €
	P9 (Valletta) project closure	400.00 €
	P10 (Alleroed) project closure	600.00 €
	LP - Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	2,250.00 €
	P2 (Tulln) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	3,600.00 €
	P3 (Durham) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	10,000.00 €

	P4 (Pyrgos) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	1,600.00 €
	P5 (Dve Mogili) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	2,000.00 €
	P6 (Worms) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	9,000.00 €
	P7 (Nice) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	6,250.00 €
	P8 (CNR IMAA) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	8,153.00 €
	P9 (Valletta) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 4 visits+own), City Lab Report	5,000.00 €
	P10 (Alleroed) Deep dive process: Self Analysis Report, City Implementation and Solutions Labs (3-day labs, 2 visits+own), City Lab Report	5,100.00 €
	LP participation in 3 Master Classes (1-day workshops)	540.00 €
	P2 (Tulln) participation in 3 Master Classes (1-day workshops)	1,800.00 €
	P3 (Durham) participation in 2 and holding 1 Master Classes (Workshop, report and case study)	5,200.00 €
	P4 (Pyrgos) participation in 3 Master Classes (1-day workshops)	600.00 €
	P5 (Dve Mogili) participation in 3 Master Classes (1-day workshops)	480.00 €

	P6 (Worms) participation in 2 and holding 1 Master Classes (Workshop, report and case study)	4,680.00 €
	P7 (Nice) participation in 2 and holding 1 Master Classes (Workshop, report and case study)	3,250.00 €
	P8 (CNR IMAA) participation in 3 Master Classes (1-day workshops)	1,578.00 €
	P9 (Valletta) participation in 3 Master Classes (1-day workshops)	1,200.00 €
	P10 (Alleroed) participation in 2 Master Classes (1-day workshops)	1,800.00 €
	LP Setting up and animation of Local Support Group	720.00 €
	P2 (Tulln) Setting up and animation of Local Support Group	2,400.00 €
	P3 (Durham) Setting up and animation of Local Support Group	3,200.00 €
	P4 (Pyrgos) Setting up and animation of Local Support Group	600.00 €
	P5 (Dve Mogili) Setting up and animation of Local Support Group	480.00 €
	P6 (Worms) Setting up and animation of Local Support Group	2,160.00 €
	P7 (Nice) Setting up and animation of Local Support Group	1,500.00 €
	P8 (CNR IMAA) Setting up and animation of Local Support Group	1,578.00 €
	P9 (Valletta) Setting up and animation of Local Support Group	1,200.00 €
	P10 (Alleroed) Setting up and animation of Local Support Group	900.00 €

	LP: Keeping contact with Managing Authority	270.00 €
	P2 (Tulln) Keeping contact with Managing Authority	900.00 €
	P3 (Durham) Keeping contact with Managing Authority	1,200.00 €
	P4 (Pyrgos) Keeping contact with Managing Authority	300.00 €
	P5 (Dve Mogili) Keeping contact with Managing Authority	240.00 €
	P6 (Worms) Keeping contact with Managing Authority	1,080.00 €
	P7 (Nice) Keeping contact with Managing Authority	750.00 €
	P8 (CNR IMAA) Keeping contact with Managing Authority	789.00 €
	P9 (Valletta) Keeping contact with Managing Authority	600.00 €
	P10 (Alleroed) Keeping contact with Managing Authority	900.00 €
	LP: First draft and Finalisation of Local Action Plan	630.00 €
	P2 (Tulln) First draft and Finalisation of Local Action Plan	600.00 €
	P3 (Durham) First draft and Finalisation of Local Action Plan	2,800.00 €
	P4 (Pyrgos) First draft and Finalisation of Local Action Plan	700.00 €
	P5 (Dve Mogili) First draft and Finalisation of Local Action Plan	560.00 €
	P6 (Worms) First draft and Finalisation of Local Action Plan	2,520.00 €
	P7 (Nice) First draft and Finalisation of Local Action Plan	1,750.00 €

	P8 (CNR IMAA) First draft and Finalisation of Local Action Plan	2,630.00 €
	P9 (Valletta) First draft and Finalisation of Local Action Plan	1,400.00 €
	P10 (Alleroed) First draft and Finalisation of Local Action Plan	2,400.00 €
	LP: Development of policy recommendations along thematic pillars, Mainstreaming guide	360.00 €
	P2 (Tulln) Development of policy recommendations along thematic pillars, Mainstreaming guide	600.00 €
	P3 (Durham) Development of policy recommendations along thematic pillars, Mainstreaming guide	800.00 €
	P4 (Pyrgos) Development of policy recommendations along thematic pillars, Mainstreaming guide	200.00 €
	P5 (Dve Mogili) Development of policy recommendations along thematic pillars, Mainstreaming guide	160.00 €
	P6 (Worms) Development of policy recommendations along thematic pillars, Mainstreaming guide	720.00 €
	P7 (Nice) Development of policy recommendations along thematic pillars, Mainstreaming guide	500.00 €
	P8 (CNR IMAA) Development of policy recommendations along thematic pillars, Mainstreaming guide	1,052.00 €
	P9 (Valletta) Development of policy recommendations along thematic pillars, Mainstreaming guide	400.00 €
	P10 (Alleroed) Development of policy recommendations along thematic pillars, Mainstreaming guide	600.00 €

	LP: Participation in the Thematic Pole meetings, in the URBACT Annual Conferences and Regional Conferences and in the animation of the thematic pole workspace on URBACT website	2,250.00 €
	LP: Establishing and maintaining of contact with other European energy networks and Participation (as a speaker) in European event(s)	1,620.00 €
	P8 (CNR IMAA) Establishing and maintaining of contact with other European energy networks and Participation (as a speaker) in European event(s)	2,630.00 €
	LP: Participation in Launching event, launching phase communication tasks	270.00 €
	P2 (Tulln) Participation in Launching event, launching phase communication tasks	900.00 €
	P3 (Durham) Participation in Launching event, launching phase communication tasks	1,200.00 €
	P4 (Pyrgos) Participation in Launching event, launching phase communication tasks	300.00 €
	P5 (Dve Mogili) Participation in Launching event, launching phase communication tasks	240.00 €
	P6 (Worms) Participation in Launching event, launching phase communication tasks	1,080.00 €
	P7 (Nice) Participation in Launching event, launching phase communication tasks	750.00 €
	P8 (CNR IMAA) Participation in Launching event, launching phase communication tasks	789.00 €
	P9 (Valletta) Organising Launching event, launching phase communication tasks	1,200.00 €
	P10 (Alleroed) Participation in Launching event, launching phase communication tasks	900.00 €

	LP: Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	1,080.00 €
	P2 (Tulln) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	1,350.00 €
	P3 (Durham) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	1,800.00 €
	P4 (Pyrgos) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	450.00 €
	P5 (Dve Mogili) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	360.00 €
	P6 (Worms) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article and Production of digital newsletters	4,680.00 €
	P7 (Nice) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	1,250.00 €
	P8 (CNR IMAA) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	2,367.00 €

	P9 (Valletta) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	900.00 €
	P10 (Alleroed) Setting up and updating the the project's space on the URBACT website regularly, Production and dissemination of communication materials, press related activities, Professional Article	1,350.00 €
	LP: Participation in the Brussels Briefing and organising the Final Event, final communication tasks	1,170.00 €
	P2 (Tulln) Participation in the Final Event, final communication tasks	900.00 €
	P3 (Durham) Participation in the Final Event, final communication tasks	2,000.00 €
	P4 (Pyrgos) Participation in the Final Event, final communication tasks	500.00 €
	P5 (Dve Mogili) Participation in the Final Event, final communication tasks	400.00 €
	P6 (Worms) Participation in the Final Event, final communication tasks	1,800.00 €
	P7 (Nice) Participation in the Final Event, final communication tasks	1,250.00 €
	P8 (CNR IMAA) Participation in the Final Event, final communication tasks	1,315.00 €
	P9 (Valletta) Participation in the Final Event, final communication tasks	1,000.00 €
	P10 (Alleroed) Participation in the Final Event, final communication tasks	1,200.00 €
	<b>Total</b>	<b>188,850.00 €</b>

Meetings organisation	LP: City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	700.00 €
	P2 (Tulln) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	1,100.00 €
	P3 (Durham) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	1,400.00 €
	P4 (Pyrgos) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	800.00 €
	P5 (Dve Mogili) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	500.00 €
	P6 (Worms) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	1,400.00 €
	P7 (Nice) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	1,500.00 €
	P8 (CNR IMAA) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	700.00 €

	P9 (Valletta) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	900.00 €
	P10 (Alleroed) City Implementation and Solutions Lab organisation (3-day workshop) (10-12 people/city lab, press conference, 1 official dinner, 3*full day catering for participants including lunch and coffee)	500.00 €
	"P3 (Durham) Master Class organisation (1-day workshop) (cc . 40 people/master class, venue and equipment rental, press conference, 1 official dinner, 1*full day catering for participants including lunch and coffee)"	3,000.00 €
	"P6 (Worms): Master Class organisation (1-day workshop) (cc . 40 people/master class, venue and equipment rental, press conference, 1 official dinner, 1*full day catering for participants including lunch and coffee)"	3,000.00 €
	"P7 (Nice): Master Class organisation (1-day workshop) (cc . 40 people/master class, venue and equipment rental, press conference, 1 official dinner, 1*full day catering for participants including lunch and coffee)"	3,000.00 €
	"P9 (Valletta): Launching event organisation (same time as 1st SC meeting and matchmaking WS; 1. day conference, 2.day SC meeting+WS) (cc. 50 people, venue and equipment rental, press conference, 1 official dinner, 2*full day catering for participants inc	8,000.00 €
	"LP: Final event organisation; 1. day conference, 2.day SC meeting+WS (cc. 50 people, venue and equipment rental, press conference, 1 official dinner, 2*full day catering for participants including lunch and coffee)"	8,000.00 €
	<b>Total</b>	<b>34,500.00 €</b>
Travel and accommodation	LP's participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €

	P2 (Tulln) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P3 (Durham) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P4 (Pyrgos) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P5 (Dve Mogili) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P6 (Worms) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P7 (Nice) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	P9 (Valletta) participation in FLC training (June 2010) - flight, transfer and 2 nights with subsistence	650.00 €
	LP: travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	LP: travel of the Lead Expert to all the 10 City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	8,500.00 €
	P2 (Tulln) travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P3 (Durham) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P4 (Pyrgos) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P5 (Dve Mogili) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P6 (Worms) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €

	P7 (Nice) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P8 (CNR IMAA) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P9 (Valletta) Travel to 4 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	3,400.00 €
	P10 (Alleroed) Travel to 2 other City Labs (one lab: flight, transfer, 4 nights accommodation and subsistence)	1,700.00 €
	LP: travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	LP: travel of the Lead Expert to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	P2 (Tulln) travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	P3 (Durham) travel to 2 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	P4 (Pyrgos) travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	P5 (Dve Mogili) travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	P6 (Worms) travel to 2 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	P7 (Nice) travel to 2 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	P8 (CNR IMAA) travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €
	P9 (Valletta) travel to 3 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,950.00 €

	P10 (Alleroed) travel to 2 Master Classes (one MC: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	LP: Participation in the Thematic Pole meetings (one meeting: flight, transfer, 2 nights accommodation and subsistence)	3,250.00 €
	LP: Participation in the URBACT Annual Conferences and Regional Conferences (one event: flight, transfer, 2 nights accommodation and subsistence)	3,250.00 €
	LP: Participation (as a speaker) in European event(s) (one event: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	P8 (CNR IMAA): Participation (as a speaker) in European event(s) (one event: flight, transfer, 2 nights accommodation and subsistence)	1,100.00 €
	LP: Participation of the Lead Expert (as a speaker) in European event(s) (one event: flight, transfer, 2 nights accommodation and subsistence)	1,300.00 €
	"LP: Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	LP: Travel of the Lead Expert to the Launching Event (flight, transfer, accommodation and subsistence for 3 days)	750.00 €
	"P2 (Tulln): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P3 (Durham): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €

	"P4 (Pyrgos): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P5 (Dve Mogili): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P6 (Worms): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P7 (Nice): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P8 (CNR IMAA): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P10 (Alleroed): Travel to the Launching event (same time as 1st SC meeting and matchmaking WS) (Flight, transfer, accommodation and subsistence for 1 person for 2 days)"	650.00 €
	LP: Travel of the Lead Expert to the Final Event (flight, transfer, accommodation and subsistence for 3 days)	750.00 €
	"P2 (Tulln): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P3 (Durham): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €

	"P4 (Pyrgos): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P5 (Dve Mogili): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P6 (Worms): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P7 (Nice): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P8 (CNR IMAA): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	"P9 (Valletta): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 2 persons. SC member stays 3 nights, politician stays only 2 nights)"	1,400.00 €
	P10 (Alleroed): Travel to the Final Event (same time as last SC meeting) (Flight, transfer, accommodation and subsistence for 1 person for 2 days)	650.00 €
	LP: Brussels Briefing travel (Flight, transfer, accommodation and subsistence for 2 persons for 2 days)	1,300.00 €
	LP: Brussels Briefing travel of the Lead Expert (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	<b>Total</b>	<b>102,200.00 €</b>
Communication and dissemination	LP: Layout for the Local Action Plan	100.00 €

	P2 (Tulln) Layout for the Local Action Plan	120.00 €
	P3 (Durham) Layout for the Local Action Plan	120.00 €
	P4 (Pyrgos) Layout for the Local Action Plan	100.00 €
	P5 (Dve Mogili) Layout for the Local Action Plan	80.00 €
	P6 (Worms) Layout for the Local Action Plan	100.00 €
	P7 (Nice) Layout for the Local Action Plan	100.00 €
	P8 (CNR IMAA) Layout for the Local Action Plan	80.00 €
	P9 (Valletta) Layout for the Local Action Plan	100.00 €
	P10 (Alleroed) Layout for the Local Action Plan	80.00 €
	LP: Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter	550.00 €
	P2 (Tulln) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter	870.00 €
	P3 (Durham) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter	970.00 €
	P4 (Pyrgos) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter	610.00 €

	P5 (Dve Mogili) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	540.00 €
	P6 (Worms) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	870.00 €
	P7 (Nice) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	970.00 €
	P8 (CNR IMAA) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	540.00 €
	P9 (Valletta) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	710.00 €
	P10 (Alleroed) Launching phase communicational materials (Launching phase image and layout for leaflet in 1000 pcs/partner in local language; Image and layout for poster and promotional (PR) material; Digital newsletter)	790.00 €
	LP: Elaboration of digital newsletters for the Master Classes	150.00 €
	P2 (Tulln) Elaboration of digital newsletters for the Master Classes	210.00 €
	P3 (Durham) Elaboration of digital newsletters for the Master Classes	210.00 €

	P4 (Pyrgos) Elaboration of digital newsletters for the Master Classes	180.00 €
	P5 (Dve Mogili) Elaboration of digital newsletters for the Master Classes	120.00 €
	P6 (Worms) Elaboration of digital newsletters for the Master Classes	210.00 €
	P7 (Nice) Elaboration of digital newsletters for the Master Classes	210.00 €
	P8 (CNR IMAA) Elaboration of digital newsletters for the Master Classes	120.00 €
	P9 (Valletta) Elaboration of digital newsletters for the Master Classes	180.00 €
	P10 (Alleroed) Elaboration of digital newsletters for the Master Classes	120.00 €
	LP: Image and layout for brossure for Brussels briefing in 200 pcs	3,200.00 €
	LP: Contribution to final movie for Brussels briefing	300.00 €
	P2 (Tulln) Contribution to final movie for Brussels briefing	100.00 €
	P3 (Durham) Contribution to final movie for Brussels briefing	100.00 €
	P4 (Pyrgos) Contribution to final movie for Brussels briefing	100.00 €
	P5 (Dve Mogili) Contribution to final movie for Brussels briefing	100.00 €
	P6 (Worms) Contribution to final movie for Brussels briefing	100.00 €
	P7 (Nice) Contribution to final movie for Brussels briefing	100.00 €

	P8 (CNR IMAA) Contribution to final movie for Brussels briefing	100.00 €
	P9 (Valletta) Contribution to final movie for Brussels briefing	100.00 €
	P10 (Alleroed) Contribution to final movie for Brussels briefing	100.00 €
	LP: Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	3,150.00 €
	P2 (Tulln) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,370.00 €
	P3 (Durham) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,370.00 €
	P4 (Pyrgos) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,160.00 €
	P5 (Dve Mogili) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,040.00 €
	P6 (Worms) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,370.00 €
	P7 (Nice) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,370.00 €
	P8 (CNR IMAA) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	740.00 €

	P9 (Valletta) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	1,260.00 €
	P10 (Alleroed) Final event communicational materials (Final phase image and layout for brochure in 1000 pcs/partner in local language and Digital newsletter)	840.00 €
	<b>Total</b>	<b>28,180.00 €</b>
External expertise	LP: External management support (5 days for each reporting period and 2 days general management support for each month)	34,000.00 €
	P2 (Tulln): External management support (1,5 days for each reporting period)	4,125.00 €
	P4 (Pyrgos): External management support (2 days for each reporting period)	3,000.00 €
	P10 (Alleroed): External management support (1,5 days for each reporting period)	4,500.00 €
	P2 (Tulln): FLC cost for 5 reporting periods	2,000.00 €
	P8 (CNR IMAA): FLC cost for 5 reporting periods	3,500.00 €
	P9 (Valletta): FLC cost for 5 reporting periods	1,500.00 €
	P10 (Alleroed): FLC cost for 5 reporting periods	2,000.00 €
	LP: External support for Deep dive process (Local trainer's fee for own city lab)	300.00 €
	P2 (Tulln): External support for Deep dive process (Self-analysis report; support for City Implementation and Solutions Labs; Local trainer's fee for own city lab; City Lab report with SWOT)	11,000.00 €
	P3 (Durham): External support for Deep dive process (Self-analysis report; Local trainer's fee for own city lab; City Lab report with SWOT)	2,400.00 €

	P4 (Pyrgos):External support for Deep dive process (Local trainer's fee for own city lab)	600.00 €
	P5 (Dve Mogili): External support for Deep dive process (Self-analysis report; Local trainer's fee for own city lab; City Lab report with SWOT)	600.00 €
	P6 (Worms):External support for Deep dive process (Local trainer's fee for own city lab)	1,300.00 €
	P7 (Nice): External support for Deep dive process (Local trainer's fee for own city lab; City Lab report with SWOT)	1,950.00 €
	P8 (CNR IMAA):External support for Deep dive process (Local trainer's fee for own city lab)	1,120.00 €
	P9 (Valletta): External support for Deep dive process (Self-analysis report; Local trainer's fee for own city lab; City Lab report with SWOT)	1,200.00 €
	P10 (Alleroed): External support for Deep dive process (Self-analysis report; Local trainer's fee for own city lab; City Lab report with SWOT)	6,600.00 €
	LP: Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	700.00 €
	P2 (Tulln) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	500.00 €
	P4 (Pyrgos) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	700.00 €
	P5 (Dve Mogili) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	400.00 €
	P6 (Worms) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	500.00 €

	P7 (Nice) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	500.00 €
	P8 (CNR IMAA) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	650.00 €
	P9 (Valletta) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	700.00 €
	P10 (Alleroed) Deep dive process - Translation/proofreading thematic documents (self-analysis, city-lab report)	500.00 €
	P7 (Nice): Development of Master Class report	650.00 €
	P2 (Tulln): First draft and finalisation of Local Action Plan	2,200.00 €
	P3 (Durham): First draft and finalisation of Local Action Plan	1,200.00 €
	P5 (Dve Mogili): First draft and finalisation of Local Action Plan	300.00 €
	P9 (Valletta): First draft and finalisation of Local Action Plan	600.00 €
	P10 (Alleroed): First draft and finalisation of Local Action Plan	7,200.00 €
	LP: technical expertise linked to the development of LAP, e.g. compiling technical and financial feasibility on the concepts developed	4,500.00 €
	P4 (Pyrgos): technical expertise linked to the development of LAP, e.g. compiling technical and financial feasibility on the concepts developed	4,500.00 €
	P6 (Worms): technical expertise linked to the development of LAP, e.g. compiling technical and financial feasibility on the concepts developed	4,550.00 €

	P7 (Nice): technical expertise linked to the development of LAP, e.g. compiling technical and financial feasibility on the concepts developed	3,900.00 €
	LP: translation/proofreading thematic documents (local action plan)	2,800.00 €
	P2 (Tulln): translation/proofreading thematic documents (local action plan)	1,500.00 €
	P4 (Pyrgos): translation/proofreading thematic documents (local action plan)	1,000.00 €
	P5 (Dve Mogili): translation/proofreading thematic documents (local action plan)	900.00 €
	P6 (Worms): translation/proofreading thematic documents (local action plan)	1,500.00 €
	P7 (Nice): translation/proofreading thematic documents (local action plan)	1,500.00 €
	P8 (CNR IMAA): translation/proofreading thematic documents (local action plan)	1,000.00 €
	P9 (Valletta): translation/proofreading thematic documents (local action plan)	1,100.00 €
	P10 (Alleroed): translation/proofreading thematic documents (local action plan)	1,500.00 €
	LP: External communication support linked to communication strategy and launching event	2,250.00 €
	P2 (Tulln): External communication support linked to launching communication tasks	1,650.00 €
	P3 (Durham): External communication support linked to launching communication tasks	1,200.00 €
	P4 (Pyrgos): External communication support linked to launching communication tasks	600.00 €

	P5 (Dve Mogili): External communication support linked to launching communication tasks	300.00 €
	P7 (Nice): External communication support linked to launching communication tasks	650.00 €
	P9 (Valletta): External communication support linked to launching communication tasks	600.00 €
	P10 (Alleroed): External communication support linked to launching communication tasks	1,800.00 €
	LP: External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	4,500.00 €
	P2 (Tulln): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	1,650.00 €
	P3 (Durham): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	1,200.00 €
	P4 (Pyrgos): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	600.00 €
	P5 (Dve Mogili): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	300.00 €
	P7 (Nice): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	650.00 €

	P9 (Valletta): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	600.00 €
	P10 (Alleroed): External communication support linked to the production and dissemination of communication materials, newsletters, press releases and press conferences related to the main project events	1,800.00 €
	LP: External communication support linked to the dissemination of the project closure (Brussels Briefing and final event)	2,250.00 €
	P2 (Tulln): External communication support linked to the dissemination of the project closure	1,100.00 €
	P3 (Durham): External communication support linked to the dissemination of the project closure	600.00 €
	P4 (Pyrgos): External communication support linked to the dissemination of the project closure	300.00 €
	P5 (Dve Mogili): External communication support linked to the dissemination of the project closure	150.00 €
	P7 (Nice): External communication support linked to the dissemination of the project closure	650.00 €
	P9 (Valletta): External communication support linked to the dissemination of the project closure	300.00 €
	P10 (Alleroed): External communication support linked to the dissemination of the project closure	1,200.00 €
	<b>Total</b>	<b>156,145.00 €</b>
Equipment	LP: laptop to support management and the deep dive process	2,400.00 €
	LP: mobile phone to support managing partners	600.00 €

	P2 (Tulln): laptop for the waste water treatment plant to support management and deep dive process	500.00 €
	P4 (Pyrgos): netbook to support management and deep dive process	800.00 €
	P5 (Dve Mogili): laptop to support management and deep dive process	500.00 €
	P5 (Dve Mogili): multifunctional device to support management and deep dive process	300.00 €
	P6 (Worms): laptop to support management and deep dive process	700.00 €
	P6 (Worms): projector to support management and deep dive process	500.00 €
	P6 (Worms): flipchart and related equipment to support management and deep dive process	300.00 €
	P8 (CNR IMAA): PC to support management and deep dive process	1,400.00 €
	P8 (CNR IMAA): netbook to support management and deep dive process	300.00 €
	<b>Total</b>	<b>8,300.00 €</b>
URBACT Local Support Groups	LP: Master Classes - travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	3,900.00 €
	P2 (Tulln): Master Classes - travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,950.00 €
	P3 (Durham): Master Classes - travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,350.00 €

	P4 (Pyrgos) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,950.00 €
	P5 (Dve Mogili) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,950.00 €
	P6 (Worms) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,350.00 €
	P7 (Nice) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,350.00 €
	P8 (CNR IMAA) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,300.00 €
	P9 (Valletta) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,950.00 €
	P10 (Alleroed) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days) for 2 persons	1,300.00 €
	"LP: Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including personnel cost	1,590.00 €
	"P2 (Tulln): Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including person	2,800.00 €

	"P3 (Durham): Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including person	3,200.00 €
	"P4 (Pyrgos) Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including person	1,800.00 €
	"P5 (Dve Mogili) Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including pe	1,280.00 €
	"P6 (Worms): Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including person	2,860.00 €
	"P7 (Nice): Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including personn	3,050.00 €
	"P8 (CNR IMAA): Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including per	924.00 €
	"P9 (Valletta) Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including pers	2,200.00 €

	"P10 (Alleroed) Organisation of Energy Days (1x) (2-3 day local showroom demonstrating EE and RES solutions with the animation of LSG, involving general public: rental of space and equipment, buffet catering for visitors, cc. 80-100 people), including per	1,300.00 €
	LP: LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); Local travel for 3 LSG members; Personnel cost for project management)	1,920.00 €
	P2 (Tulln): LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	2,250.00 €
	P3 (Durham): LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	3,150.00 €
	P4 (Pyrgos) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee; local travel for 3 LSG members; Personnel cost for project management)	1,950.00 €
	P5 (Dve Mogili) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	1,590.00 €
	P6 (Worms) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	3,030.00 €
	P7 (Nice) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	2,700.00 €

	P8 (CNR IMAA) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); Personnel cost for project management)	1,689.00 €
	P9 (Valletta) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); local travel for 3 LSG members; Personnel cost for project management)	2,550.00 €
	P10 (Alleroed) LSG Meetings - 3 times. (Organisation (cc. 10 people/LSG meeting, full day catering including lunch, coffee); Personnel cost for project management)	1,800.00 €
	LP: Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P2 (Tulln) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P3 (Durham) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P4 (Pyrgos) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P5 (Dve Mogili) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P6 (Worms) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P7 (Nice) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P8 (CNR IMAA) Travel to the launching event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P9 (Valletta) local travel to the launching event	50.00 €
	LP: local travel to the final event	50.00 €
	P2 (Tulln) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €

	P3 (Durham) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P4 (Pyrgos) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P5 (Dve Mogili) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P6 (Worms) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P7 (Nice) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P8 (CNR IMAA) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P9 (Valletta) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P10 (Alleroed) Travel to the final event (Flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	<b>Total</b>	<b>73,133.00 €</b>
Managing Authorities	LP: Travel to the City Labs (1 own city and 1 in other city)	1,000.00 €
	P2 (Tulln) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P3 (Durham) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P4 (Pyrgos) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P5 (Dve Mogili) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P6 (Worms) Travel to the City Labs (1 own city and 1 in other city)	900.00 €

	P7 (Nice) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P8 (CNR IMAA) Travel to the City Labs (1 own city and 1 in other city)	1,000.00 €
	P9 (Valletta) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	P10 (Alleroed) Travel to the City Labs (1 own city and 1 in other city)	900.00 €
	LP: Master Classes - travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	2,250.00 €
	P2 (Tulln): Master Classes - travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	1,950.00 €
	P3 (Durham): Master Classes - travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)+local travel to own MC	1,350.00 €
	P4 (Pyrgos) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	1,950.00 €
	P5 (Dve Mogili) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	1,950.00 €
	P6 (Worms) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)+local travel to own MC	1,350.00 €
	P7 (Nice) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)+local travel to own MC	1,350.00 €
	P8 (CNR IMAA) travelling to 2 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	2,250.00 €

	P9 (Valletta) travelling to 3 Master Classes (one event: flight, transfer, accommodation and subsistence for 2 days)	1,950.00 €
	P10 (Alleroed) travelling to 1 Master Class (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	LP: local travel to 3 LSG meetings	150.00 €
	P2 (Tulln) local travel to 3 LSG meetings	150.00 €
	P3 (Durham) local travel to 3 LSG meetings	150.00 €
	P4 (Pyrgos) local travel to 3 LSG meetings	150.00 €
	P5 (Dve Mogili) local travel to 3 LSG meetings	150.00 €
	P6 (Worms) local travel to 3 LSG meetings	150.00 €
	P7 (Nice) local travel to 3 LSG meetings	150.00 €
	P8 (CNR IMAA) local travel to 3 LSG meetings	150.00 €
	P9 (Valletta) local travel to 3 LSG meetings	150.00 €
	P10 (Alleroed) local travel to 3 LSG meetings	150.00 €
	LP: Travel to the launching event (flight, transfer, accommodation and subsistence for 1 day)	750.00 €
	P2 (Tulln) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P3 (Durham) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P4 (Pyrgos) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	750.00 €
	P5 (Dve Mogili) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €

	P6 (Worms) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P7 (Nice) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P8 (CNR IMAA) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	750.00 €
	P9 (Valletta) local travel to the launching event	50.00 €
	P10 (Alleroed) Travel to the launching event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	LP: local travel to the final event	50.00 €
	P2 (Tulln) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P3 (Durham) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P4 (Pyrgos) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	750.00 €
	P5 (Dve Mogili) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P6 (Worms) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P7 (Nice) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P8 (CNR IMAA) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	750.00 €
	P9 (Valletta) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €
	P10 (Alleroed) Travel to the final event (flight, transfer, accommodation and subsistence for 2 days)	650.00 €

	<b>Total</b>	<b>40,000.00 €</b>
	<b>Global budget</b>	<b>635,025.00 €</b>

### 11.6 Expenditure breakdown per objective and main budget line

	Ensuring project coordination and management	2. Developing and Implementing exchange and learning activities on sustainable urban policies with a focus on the project's topics	3. Fostering the impact of project activities on local policies	4. Taking Part in the implementation of the Capitalization process at Programme level	5. Developing and Implementing actions for the dissemination of and communication on project's activities and outputs	Total
Project coordination	3,717.00 €	0.00 €	0.00 €	0.00 €	0.00 €	3,717.00 €
Personnel	30,369.00 €	74,081.00 €	37,757.00 €	11,892.00 €	34,751.00 €	188,850.00 €
Meetings organisation	0.00 €	18,500.00 €	0.00 €	0.00 €	16,000.00 €	34,500.00 €
Travel and accommodation	5,200.00 €	59,650.00 €	0.00 €	10,200.00 €	27,150.00 €	102,200.00 €
Communication and dissemination	0.00 €	0.00 €	980.00 €	0.00 €	27,200.00 €	28,180.00 €
External expertise	54,625.00 €	32,870.00 €	41,750.00 €	0.00 €	26,900.00 €	156,145.00 €
Equipment	8,300.00 €	0.00 €	0.00 €	0.00 €	0.00 €	8,300.00 €
URBACT Local Support Groups	0.00 €	18,350.00 €	43,633.00 €	0.00 €	11,150.00 €	73,133.00 €
Managing Authorities	0.00 €	26,200.00 €	1,500.00 €	0.00 €	12,300.00 €	40,000.00 €

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Total	102,211.00 €	229,651.00 €	125,620.00 €	22,092.00 €	155,451.00 €	635,025.00 €
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## 12. DECLARATION OF MAXIMUM AMOUNT OF EXPENDITURE to be certified AT THE END OF THE Development phase

I hereby, as signing person of this Final Application form and on behalf of the Lead Partner, attest on my honour that the project development phase (phase I) will be closed with a total and final certified expenditure (from the beginning until the administrative closure of phase I) that amounts to maximum:

**58,225.00 €**

This total amount will correspond to the following breakdown per category of expenditure :

Expenditure category	Total
Project coordination	220.00 €
Personnel	22,152.00 €
Meetings organisation	4,986.00 €
Travel and accommodation	16,498.00 €
Communication and dissemination	1,150.00 €
External expertise	10,340.00 €
Equipment	0.00 €
URBACT Local Support Groups	2,439.00 €
Managing Authorities	440.00 €
<b>Total</b>	<b>58,225.00 €</b>

I am aware that, at the end of the development phase (phase I), my project will not be allowed to declare and certify more than the amounts per category of expenditure as indicated in the breakdown table above. All exceeding expenditure will not be accepted by the URBACT II Managing Authority.

I am also aware that the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase (phase II) must not exceed the ceiling established for the maximum budget of a thematic network.

The non respect of this condition will cause the rejection of this Final Application form.

Moreover, the sum between the maximum amount of expenditure that will be claimed in categories 8 and 9 for phase I and the budget proposed for categories 8 and 9 for phase II, must respect the ceilings foreseen for the URBACT Local Support Groups and for the involvement of the Managing Authorities of operational programmes

### 13. Bank information

Partner		Bank info.
Municipality of Avrig	Bank name	Reiffeisen Bank
	Adress	Avrig, 1, S. Brukenthal street, 555200, Sibiu county, Romania
	Bank code	RZBRROBU
	Account number	1162363
	IBAN number	RO35RZBR000006001162363
	SWIFT number	RZBRROBU
	Internal reference	
	Account holder	Municipality of Avrig
City of Tulln	Bank name	Erste Bank
	Adress	Rathausplatz 8, 3430, Tulln
	Bank code	20111
	Account number	22213334400
	IBAN number	AT232011122213334400
	SWIFT number	GIBAATWW
	Internal reference	
	Account holder	City of Tulln
City of Worms	Bank name	Sparkasse Worms-Alzey-Ried
	Adress	Lutherring 15, 67547 Worms
	Bank code	
	Account number	
	IBAN number	DE72 5535 0010 0000 000290
	SWIFT number	MALADE51WOR
	Internal reference	61000.17000
	Account holder	Stadtverwaltung Worms
Urban Community Nice Côte d'Azur-Environment and Energy department	Bank name	BANQUE DE FRANCE
	Adress	14 av Félix Faure BP 1339 06006 NICE CEDEX 1
	Bank code	30001
	Account number	C061000000

	IBAN number	FR63 3000 1005 9600 00W0 5009 772
	SWIFT number	BDFEFRPPXXX
	Internal reference	
	Account holder	TRESORERIE DE NICE MUNICIPALE
Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)	Bank name	BNL-Banca Nazionale del Lavoro
	Adress	C/o CNR P.le Aldo Moro, 7 00185 Roma
	Bank code	
	Account number	
	IBAN number	IT75N0100503392000000218150
	SWIFT number	BNL IITR
	Internal reference	
	Account holder	Italian National Research Council (CNR)
Municipality of Dve Mogili	Bank name	CIBANK
	Adress	BULGARIA 84 STR.
	Bank code	BUIB BG SF
	Account number	
	IBAN number	IBAN BG18 BUIB 7114 3629 0001 40
	SWIFT number	
	Internal reference	
	Account holder	MUNICIPALITY OF DVE MOGILI
Development Municipal Agency of Pyrgos	Bank name	EFG EUROBANK ERGASIAS SA
	Adress	PATRON 59, PYRGOS, PC 27100
	Bank code	226
	Account number	0026.0266.5202.00326692
	IBAN number	GR 5902602660000520200326692
	SWIFT number	EFGBGRAAXXX
	Internal reference	

	Account holder	A.Δ.E.Π. (DMAP)
Durham County Council	Bank name	Co-operative Bank
	Adress	29 High St, Durham, County Durham.UK
	Bank code	08-90-70
	Account number	61040481
	IBAN number	GB65CPBK 089070/61040481
	SWIFT number	CPBKGB22
	Internal reference	
	Account holder	Stuart Crowe/Durham County Council
City of Valletta	Bank name	BANK OF VALLETTA
	Adress	REPUBLIC STREET, VALLETTA
	Bank code	VALL MTMT
	Account number	400 152 79860
	IBAN number	MT15VALL22013 000000040015279860
	SWIFT number	
	Internal reference	
	Account holder	
Allerød Municipality	Bank name	Danske Bank
	Adress	Hillerød afdeling, Slotsgade 16 – 18, 3400 Hillerød
	Bank code	3543
	Account number	7116063
	IBAN number	8330000007116063
	SWIFT number	DABADKKK
	Internal reference	
	Account holder	Allerød Kommune

## 14. Detailed information on the LEAD and project partners

Lead Partner Municipality of Avrig

Partner Institution	Municipality of Avrig
Address	10, Gheorghe Lazar Street
Postcode	555200
City	Avrig

Area	Centru
Country	ROMANIA

## Contact list

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Service	Judicial Department
Function	Mayor`s advisor

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Service	Ministry of Economy, Trade and Business Environment
Function	General director
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Email	

Name	M. Klingeis Arnold Gunter
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Service	
Function	Mayor
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#### Partner City of Tulln

Partner Institution	City of Tulln
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Postcode	3430
City	Tulln
Area	Niederösterreich
Country	AUSTRIA

#### Contact list

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Function	Director
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Function	Head of Department
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Service	
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Name	M. Schinnerl Harald
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Service	
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Mobile phone	
Fax	
Email	

#### Partner City of Worms

Partner Institution	City of Worms
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City	Worms
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Function	
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Name	M. Kissel Michael
Type	Legal Representative
Service	
Function	Lord-Mayor
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Email	

#### Partner Urban Community Nice Côte d'Azur-Environment and Energy department

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City	NICE CEDEX 03
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Country	FRANCE

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Name	M. CALLEJA Grégoire
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Partner Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)

Partner Institution	Italian National Research Council - Institute of Methodologies for Environmental Analysis (CNR-IMAA)
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Partner Municipality of Dve Mogili

Partner Institution	Municipality of Dve Mogili
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#### Partner Development Municipal Agency of Pyrgos

Partner Institution	Development Municipal Agency of Pyrgos
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City	Pyrgos

Area	Dytiki Ellada
Country	GREECE

## Contact list

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## Partner Durham County Council

Partner Institution	Durham County Council
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Area	Tees Valley and Durham
Country	UNITED KINGDOM

## Contact list

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Email	

Name	Ms Lindsay Emma
Type	Managing Authority
Service	One North East
Function	
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## Partner City of Valletta

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Area	Malta
Country	MALTA

## Contact list

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Service	
Function	EXECUTIVE SECRETARY
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Name	M. Cutajar Neville
------	--------------------

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Name	M. DINGLI ALEXIEI
Type	Legal Representative
Service	
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#### Partner Allerød Municipality

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Area	Danmark
Country	DENMARK

#### Contact list

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Name	M. Rønnebek Anne H. Biering
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Service	BDO, Kommunernes Revision
Function	
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Name	M. Hansen Niels Bjerring
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Function	Chief Project Manager
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## 15. Certification

I hereby certify that the information stated in this application is to the best of my knowledge accurate and true.

The form must be signed by an elected representative. In case the Lead Partner's institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project.

Signature (elected representative) :	Signature (Lead Partner):
Name (Capital Letters):	
Function :	
Date:	

Official Stamp

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## 16. ANNEX 1 – ELIGIBILITY CRITERIA FOR FINAL APPLICATION FOR THEMATIC NETWORKS

The Final Applications submitted within the deadlines to the URBACT Secretariat will be checked for compliance with the eligibility criteria listed below:

- the proposal is submitted within the deadline set (6 months from approval by the Monitoring Committee for Thematic networks/ 4 months for Working groups).
- the proposal is complete in terms of number of documents required and includes the Final Application. The list of required documents will be provided to approved projects, along with guidelines for Final Application. It will include a letter of commitment for the Lead partner and 1 letter of commitment per partner (all letters shall be signed by an elected representative when appropriate).
- the proposal is complete in terms of information and data required in the documents (all sections in the Final Application, letters of commitment and other documents have been properly filled in according to the instructions).
- all the documents required are signed, dated and stamped by the candidate partners.
- the proposal refers to a project bringing together a maximum of 12 public authorities in the case of a Thematic network/ 8 public authorities in the case of a working group, from at least 3 Member and Partner States, which have designated one of the authorities as candidate lead partner.
- the proposed initial partnership is balanced in terms of geographical origin with candidate partners from both Convergence objective regions and Competitiveness objective regions. The balance is set at 50% Convergence – 50 % Competitiveness in the case of an even number of partners; 50% +1 Convergence or 50%+1 Competitiveness in the case of an uneven number of partners. Partners from Norway and Switzerland shall not be taken into account when setting this balance.
- all candidate partners are beneficiaries of the programme as defined in the Operational Programme.
- the candidate partners are not partners in more than 1 URBACT II ongoing project.
- the candidate lead partner is not Lead partner in an ongoing URBACT II project
- the proposal addresses one of the 16 priority topics defined for this call for proposals in terms of thematic coverage.
- regarding the budget, the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase (phase II) must not exceed the ceiling established for the maximum budget of a thematic network or working group

## 17. ANNEX 2 – Additional information concerning Thematic networks with the Fast Track Label

### 17.1 FAST TRACK Label and Commission support

#### 17.2 Two-way bridge : involmnet of managing authorities

Question	YES	NO	Comment
For Thematic Networks with Fast Track label, the involvement of the relevant Managing Authorities is essential. Referring to section 1.3 of the application form, is information on the associated Managing Authority given for each city partner?		X	

If not, please explain which concrete steps have been taken to involve the relevant Managing Authorities, the problems encountered, and how you envisage bringing the missing Managing Authorities on board (for each city partner)?

#### 17.3 Two-way bridge : commitment of managing authorities

Question	YES	NO	Comment
To complement information provided in section 5, do you envisage any further mechanisms to secure the commitment of the relevant Managing Authorities (e.g. Memorandum of Understanding)?		X	

Please illustrate what funding could be leveraged (i.e. from the Regional Operational programme or other programmes) based on the 'fast track' activities

## 18. ANNEX 3 - Realisation indicators

### Group of indicators : project

Indicator		Target
<b>Specific indicators of the priority</b>		
Number of Exchange and Learning Seminars / Working Meetings	Quantitative	13 (meeting)
Number of thematic reports produced	Quantitative	29 (thematic report)
Number of Local Action Plans produced	Quantitative	10 (local action plan)
Number of Local Support Groups	Quantitative	10 (local support group)
TOTAL Number of participants to Local Support Groups	Quantitative	100 (participant)
TOTAL Number of male participants to Local Support Groups	Quantitative	58 (male)
TOTAL Number of female participants to Local Support Groups	Quantitative	42 (female)
Number of Participating Partners	Quantitative	10 (partner)
Number of Thematic experts used	Quantitative	01 (thematic expert)
Number of Thematic experts Male used	Quantitative	01 (male)
Number of Thematic experts Female used	Quantitative	01 (female)
Number of participants from non member states and non accession states	Quantitative	01 (partner)
Number of Newsletters created	Quantitative	50 (newsletter)
Number of newsletters disseminated	Quantitative	10000 (newsletter)
Number of Brochures created (edited not number printed)	Quantitative	21 (brochure)
Number of brochures printed	Quantitative	20200 (brochure)
Number of Dissemination Events organised	Quantitative	8 (dissemination event)
Number of external events with URBACT presence (stand etc)	Quantitative	15 (external event)
Number of articles / appearances published in press or other media	Quantitative	16 (articles / appearances)