



COLLECTION OF BEST PRACTICES AT PARTNER AND EU LEVEL

Deliverable 3.2

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1 INTRODUCTION

The collection of best practices contributes to the definition of the most suitable transnational exchange and capacity-building programme by revealing the specific energy challenges of municipalities involved.

Best practices are collected and described in a formalized fiche (Annex 1) and systemized based on a thematic organization on 4 topics: integrated energy, sustainable urban mobility, land use planning, innovative financing solutions.

The four topics above, referring to either projects realized or to organizational aspects, should all be read in the light of the specific aim of energy sustainability. A more detailed description of the above mentioned topics, as well as indicative examples are given below:

- **integrated energy:** integrated energy management; generation, distribution, storage and consumption that considers both the sustainable and efficient use of energy and resources; promotion, planning and implementation of energy-saving solutions and exploitation of renewable energy sources; diversification of energy sources; integration between different type of sources aimed at the energy sustainability; practicing a more holistic approach where each sectoral policy has to contribute to the energy transition at its own level; etc
- **transport and mobility:** Reducing energy demand in the transport sector: commitment, promotion, planning, implementation, etc. of energy efficiency measures in the transportation system; sustainable mobility; eco-driving, promotion of cycling and walking; car-sharing; car - pooling; cycle-lanes; parking management; “green” fuels usage in public transportation; smart infrastructures network; etc.
- **land use planning:** commitment, procedures, plans, interventions, etc. focusing on the urban/territorial management and aimed at energy sustainability; urban/neighborhood energy planning; energy standards zoning; public lighting; management of urban services; participated planning for sustainable development; urban planning to satisfy housing, mobility and consumption needs in an energy-efficient way; infrastructures that increase territories’ energy sufficiency; modes of transport and the use public space for the future; encouraging short supply chains; etc. Envisages the impact of urban planning decisions on energy use, both in terms of resources and emissions, at peri-urban, urban and district levels. This involves limiting urban sprawl, densifying constructions around service and transport hubs, developing heat distribution grids, avoiding the construction of new infrastructures, building a pedestrian path network and integrating energy issues in planning permission procedure.
- **innovative financing solutions:** financial resources for Sustainable Energy; commitment, support, promotion, implementation, etc. of financial incentives and loans; energy taxes; PPP; legal solutions; funding schemes; green bounds; etc.

Each of the four topics is addressed and explored through specific transnational exchange instruments, as described below:

- **Study Visits** (addressing the topics of integrated energy and sustainable urban mobility). They allow a direct and active learning experience of the solution adopted and are more suitable for the projects requiring physical and concrete investments or embedded in a specific territorial context.
- **Transnational Seminars** (addressing the topic of land use planning). They provide participants with detailed description of the first-hand experience, including suggestions and criticalities faced, of the selected best practice by the person in charge for its realization.
- **Peer-to-Peer Exchanges** (addressing the topic of innovative financing solutions). They allow the sharing of knowledge on innovative financing solutions among representatives of different EU regions with the same working background and responsibilities, operating in the same legal and financial framework (ERDF/ESF regulation) – peers – and the transferability of methods and solutions to the project partners target areas.

2 THE BEST PRACTICES COLLECTION IN PARTNERS' REGIONS

The primary collection of best practices within the project partners' regions is performed through the questionnaires (or e-questionnaires, see Annex 2) aimed at identifying the Capacity Building Needs Assessment (CBNA). The questionnaire is submitted to each Local Energy Board member, in particular Municipalities of the partner's region.

A specific section of the CBNA questionnaire is aimed at collecting examples of projects or measures implemented by the LEB member. The examples provided are then presented and discussed by each LEB that will identify three (or in some cases more) regional "best practices" to promote to the EMPOWERING Consortium. Common criteria are set to guide their identification.

2.1 CRITERIA FOR BEST PRACTICES SELECTION

Best practices collected by project partners are presented to the regional LEBs. Following discussions, each LEB promotes up to three cases to the EMPOWERING Consortium, that proceed to a further selection against common criteria that are explained below.

The best practice should deal with the EU climate and energy objectives in one or more of the following four EMPOWERING key areas: integrated energy; sustainable urban mobility; land use planning; innovative financing models.

The best practice could present technological solutions, but also policy instruments, social projects or other measures having an impact on municipal or regional climate and energy work. It should strive towards one of the following goals:

- Better use of natural resources;
- Minimization of the environmental impact;
- Improved social aspects;
- Attain high levels of energy efficiency or energy security.
- Moreover, the best practice should respond to the following requirements:
- It should have been in place for long enough that it allows an evaluation of effects and potential rebound effects - typically one year or more;
- It should be transferable and not an isolated one-time event;
- It should be well documented in its original language, but also preferably have information available in English;
- It should be possible to gain additional knowledge by contacting people involved in the implementation of the best practice - which might pose a challenge for older examples.

2.2 OVERVIEW OF BEST PRACTICES COLLECTED IN PARTNERS' REGIONS

PP1 – SVIM | Marche region

SVIM collected a total number of 17 best practices at regional level:

- “Tronicpower” system for public lighting energy efficiency and energy saving – Municipality of Altidona.
- City SEC Project; Integrated Project for the Metropolitan Area “Medio Adriatica” (AMMA); Strategic Plan of Ancona; Territorial Integrated Investment (ITI) “Waterfront 3.0” - Municipality of Ancona.
- Sustainable mobility projects – Municipality of Ascoli Piceno.
- Energy efficiency for public lighting – Joint project by Municipalities of Castelbellino, Castelplanio, Maiolati Spontini, Montecarotto.
- “Smart Buildings” project – Municipality of Fano.
- Project of geothermal and photovoltaic integration on a public building - Municipality of Macerata.
- Integrated management of the electricity grid – Municipality of Offida.
- Public Tender for Heat Management of Municipal Buildings – Municipality of Pesaro.
- Installation of photovoltaic systems on roofs of public buildings for the production of electricity – Municipality of Pollenza.
- Project for video surveillance and fiber-optic cabling of the entire municipal area – Municipality of San Benedetto del Tronto.
- Installation of photovoltaic systems on roofs of a school building - Municipality of San Paolo di Jesi.
- Smart Grids Project / A.S.S.E.M. S.p.A – Municipality of San Severino Marche.
- Installation of photovoltaic systems on roofs of Municipal buildings – Municipality of Santa Maria Nuova.
- New mobility plan for cars access and park in the historic centre – Municipality of Urbino.

The Marche Region LEB members decided to promote the following best practices (see Annex 3):

- ▶ “Tronicpower” system for public lighting energy efficiency and energy saving – Municipality of Altidona.
- ▶ “Smart Buildings” project – Municipality of Fano.
- ▶ Public Tender for Heat Management of Municipal Buildings - Municipality of Pesaro.

- Smart Grids Project / A.S.S.E.M. S.p.A – Municipality of San Severino Marche.

PP2 – AMAAA | Andalucia region

AMAAA collected a total number of 10 good practices at regional level:

- Lighting pedestrian route with led photovoltaic lamps.
- Public lighting actions.
- Pedestrianisation of Saint Mary's church environment.
- Adaptation of municipal buildings to reduce energy consumption.
- Unification of the two urban centers of the municipality.
- Thermal solar energy in municipal swimming-pool.
- Different measures for energy saving (municipal lighting, biomass boilers).
- Urban project for a low carbon economy: integrated project for intervention on the axes of mobility, planning and energy efficiency.
- Various measures in different areas: urban development general plan; energy optimization in municipal buildings; bicycle mobility plan; reforestation and application of xerogardening criteria to the municipal gardens and parks.
- Andalusian Energy Strategy 2020.

The Andalusia Region LEB members decided to promote the following best practices (see Annex 4):

- Pedestrianisation of Saint Mary's church environment.
- Urban project for a low carbon economy: integrated project for intervention on the axes of mobility, planning and energy efficiency.
- Various measures in different areas: bicycle mobility plan.

PP3 - ADR Nord Est | North-East region of Romania

ADR Nord-Est collected a total number of 6 good practices at regional level:

- PUSH&PULL project - Bacau Municipality.
- MHC municipal power plant - Roman Municipality
- Local green spaces registry – better measures for a sustainable urban planning – Roman Municipality
- Elaboration of SEAP, SUMP and GUP in Moinesti Municipality

- Intermodal terminal creation and public lighting modernization in Vaslui Municipality
- ARCHIMEDES project for a sustainable public transport in Iasi Municipality

The North-East Region LEB members decided to promote the following best practices (see Annex 5):

- PUSH&PULL project - Bacau Municipality
- MHC municipal power plant - Roman Municipality

PP5 - IDA | Istria region

IDA collected and promoted a total number of 6 best practices at regional level (see Annex 6):

- Modernization and reconstruction of public lighting
- Electric Bicycle system
- Public changing station for electrical vehicles
- Renewable energy sources in family homes
- Solar roofs
- Systematic energy management in public-owned buildings

PP6 – BORA94 (former NORDA) | BORSOD-ABAÚJ-ZEMPLÉN COUNTY DEVELOPMENT AGENCY

B-A-Z CDA collected 2 good practices at regional level:

- MUNICIPALITY OF ÓZD – ENERGY PLANTATION
- Community energy yard in Bükkaranyos

and decided to promote them to the EMPOWERING Consortium (see Annex 7).

PP7 - RCM | Region of Central Macedonia

The Greek partners CRES and RCM, collected and promoted the national best practice of the Municipality of Agios Dimitrios, that was also visited by the project partners and LEB members during the 3rd transnational meeting in Athens on the 4th of April 2017.

3 THE BEST PRACTICES COLLECTION AT EU LEVEL

The collection of best practices implemented in Europe - outside the project partners' regions - revealed several interesting cases that were submitted to the attention of Local Energy Boards. Below are briefly reported the best practices proposed. Complete fiches are reported in Annex 9.

Växjö - The Greenest City in Europe: vision and ambition¹

Broad cooperation on many levels, unanimous politicians and long term work around the environmental issues are important in Växjö. The city has the goal to become a *fossil-fuel-free* already by 2030.

The “Environmental Programme” for the city was adopted by the City Council in June 2014. It includes long-term visionary objectives for 2030, as well as 30 measurable goals to reach within 2020.

The City of Växjö set three big challenges for its future:

- Energy efficiency improvements and renovation of existing buildings.
- Transportation system.
- The water quality in the lakes.

Klimatkommunerna²

Klimatkommunerna started as a network in 2003 and was transformed into an association in 2008. Today the association includes 35 municipalities and county council members with altogether roughly three million inhabitants.

The overall aim of Klimatkommunerna is to reduce greenhouse gas emissions in Sweden. The association supports Municipalities that want to work with the climate change issue and be a proactive participant in the national climate work, by highlighting the opportunities, barriers and driving forces that are important for achieving good results. Members of Klimatkommunerna meet regularly and exchange experiences of local actions, lobby towards the national level and show in debate articles, a monthly newsletter and social media how much is already happening on the local level. Klimatkommunerna disseminates information and experiences on local climate change initiatives and raise awareness on climate issues. The association also cooperates on an international level with other similar networks and other Covenant of Mayors Supporting Structures.

¹ [http://www.vaxjo.se/upload/www.vaxjo.se/Kommunledningsf%c3%b6rvaltningen/H%c3%a5llbarhetsgruppen/Milj%c3%b6dokument och broschyrer/Miljoprogrammet_eng_webb.pdf](http://www.vaxjo.se/upload/www.vaxjo.se/Kommunledningsf%c3%b6rvaltningen/H%c3%a5llbarhetsgruppen/Milj%c3%b6dokument%20och%20broschyrer/Miljoprogrammet_eng_webb.pdf)

² <http://www.klimatkommunerna.se/Info-in-English/>

Municipalities who are interested in joining Klimatkommunerna are invited to take a membership test which is designed to indicate the overall strength of their work in the field, and how diverse the work is (energy, transport, procurement, communication etc). Municipalities who score higher than a certain score on the test are invited by the board to become members.

Innsbruck – Sinfonia Smart Cities³

Innsbruck (Austria, 120.000 inhabitants) defined its “2025 Energy Plan” back in 2009. In this context, and as part of the SINFONIA project, the City has selected its eastern district to demonstrate the large scale implementation of energy efficient measures, with the objective of achieving on average 40-50% primary energy savings in the demo sites and to increase at least by 30% the share of renewables in the district’s energy mix. Main actions foreseen refer to:

- Building refurbishment. 66.000 m² of residential and public buildings from the 30s-80s will be retrofitted to dramatically improve indoor quality and energy performance, and reduce final energy demand by up to 80%. Measures include: improved envelope (insulation, windows, thermal bridges, etc.); ventilation system with high efficiency heat recovery; integration of renewable energy sources on-site (PV, solar-thermal, heat pumps).
- District heating & cooling. The district heating network will be extended and optimized to increase the use of renewable energy sources by 95% and reduce the use of fossil fuel by 22%. Measures include: deployment of a low temperature grid; recovery of heat/cold from local industries, wastewater and geothermal heat from the Brenner tunnel; integration of solar energy and innovative biomass gasification.
- Electricity grid. Smart grids and smart home applications will combine demand and supply side measures to reduce the overall electricity demand by 3%. Buildings will be transformed to Smart Urban Model (SUM) houses. Measures include: Smart load control for refrigerators, water boilers and heat pumps; establishment of new ESCOs; Involvement of customers.

Bolzano – Sinfonia Smart Cities⁴

Since 2005, Bolzano (Italy, 100.000 inhabitants) has developed an ambitious investment plan for large scale urban refurbishment in collaboration with both public and private stakeholders. The work undertaken in SINFONIA is part of this plan, and aims to achieve 40% to 50% primary energy savings in

³ <http://www.sinfonia-smartcities.eu/en/demo-city/innsbruck>

⁴ <http://www.sinfonia-smartcities.eu/en/demo-city/bolzano>

the demo sites and to increase the share of renewables in the district of Bolzano - South West by 20%. Main actions foreseen refer to:

- Building refurbishment. 37.000 m² of social housing from the 50s-70s will be retrofitted to achieve high energy performance and improve interior comfort while ensuring cost effectiveness and minimal impact on tenants. Measures include:
 - Building envelope insulation;
 - Integration of renewable energy sources for electricity, heating and domestic hot water, solar PV panels;
 - Additional floors using innovative timber construction technologies.
- District heating & cooling. The district heating & cooling network will be extended and optimized to reduce both the CO₂ and the nitrogen equivalent emissions. Measures include:
 - real time monitoring and forecasting of peak loads and energy demand;
 - hybrid hydrogen/methane backup system;
 - study on recovery of wasted energy from local industrial park.
- Electricity grid. Bolzano will implement an Urban Service-Oriented Sensible Grid (USOS-grid) system in the South West district for improved energy distribution control. Measures include:
 - recharge points for vehicles and bicycles;
 - meteorological stations for local climate condition monitoring;
 - smart retrofitting of the public lighting system.

Rhonalpennergie-Environnement⁵

In 2012 the Auvergne-Rhône-Alpes Region (France) in cooperation with ADEME⁶ Regional Directorate in Rhône-Alpes presented a new initiative in order to enhance the energy renovation investments for the public sector's building stock and therefore reduce the regional primary energy consumption. The initiative introduces the Energy Performance Contracts [EPC] as the main tool to ensure the sustainable improvement of the public buildings energy performance in the region. The initiative includes:

- ▶ The regional public operator for public building energy refurbishment establishment (SPL OSER): . The operator was founded in 2012 with 11 shareholders: the Regional Council, 9 Municipalities and 1 energy service operator. Today the Operator counts 22 shareholder, most of them Municipalities. The OSER operates within the "in-house model". Shareholders are only public authorities and the

⁵ <http://www.cpeauvergnerhonealpes.org/fr/contrats-de-performance-energetique-en-auvergne-rhone-alpes.html>

⁶ FRENCH ENVIRONMENT AND ENERGY MANAGEMENT AGENCY, <http://www.ademe.fr/>

membership fee is 1 € per inhabitant. The public operator provides the following services for the members only (as their own services):

- ✓ Assistance services for building deep renovation strategy;
 - ✓ Management of the projects as building owner representatives (delegation of the responsibilities);
 - ✓ Third party financing (20 years contract; initial investment part equal to 10%);
- Comprehensive renovation of public buildings in the municipalities of the Auvergne-Rhône-Alpes Region by the Energy Performance Contract. Within the framework of this initiative specific objectives have been set:
- ✓ 96 kWh/m² (BBC Low consumption label)
 - ✓ energy consumption and CO₂ reduction: factor 2 to factor 4
 - ✓ Energy savings guarantee: EPC / Third party financing
 - ✓ Local construction chain enterprises mobilization.

Blue Gate Antwerp⁷

Blue Gate Antwerp is being developed into a water-linked eco-effective industrial park. With this site, the City of Antwerp and the Flemish Region want to attract innovative businesses - both domestic and international - marking a new milestone for Antwerp in its innovative history. In the beginning of the 20th Century the site, the former *Petroleum Zuid* (Petroleum South), was home to one of the most important petroleum ports in the world. At that time, Antwerp was a pioneer in refining fossil fuels. Today the city and Flanders want to play a leading role again, this time as international pathfinders for renewable sources of energy. The site's new name – Blue Gate Antwerp – was consciously chosen to reflect this ambition.

The planning phase of Blue Gate Antwerp is almost complete. The EIA procedure is currently running and negotiations with the private sector are underway to set up a public-private partnership (PPP). Once both these procedures are completed, the actual development will be able to start.

Even though the final development has yet to begin, a whole series of concrete projects are already running there. For instance, collaborative work is focusing on drafting an eco-charter in the European context; a business model is developed to set up an incubator for sustainable chemistry on the site; a pilot project for urban distribution has been launched; and a joint study on a heating network is under way.

⁷ www.bluegateantwerp.eu

Exemplary Buildings: relaunching innovation - Brussels⁸

Observers acknowledge that Brussels has been deficient in high-quality architecture for too long. Property development has favored architectural conservatism and short-term yield. The architectural, environmental and sanitary quality of the buildings has suffered greatly.

Rather than counting on the occasional production of some building and making a “media event” of it, and in line with its method of starting from needs and initiatives in the field, the Region has organized three Calls for Proposals for Exemplary Buildings to financially encourage integrated eco-design approaches. It has defined four objectives for applicant designers: energy performance, the choice of eco-construction measures, architectural quality and technical and financial reproducibility (see opposite).

Over three years, 117 winning projects representing more than 265.000 m² have been selected by the Calls for Proposals for Exemplary Buildings. These include hundreds of collective and individual homes, offices, schools and child care centers, a funeral home, etc., totaling over 18.5 million euros in subsidies.

These calls for proposals have also heralded the advent of the passive standard, with hundreds of residences (new and renovated), several schools and office buildings, totaling 81.000 m², to be built by 2013. Over 400 homes have also undergone low or very low energy renovation.

The Exemplary Buildings account for more than 16% of construction annually: this is as if all of Brussels built 100% ecologically for one entire day each week. Taken together, these exemplary buildings allow millions of liters of oil to be saved and emissions of over 13,000 tons of CO₂ to be avoided each year.

The Passive House Platform - Brussels⁹

The Brussels-Capital Region supports independent associations such as the Passive House Platform non-profit organization (*Plateforme Maison Passive asbl*, PMP), to which it entrusts the guidance of project sponsors as well as technical verification of the files for subsidies of passive construction or low or very low energy renovation.

Since 2007, 263 files have been handled in Brussels: 77 housing units renovated as low-energy, 4 housing units renovated to the passive standard and 182 new passive housing units.

The PMP also organises numerous training sessions for professionals, visits to passive projects, etc. In 2009, it launched *be.passive*, a magazine dedicated to passive architecture.

⁸ www.environment.brussels/node/17349

⁹ www.maisonpassive.be

The exemplary role of public buildings – Brussels¹⁰

As of 2010, any new public project must comply with the passive standard: this is the commitment of the Brussels Government.

- *Surpassing the current regulations.* An “exemplary role” means that the public authorities have to impose requirements on themselves exceeding the current regulations. In recent years, municipalities such as Schaerbeek, Jette and Anderlecht have committed themselves to carrying out their new construction programmes under the passive system. As for the government, it has agreed that any new public project will comply with the passive standard as of 2010.
- The Brussels Regional Housing Authority (*Société du Logement de la Région de Bruxelles-Capitale*, SLRB), which is the umbrella organization for the 33 Public Service Housing Associations in Brussels, have decided that starting in 2010, all their new constructions will be carried out according to the passive standard, with low energy being required in renovation. These standards have also become the norm for construction activities related to Sustainable Neighborhood contracts. As a symbol of these public commitments, the Region decided as of 2008 to install its Brussels Environment administration on the Tour & Taxis site in a few years, in what will be, at 16.250 m², the largest passive office building in Europe.
- *Reducing consumption in existing buildings.* For most public buildings, that will not be renovated soon, the Region has developed Local Action Plans for Energy Management (Plans Locaux d’Actions pour la Gestion Énergétique, P.L.A.G.E.). This involves a number of measures allowing energy consumption to be reduced and the awareness of the occupants to be raised. These measures allow administration personnel in particular to be trained.

Climate Neutral City by 2050 - Ghent¹¹

In January 2015, Ghent launched a new Climate Plan 2014-2019, which will guide the city towards climate neutrality by 2050. To reach this target, the city will work with its citizens, companies and organizations through innovative approaches.

An integrated package of measures (premiums, cheap loans, building advice) is available for citizens, as the city wants to double the amount of energy efficient renovations in the residential sector. Special guidance is provided for disadvantaged households.

The city launched a project to guide companies on energy management; so to increase energy efficiency and renewable energy production within enterprises. Two ESCO projects have been planned to reduce

¹⁰ http://carbonn.org/uploads/tx_carbonndata/BxlVilleDurable_ANGL_03.pdf

¹¹ <https://stad.gent/smartcity-en/news-events/ghent-climate-city>

energy consumption in public buildings owned by the city. The amount of locally produced renewable energy should be doubled by 2019 by lifting barriers and facilitating citizens and companies.

Through a new mobility plan the city aims to be trendsetter in sustainable mobility. And as a last pillar, the city wants to promote a local, sustainable food system.

3.1 SELECTION OF EU BEST PRACTICES

In order to choose the best practices at EU level with the highest potential for replication, the EMPOWERING Consortium launched a voting session among the LEB members during March 2017. The highest interest has been expressed for the following cases:

- 1. Innsbrück (Project SINFONIA)**
- 2. Växjö, the Greenest City of Europe**
- 3. Rhônalpénergie Environnement - Region Auvergne Rhone Alpes**
- 4. Bolzano (Project SINFONIA)**
- 5. Climate Neutral City Gent**

It has to be noticed that even though the LEB members are located in 6 European regions with different financial and social characteristics, as well as a different level of awareness on sustainability and energy related issues, they revealed comparable interests towards the same topics such as the integrated strategic planning and actions implementation. Most voted cases feature strategic document (Växjö and Gent), integrated implementation of action plans (Innsbrück and Bolzano) and effective implementation backed by alternative/innovative financing (Rhônalpénergie Environnement). However, all examples have in common substantial efforts invested in the planning phase as a prerequisite to ensure the best approach for the success of the initiative.

ANNEXES



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- ANNEX 9: EU level Best Practices complete fiches

