



Zero Carbon Action Plan Municipality of Cesena



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1.LEGISLATIVE FRAMEWORK

1.1.National regulation

- The Decree Law n.114 of 31 March 1998, innovated the Trade Sector by adapting it to most of the other EU Member States regulations. Since then, opening a new shop has become easier.
- The “Bersani Law” (promoted by Pier Luigi Bersani, Minister for Economic Development from 2006 to 2008) has further liberalized Commerce. The purpose of the Law was to make the market more dynamic, to protect consumers (by abolishing privileges and enhancing market competition)and, on the other hand, to support the fight against tax evasion (with mandatory payment procedures).
- The Law n.40 of 2 April 2007 has been a further step towards market liberalization, supporting competition, protecting consumers and simplifying bureaucracy.

These reforms have fostered the following changes.

- It has become easier to own a store:
 - Anyone can easily open a shop with a surface of 250 m² or less
 - The old trading licences are no longer necessary
 - It is no longer necessary to enter the Trade Owners Register
- Multiple product groups have been reduced to two categories: food and non-food.
Stores are divided in three typologies:
 - Small store (under 250 m² of surface)
 - Medium store (between 250 m² and 2500 m² of surface)
 - Large store (over 2500 m² of surface)
- It is forbidden to impose acceptance rates on large retailers’ suppliers’ lists. Furthermore, companies wanting to expose their products on shelves do not have to pay any more for it, this tariff has been abolished. The distinction between wholesale trade and retail trade persists today: the access to wholesalers is limited to vat number holders.



- Large retailers are allowed to sell non-prescription medicines in proper shops areas. It is also possible to open a small retail store for non-prescription medicines sells (Para pharmacies). In both cases, the person attached to sells must be a pharmacy graduate.

1.2. Implementation of the national regulation

According to OECD data¹, Italy is a country where government intervention in the economy is quite relevant. There are important barriers to companies' activity, while there is not an excessive regulation restricting the access to international trade.

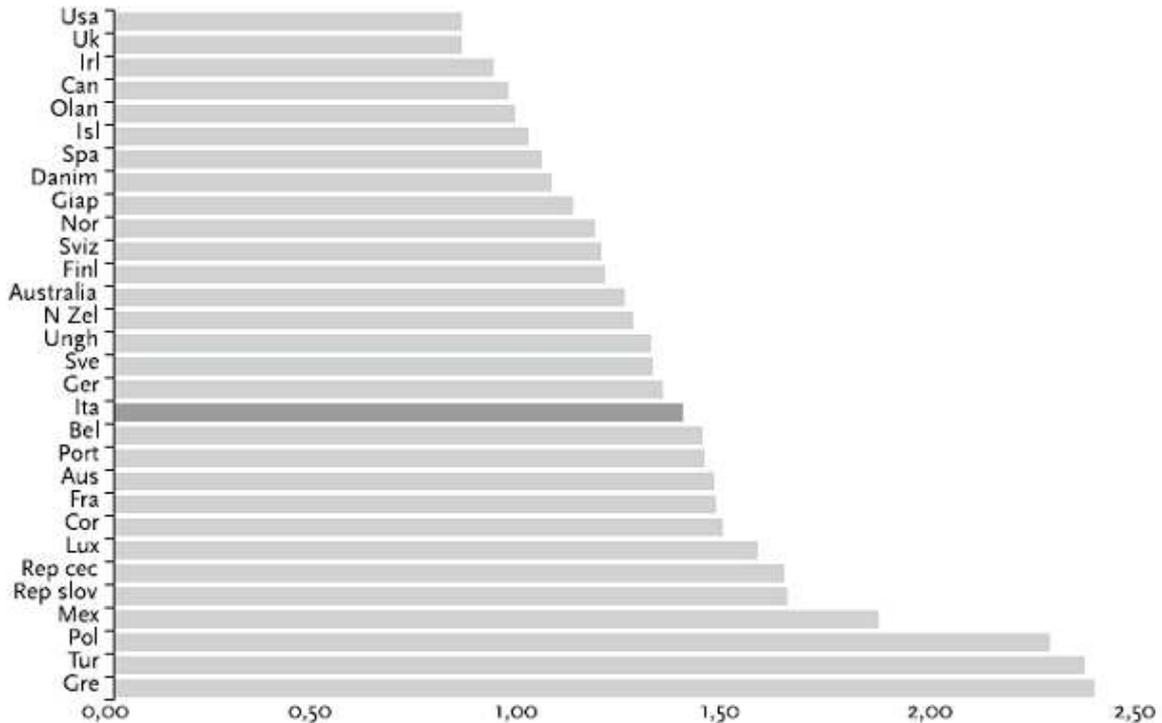
According to international classifications, the Italian situation has improved. This is due to the national reform process that has also brought changes in Trade Sector. Unfortunately, this evolution has not produced a reversal in the productivity trend. In few cases new policies have been unsuccessful, but most of the time the explanation is that these reforms are too recent or that the liberalization process has been partial.

In 2005, the European Commission pointed out "We must extend and deepen the internal market. Member States must improve implementation of existing EU legislation if businesses and consumers are to feel the full benefits. [...] Competition rules must be applied proactively. This will help to boost consumer confidence"².

¹ Coop Report "Consumi e distribuzione 2010"

² European Commission, COM(2005) 24

Graph1. OECD Indicator of Product Market Regulation



Source: OECD

1.3. Local regulation

- The Law by decree n° 31 of March 1998 has been introduced in Emilia-Romagna by the Regional law n° 14 of 5 July 1999 that regulates administrative functions of the Region and of local authorities for Trade Sector. The objective was to promote planning and qualification of local retail networks in a sustainable development perspective. Among the most relevant targets mentioned in the law text we can mention:
 - To enhance commercial activity growth;
 - To enhance small retailers cooperation;
 - To enhance cooperation and synergy opportunities among different retail typologies and to develop innovative retail typologies;

- To promote new organization and logistics management projects with the objective of improving competition and diminishing impacts on traffic and on the environment;
 - To enhance a balanced development of different typologies of retails based on local social-economic assets;
 - To enhance the efficiency and quality of commercial services based on customers' needs;
 - To contain land use;
 - To safeguard areas with artistic and historical value;
 - To guarantee environmental compatibility.
- Bersani's law has been introduced in Emilia-Romagna through the Regional law N°6 of 21 May 2007 that indicates the tasks of Municipalities and the Region which have to define opening/closing times and days, the communication procedure for retail shops selling medicines. Furthermore the Regional law repealed the laws regulating association assets among retailers.

1.4. Implementation of the local regulation

- Emilia-Romagna Region has launched a territorial regional plan (Piano Territoriale Provinciale – PTR³) for a six years period (2007-2013). This is an administrative tool based on National and European strategies and designed to foster social cohesion, to improve quality and efficiency in the territorial system, to ensure the qualification and valorization of social and environmental resources. Its objective is to create the conditions for the development of Emilia-Romagna as a region that, through the promotion of its local peculiarities, has become an important pole in the network of the most advanced EU areas.

In the past the development of the region was supported by the local development of a small and medium enterprise system. According to the Plan preliminary remarks, to stay competitive Emilia-Romagna's enterprises have to think globally, renew their business and redefine their market position. Therefore, the new Territorial Development Plan focuses on two main targets:

³ http://www.provincia.fc.it/pianostrategico/amm/allegati/35_ptr%20in%20pillole.pdf

- To exploit the richness and variety of the regional productive systems and territories, to innovate and enhance them in a global competition perspective;
 - To strengthen the internal cohesion and activate direct links with the other European regions.
-
- The Forlì-Cesena Province has promoted a Strategic Plan⁴ for a period of seven years (2008-2015), in order to apply the Province decisions for the local economic development in a systematic way.
Strengthening social actions and enhancing governance actions, involving also other provinces, are two of the Plan's strategic directives. Indeed, the development of local governance – intended as the ability to build answers that are shared by public and private stakeholders – is considered a sign of the local skill to preserve and feed its own territorial capital. The Forlì-Cesena Province has often resorted to governance processes, but most of the time these were activated merely to define policy objectives. The Province has rarely based the definition and implementation of operational objectives on governance processes.

 - Cesena Municipality wants to conform to European standards in environmental policy. The City has been active with several actions for the reduction of environmental impacts: the Covenant of Mayors membership, the City Energetic Plan (Piano Energetico Comunale - PEC)⁵, several waste management and reduction projects with a Reduce, Reuse, Recycle perspective (Porta la Sporta, Pannolini Lavabili, Raccolta dell'organico)⁶, the "Table for Waste Reduction" (involving trade operators in waste reduction actions), projects for sure and sustainable street path from home to school⁷, etc.

⁴http://www.provincia.fc.it/pianostrategico/index.asp?m1_cod=17&m2_cod=53&a=1&w_tipo=D

⁵<http://www.comune.cesena.fc.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/971>

⁶<http://www.comune.cesena.fc.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/971>

⁷<http://www.comune.cesena.fc.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/3076>



2.ECONOMIC FEATURES

2.2.National economic features

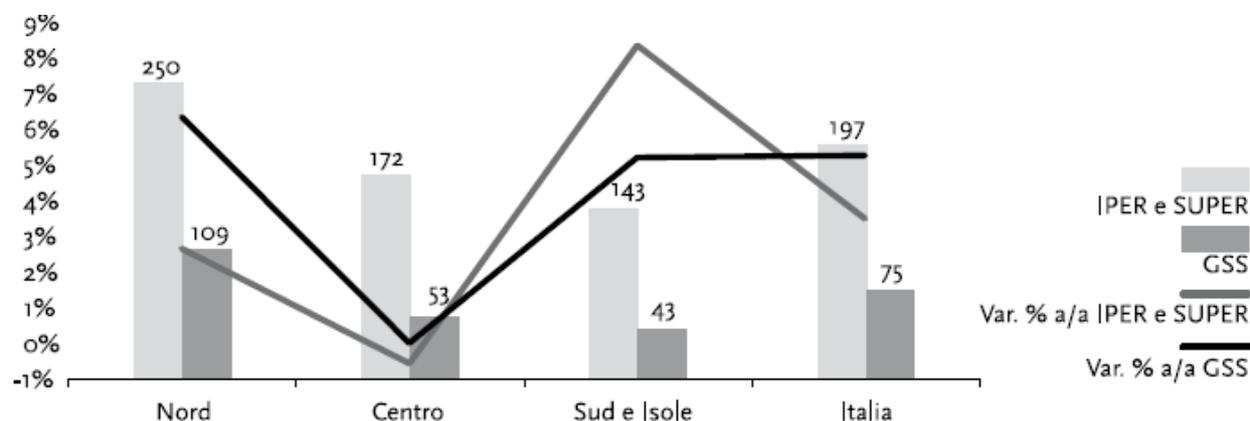
The Italian retail system is composed by multiple large dimension formats, like in other advanced countries: from despecialised stores (such as hypermarkets or department stores) to specialized stores (food stores or other product categories stores).

- According to the 2010 Coop Report⁸, in 2009 the density of large food retailers was nearly 200 m² per 1000 inhabitants (189 m²/1000 inhabitants in Emilia-Romagna): 140 m² were occupied by stores with a surface between 400 and 4000 m² and 60 m² were covered by bigger stores. These data show a widespread diffusion of retail stores in Italy, with an important presence of supermarkets which is the most common format of store in Italy. Nevertheless, in the last years the Department stores (GSS) development model has been clearly directed towards the expansion of very large retail stores.
- In 2009, the density of large retailers specialized in non-food was about 75 m², overtaking the biggest food stores' density. The majority of non-food large retailers are specialized in: interior decoration and furniture (around 30%), clothing and footwear (21%), bricolage and gardening (18%).

The expansion of the large retail stores continues today, but is slower. This is probably due to the economic crisis and to the market saturation.

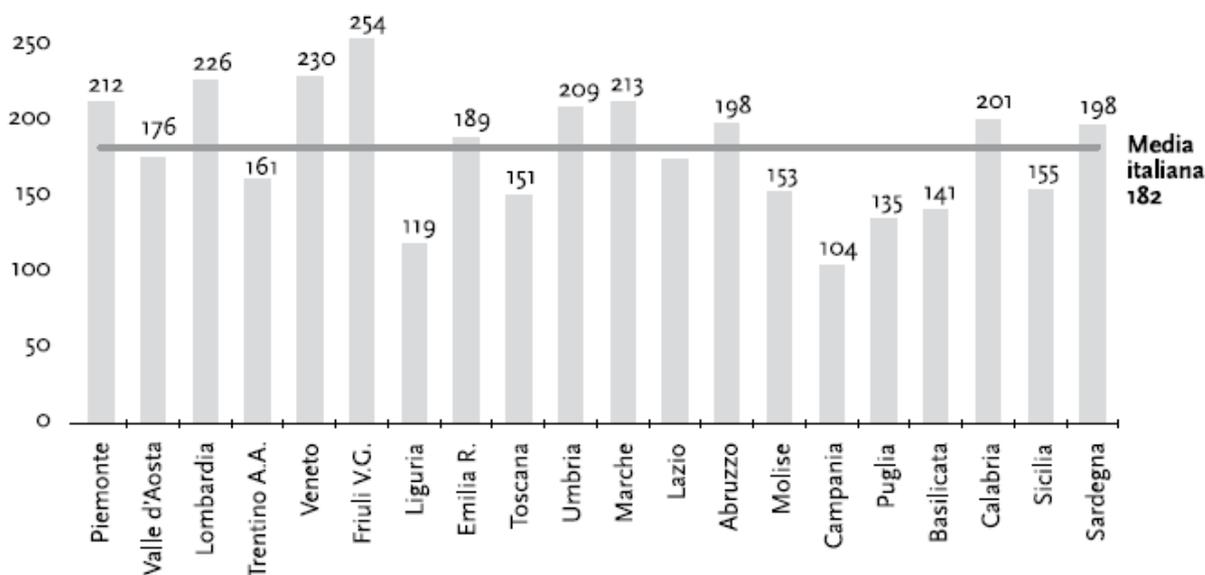
⁸ http://www.e-coop.it/portalWeb/portale/common/documento.jsp?cm_path=/CoopRepository/COOP/CoopItalia/documento/doc00000085140&ricerca=1¤tPage=0

Graphic 2. Large retail stores surface (m²/1000 habitants) in Italy and in the North, the Centre, the South (including the Islands) of the country (2009)



Source: 2010 Coop Report

Graphic 3. Large retail stores surface (m²/1000 habitants) in the Italian Regions (31.12.2009)



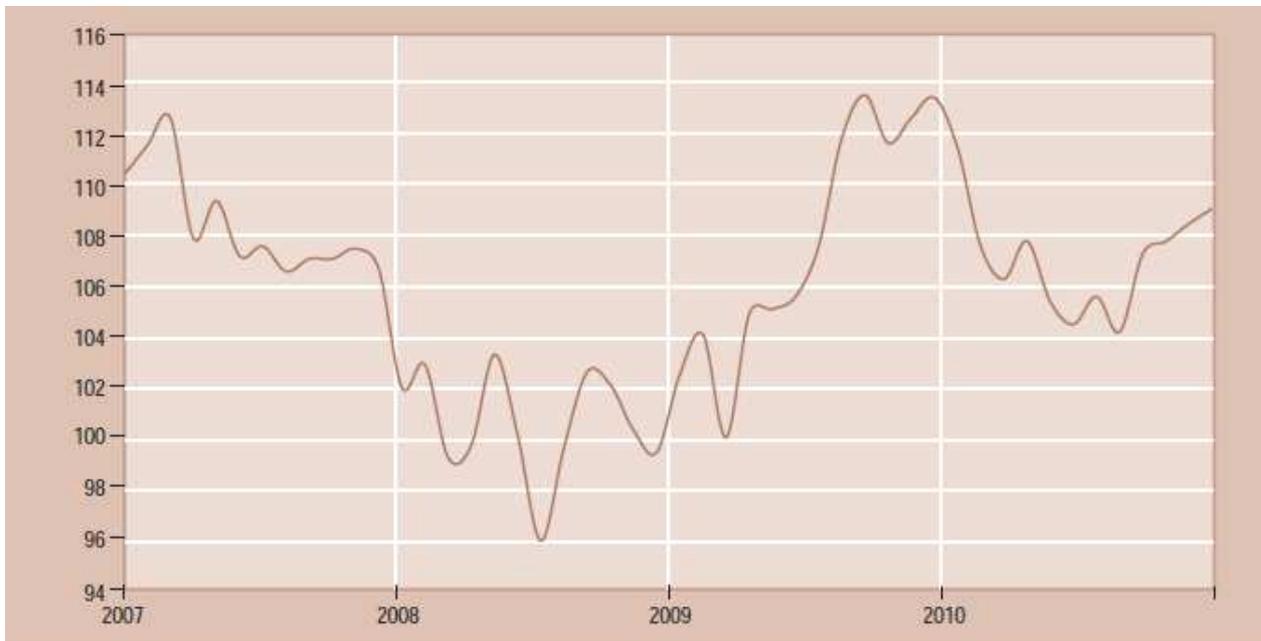
Source: 2010 Coop Report

The economic crisis has produced a drop in the Italian households' income and a reduced consumption. After a per capita consumption decrease of 600euro/year (181 euro/year in the food sector) between 2007 and 2009 and

a decline that went on in 2010, a weak recovery is expected for 2011. The consumption growth should return to a positive, but still very weak, trend.

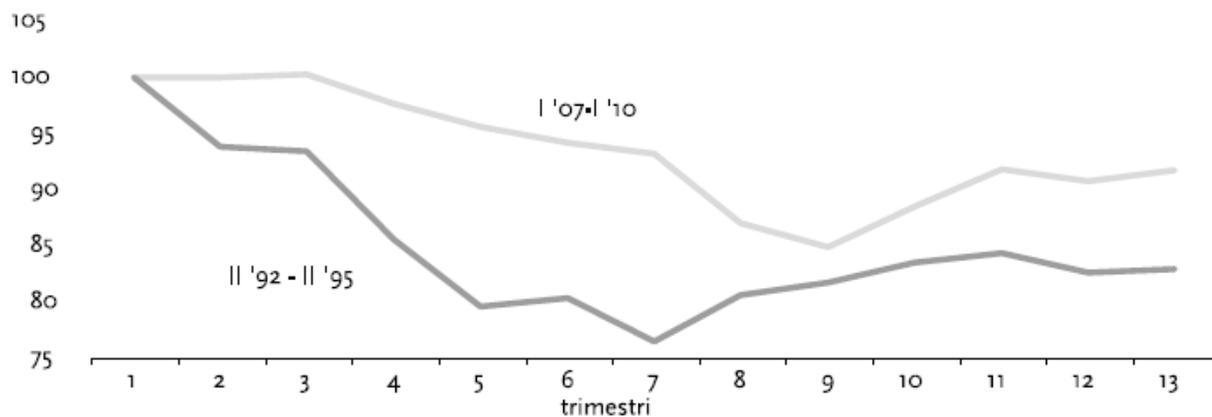
In particular, the decline in consumption trends has been very strong for food and semi-durable goods (especially clothing). Shrinkage in the food sector especially affected small retailers, large retailers continued to have a positive, but less intense, development trend.

Graphic 1. Italian Consumers Trust Indicator (1980=100)



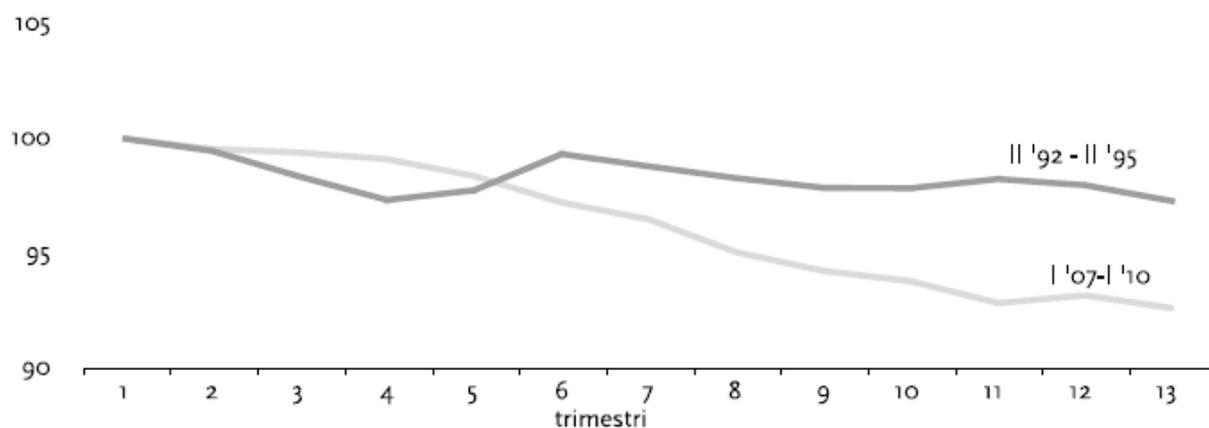
Source: ISAE

Graphic 4. Durable goods consumption trend



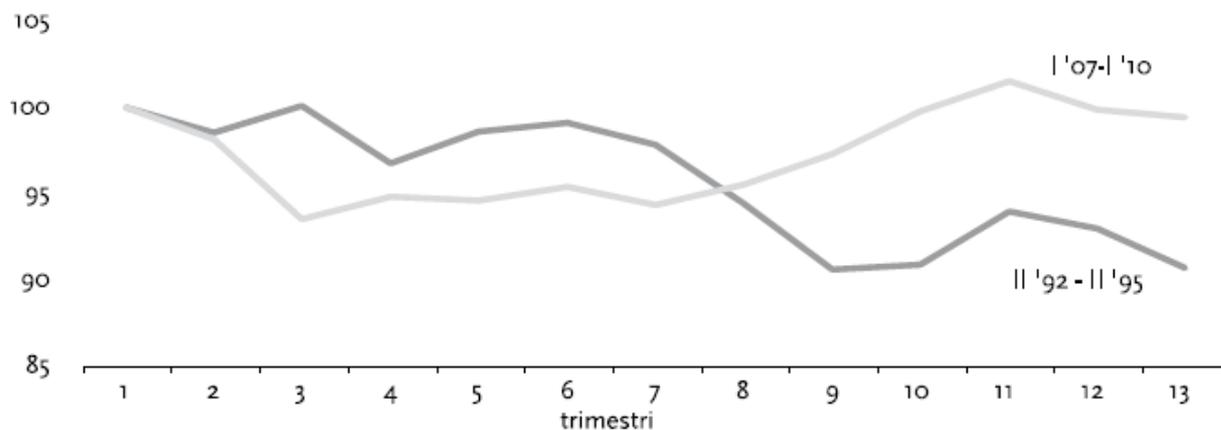
Source: 2010 Coop Report

Graphic 5. Food consumption trend



Source: 2010 Coop Report

Graphic 6. Semi-durable goods consumption trend



Source: 2010 Coop Report

Since the second semester of 2009, the food price deflation has been allowing a partial recovery in households' purchasing power, with consequent changes in consumers' preferences. In 2010 consumers have preferred innovative products with high process contents (ready meals), healthy food, organic food and ethnic food. There is a return to the pre-crisis habits and, in particular, the consumer has become more rational and attentive to the price-quality relationship, with a relevant preference for private labels.

Table 1. Prices in large retail stores

	I sem 2009	II sem 2009	I sem 2010
Ready-made products	1,9	-0,8	-1,2
Food	1,8	-1,1	-1,3
Beverages	2,6	0,8	0,5
Species	3,3	-1,1	-1,4
Refrigerated Foods	-3,2	-4,9	-2,7
Frozen Foods	-0,3	-2,9	-2,4
Animals Care Products	4,7	3,9	3,4
Home Care Products	2,9	0,1	-0,7
Personal Care Products	1,5	0,0	-0,7

Source: 2010 Coop Report

We can finally observe that the households' monthly expenses are always higher in the North of Italy (50% higher than in the South of Italy and 20% higher than in Central Italy households -- 2010 Coop Report).

2.3. Local economic features

After the economic crisis, 2010 too has been a difficult year for the Trade Sector in Forlì-Cesena Province. According to the 2010 Economic Report from the Camera di Commercio di Forlì-Cesena⁹, the Trade Sector has been affected by the further decline in consumption trends caused by the lower households' purchasing power.

⁹ http://www.fo.camcom.it/download/Commercio_interno.pdf?chk=12a22239ed&DWN=8228



Consumption drop has also affected the Food Sector; despite it is normally considered anti-cyclical, with the exception of organic foods and Zero Kilometre foods (local products that are sold by the producers). And the declining trend is going on in Clothing and Shoe wear Sectors, affecting a part of street trading too.

Large retailers are reacting to this situation with low prices and promotional offers policy, risking a further decline of the investments. New stores' openings are diminishing and shop owners prefer to renovate the existing stores.

There is scepticism among trade operators concerning the recovery of positive trends; they expect Public Authorities to support revenues, consumptions and the retail networks' modernization.

Table 2. Retail sales trend in comparison with the same trimester of one year before.

%		
	Forlì-Cesena	Emilia-Romagna
I° trimestre 2010	-0,7	-0,8
II° trimestre 2010	-3,3	-1,0
III° trimestre 2010	-1,5	-0,7
IV° trimestre 2010	-1,0	-0,3
MEDIA	-1,6	-0,7

Source: Camera di Commercio di Forlì-Cesena

Small and medium retailers are suffering economically for the crisis and, furthermore, because of new shopping centres spread. Shopping centres cover multiple products and services categories, are easily accessible from highways and their customers usually travel within a radius of 100 kilometres. Therefore, new openings impact a large number of commercial activities in a wide geographical area, especially the shops with local owners that are situated in city centres'. Furthermore, young customers, who prefer



international and national franchise stores, are influencing the diffusion of large franchise chains also in city centres' areas.

It is very hard for small retailers to open a store in a commercial gallery, because their managers prefer to relate with national franchise chains. On the other hand, small entrepreneurs hardly cooperate with other small and medium trade operators, in order to become more competitive.

Small and medium retailers' associations consider that the present Public intervention is inadequate and they expect from Public authorities an organic plan supporting the Trade sector through town planning and transports policies.

Finally, a relevant trend is represented by foreign retail stores that continue to spread in the Province, even though their diffusion remains lower than in the rest of the Region. This trend concerns especially commercial concerns, groceries, services stores (for example laundries) and street commerce. A new aspect is that there are many foreign shops selling non-ethnic products for the Italian customers.



3.PROJECTS, GOOD PRACTICES

3.1.Eco-purchases in Trentino¹⁰

General description

To reduce CO₂ emissions in Trade Sector a voluntary agreement between the Autonomous Province of Trento and retailers was introduced. The “Eco-purchases” brand enables consumers to know those “virtuous” outlets where make sensible purchases to reduce waste and to favour a better recycling. The “Eco-purchases” award is subject to a rigorous procedure. This award is given by the “Eco-purchase” Provincial Committee, upon the positive result of the inspection of the mandatory and optional actions provided in the Agreement in each sales outlet. The outlets awarded with the “Eco-purchases” brand undertake actions addressed primarily to waste reduction and then to a better recycle. There are some compulsory activities to be satisfied by the retail shops and a minimum number of optional activities to be fulfilled in order to have the recognition of the brand “Eco-purchases”. The Autonomous Province of Trento has improved the results of the instrument through a detailed plan of communication to citizens and organisations to have a larger impact on the initiative. Communication and education activities in schools have been carried out to increase and develop the awareness of new generations about the existing link between waste and CO₂ emissions and to teach them how to distinguish between low emissions packaging and packaging with a high environmental impact.

Main activities of the instrument

The main focus of the instrument is the reduction of CO₂ emissions in Trade Sector through a less waste production and through the use of recyclables products. These are the main actions:

- Processing technique and food-processing in order to reduce CO₂ emissions;

¹⁰ http://www.appa.provincia.tn.it/sviluppo_sostenibile/accordi_volontari/pagina2.html

- Sustainable food packaging (such as compostable bread bag, canvas bag, carton boxes, compostable wrapping, etc...);
- Intelligent use of communication material (avoid polluting inks, use of certified paper, avoid printing waste, etc...);
- Selling of on draft products and returnable bottles (water, vine, milk, oil, spices, candies, coffee, flavour, cereals, soaps, detergents, etc...) and appropriate communication;
- Selling of rechargeable batteries and appropriate communication;
- Selling of products near the use-by date with low prices or selling to charity associations;
- Proper training of the retail shop staff to avoid waste and to have a better use of the resources;
- Training and advertisement to make citizens awareness of the low carbon products available;
- Training in schools to help students in daily choices and to have a more aware new generation;
- Selling of at least two categories of Ecolabel products;
- Selling of at least on type of washable diapers;
- Avoid the use of plastic bags for fruit and vegetables and use of compostable bags;
- Selling of soap and detergents bottles only if the percentage of the recycled plastic is at least the 60%;
- Possibility to unwrap and remove unnecessary packaging on goods directly on the retail shops;
- Selling at least on type of compostable glasses, dishes and cutlery.

Each action of the voluntary agreement is defined by proper indicators that help to evaluate the effectiveness of the actions. The retail shops provide each year monitoring data to the Autonomous Province of Trento that elaborates them and underlines the results and the improvements of the initiative. This will allow having a constant measure of the effectiveness of the initiative. The Provincial "Eco-purchase" Committee nominates qualified controllers in order to monitor the efficiency of the shops. If discordance to the "Eco-purchase" requirements is found by the controller, the retail shop will have 2 months to remove the incompliance. If within 2 months the incompliance is not removed, the brand will be revoked by the Provincial "Eco-purchase" Committee and the retail shop will be suspended at least for 6 months.



Evidence of Success

This initiative was already developed in 2003. It received a positive assessment and reached the result of 108 retail shops involved in the “Eco-purchase” brand. Recently the outline of the actions, the evaluation system of the retailers and the monitoring system has been further developed to have a greater impact in the Autonomous Province of Trento territory. Each month a negotiations forum is organised between the Autonomous Province of Trento and retailers, to focus and analyse activities, to define and coordinate them, to monitor results to be reached and to introduce eventually new convenient actions and measures. A Provincial “Eco-purchase” Committee is established to issue the brand to the retail shops, to update a public list of the “virtuous” shops, to elect qualified controllers that have to monitor the efficiency of the shops during time, to update a public list of qualified controllers, to revoke the brand if reasons subsist.

3.2.Last Minute Market¹¹

To reduce waste in Trade Sector a project called Last Minute Market was developed in 1998 by the University of Bologna thank to the research work of Professor Andrea Segrè.

The main aim of the initiative is to reduce food and goods waste through the valorisation of unsold goods to have positive environmental and social impact. The project was developed as a research project of the University of Bologna to analyse all the steps of the agricultural supply chain and to identify where and why goods waste arise.

After years of research and study, Last Minute Market developed in 2000 the first professional system in Italy to reuse unsold goods in the large retail chain. The logistical and organisational models allow retrieving all the categories of unsold goods with security and quality, including fresh goods. Last Minute Market does not manage directly products and does not have store or means

¹¹ www.lastminutemarket.it



to transport and collect goods. Last Minute Market allows the meeting between supply and demand and is in charge of the meticulous security measures of all the steps of the system.

Through the years the model was expanded to others type of goods and to trade and manufacturing processes. Now the system involves various companies, societies, schools canteen, shops, supermarkets, pharmacies, publishing houses, etc. The saving of goods regards different sectors and different stage of the manufacturing and processing system. The production phase, the processing phase, the retailing phase and the consumption phase. In this way the target audience is various and involves different levels: the manufacturer, the retailer, the consumer and also the non-profit and voluntary sector.

The project is divided in 4 phases:

- 1st phase: individuation of the “potential offer” of goods (unsold goods, damaged packaging, defective boxes, etc...) in retail shops;
- 2nd phase: individuation of the “potential demand”. All the underprivileged have not access to the traditional retail shops, therefore they represent an unexpressed demand;
- 3rd phase: definition of the strategy to reduce waste and costs. The operative model is a win-win system, since all the users have more benefits and less costs (retail shops, large retailers, fruit and vegetables markets, charity foundations, etc.);
- 4th phase: security process of the retrieving system, administrative control of the different phases and logistical organization.

Evidence of Success

The impact that Last Minute Market has on the territory is monitored and an indicator of its success is the increasing application demands. The monitoring programme analyzes costs saving.

Here some data as example:

- Hospitals: from the canteen of the Bologna hospital Last Minute Market saved 30 meals/day achieving a saving of 35 000 euro/year;
- Pharmacy: from the collection of pharmaceuticals in municipal pharmacies a 11 300 euro/year saving is achieved;



- Schools: in 8 school canteens a saving of 8 tonne/year of cooked products is achieved, corresponding to 15 000 meals/year.

Due to Last Minute Market work in some cases an agreement between public authorities and companies was signed, to have lower fees for waste disposals.



4.SWOT ANALYSIS

4.1.Swot Analysis

ZeroTrade goal is to promote in the Municipality of Cesena a local governance system, among the Public Administration, enterprises and citizens, which aims at reducing CO₂ emissions in Trade Sector. In particular, the project will lead to the creation of a retail shops circuit called “Io Riduco!”. “Io Riduco!” pilot actions will be promoted by a communication campaign. On the base of legislative issues, economic features and past best practices for a sustainable trade development, the following analysis evaluates Strengths, Weaknesses, Opportunities and Threats of Trade Sector that can impact the project.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Support from national and local regulation – The national and regional legislative context, supported by local administrative tools, promotes competitiveness in Trade Sector. The Regional regulation integrates this objective with the following purposes: sustainable development, local companies' promotion and enhancement of the territory. Local Authorities pursue these goals through the creation of a new local governance system with strong relations with Europe. • Political support – Cesena Municipality wants to spread locally the European environmental standards. Indeed the City has been very active with several sustainable development projects. • Stakeholders involvement – The implementation of ZeroTrade in Cesena takes advantage of the recent creation of the “Table for waste reduction” that gathers the representatives of large retailers, trading operators and artisans 	<ul style="list-style-type: none"> • Insufficient legislation – The national legislation is still very far from the policy goals that were defined during the reform period (2006-2007). There are still delays in Trade Sector, concerning the internal competitiveness and consumers' rights safeguard. There are monopolies in the retail system and, on the other hand, consumers' associations are not enough influential. • Low governance development – In local governance paths there is a lack of shared operative plans, as well as monitoring actions and evaluation systems. • Need to conform to EU standards – The Province of Forlì-Cesena has still to make efforts to conform the territory to European standards concerning environmental policies, international relations and innovations introduction. • Lack of financial support for awareness raising projects – The economic crisis and the consequent austerity in public

associations, consumers associations. The Table has been coordinating several activities, inherent to ZeroTrade.

- **Update on green solutions** – ZeroTrade is an opportunity for trade operators to keep themselves abreast of the last green innovations (energy saving disposals, water saving disposals, eco-certifications for products and services, waste reduction, green marketing).

expenditure have radically cut public intervention and financial supports for awareness raising initiatives on environmental issues.

- **Lack of active participation among stakeholders** – More trade operators should join the “Table for waste reduction”, since the actual number of members is still very small. Participants, in particular small retailers, most become proactive.

Opportunities	Risks
<ul style="list-style-type: none"> • Legitimacy – Legislative references give legitimacy and authoritativeness to “Io Riduco!” campaign. Consumers' new preferences – Consumers have become more rational and attentive to the products' price and to the quality. Zero Km foods, family size products, loose products are cheaper, without having a lower quality; they are therefore more interesting for consumers. • Growth in the demand of organic and 0 Km Foods – The demand of Organic and Zero Kilometre foods has not been affected by the economic crisis. Selling these products is a good investment for retailers. Stores renovation trend – New openings are diminishing and trade operators prefer to renovate the existing stores. Renovations represent an occasion to introduce ecological building solutions and eco-friendly devices. • Extended recycling – Since Para pharmacy products can be sold by large retail stores, expired medicines collection can be included among the services to the stores' customers. • Referring to best practices – Italian and local best practices (such as Ecoacquisti Trentino and the Table's initiatives), as well as other European projects are a useful reference. ZeroTrade should adopt the successful solutions and consider the problems encountered. • Raising awareness of new social groups – 	<ul style="list-style-type: none"> • Small retailers have limited resources – The economic crisis has affected especially small retailers, the Conventional Foods Sector and the Semi-durable Goods Sector. Negative trends have an influence on retailers' possibility to spend time and resources for “Io Riduco!” agreement that has no direct economic return. • Rigidity in large retailers' organisation – After the crisis, large retailers' growth trend has become weaker, with a consequent impact on retailers' possibility to introduce ecological solutions on a large scale. Furthermore, any decision must be approved by the hierarchy. • Perception of CO₂ reduction as an objective of minor importance – “Io Riduco!” label could be considered by traders only as a mean to attract customers. If the CO₂ reduction objective is not perceived as a priority by trade operators, the consequence could be a weak involvement in the campaign and the need to strengthen the monitoring process. • Financial support requests – Trade operators might expect a financial support to get involved in ZeroTrade. • Irregular participation to the governance system – Active involvement of trade operators in the ZeroTrade governance system might be occasional, with irregular interventions concerning those issues that have an impact on retailers' sales.



“Io Riduco!” communication campaign is an opportunity to involve social groups that usually don’t take part to governance processes: foreigners (especially traders) and young consumers.



5. PHASE I OF ACTOR INVOLVEMENT AND AWARENESS CAMPAIGN

Zero Carbon Action Plan of Cesena Municipality focuses on the gradual development of a circuit different actors who share choices of sustainability in the trade and consumption's sector. The project idea is based on the close connection between that actions addressed to traders and those addressed to consumers. The two areas should not be separated but, indeed, it is important to simultaneously act on both.

The constitution of the network has been designed with the objective of its progressive enlargement and different actors with different interests' involvement, from retail sector to the supermarket chains. The actions of the Plan have been elaborated to be progressively expanded and improved too.

The actors' circuit works as a network of stakeholders where each node, large or small, benefits from its membership and at the same time it is promoting choices to reduce impacts on the territory.

The name chosen for this circuit, - IORIDUCO! – drives to the core action of reducing, particularly regarding waste reduction, energy and natural resources consumption. Once tested and developed, accession and network's communication tools, can be easily replicated in other areas which are likely to assume importance in terms of a wide area or region.

5.1. Identification of measures to involve stakeholder

Actor's involvement required a specific methodology made of **tools, target and objectives**.

The route is based on actions targeted to raise awareness and guided by the Municipality of Cesena and followed by a close continuous consultancy with the principal sector's stakeholders on of the Municipality of Cesena accompanied by a close and continuous consultation with the main stakeholders in the sector about instruments to be adopted and activities to be performed.

Tools concerned:

-Modes of comparison among actors, as the constitution of the Institutional consultation table;

-Modes of participation and practical intervention pursued by the actors involved, as conditions for joining the project and the monitoring of the actions carried out;

-Modes of communication and raising awareness to different targets as the guideline for consumers and retailer or the setting up of project's page on Facebook.

Targets are distinguished between recipients of departure and recipients that will be progressively involved.

The first one correspond to public and private organizations which provided the project's starting up together with the Municipality of Cesena and which took part to the first project consultation; *Round Table on Waste Reduction and Energetic Saving in Trade Sector*.

Following the first project phase, the procedure aimed to involve other stakeholders which were not directly connected to the trade sector management but can be easily linked to the consumption's context and services (schools, cooperatives and association in the production chain).

The general **aim** of this was to positively and pragmatically influence traders and consumers' choices in order to generate a chain of common behaviours inside the municipal area.

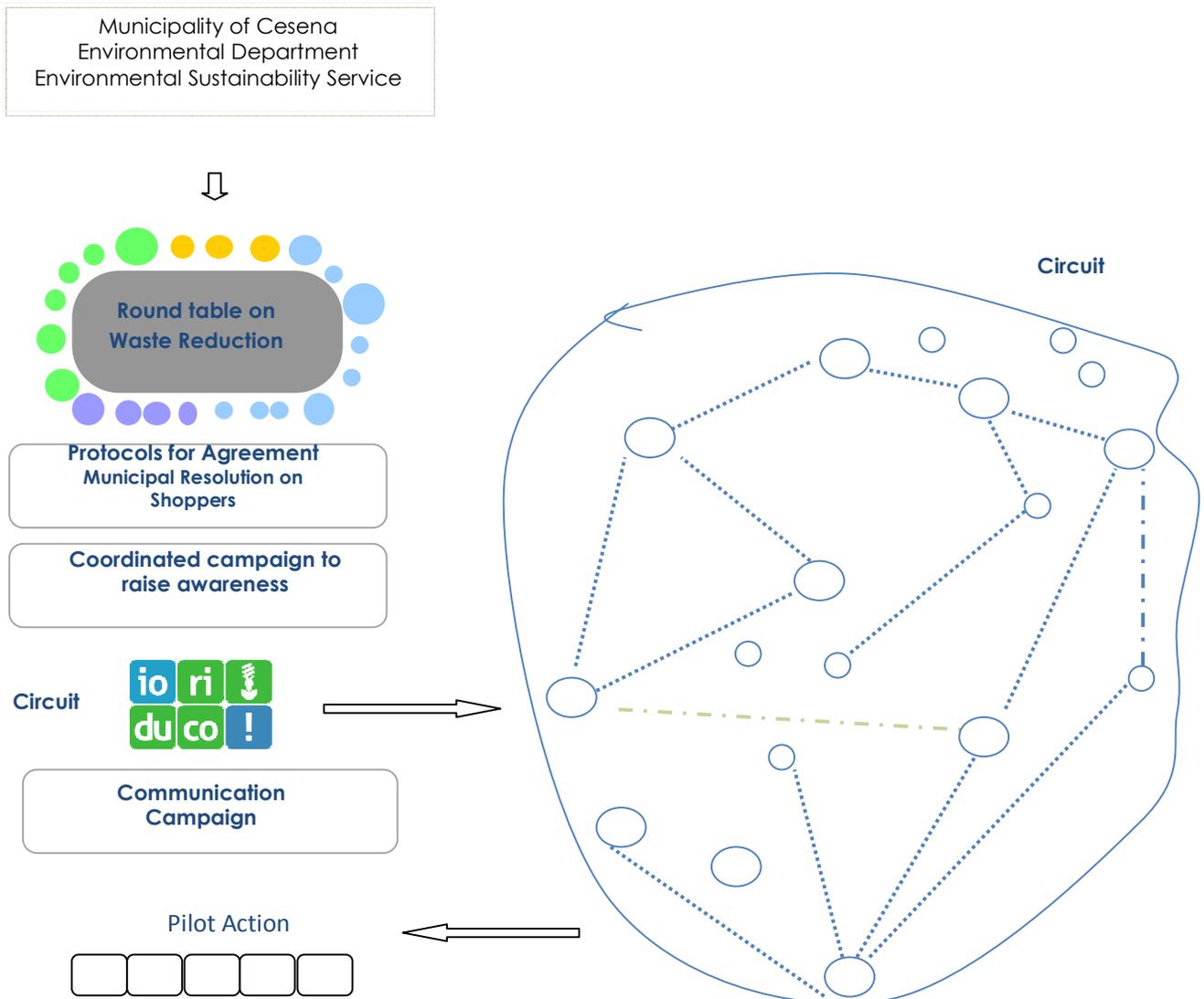
Specific aims deals with the identification of modes more and more efficient and stimulating to ease a change in consumers' behaviour, towards a more sustainable perspective.

5.2.The Context

The path also took into account starting conditions at local level. Particularly, concerning reducing and impact activities and projects that Municipality was already carrying out with the aim of enhancing and strengthen them.

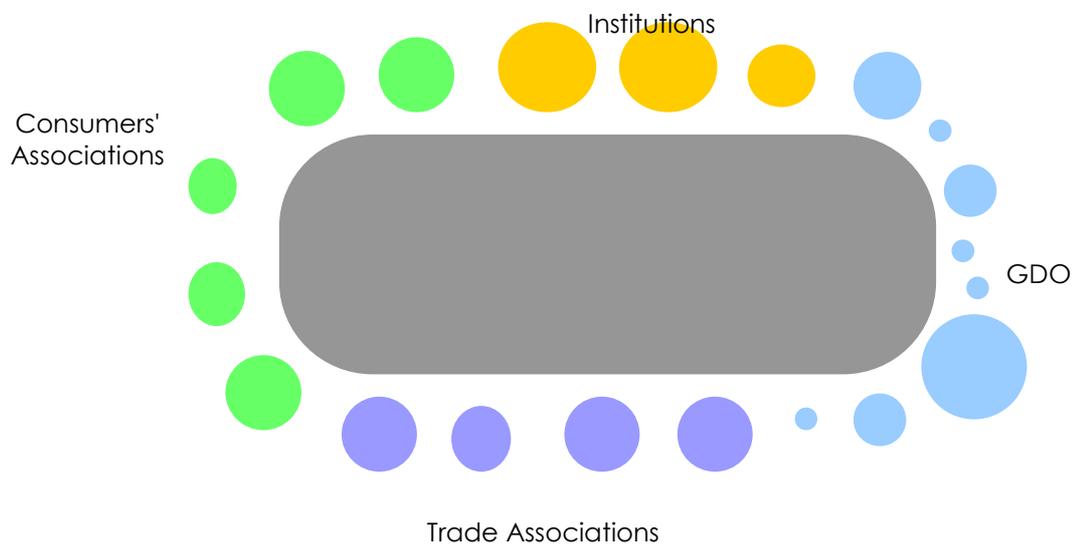
Areas of intervention where the Municipality of Cesena was already activating interesting initiatives were those of waste reduction and energy policies. In terms of relationships with local organizations, positive results have already been highlighted in the trade field. Indeed, in November 2009, it was set up a round institutional table on Waste Reduction and Energy Saving in the trade sector. The project Zerotrade exploited the potentials of these initiatives enhancing their aims to a higher level.

5.3.Outline Involvement Path



5.4. Round Table on Waste Reduction and Energy Savings for Trade Sector.

The Municipality of Cesena invited the main stakeholders in the trade sector's management to join the round table. Actors who join the table are: large retailers businesses who have stores settled in Cesena; Trade Associations and local art crafts'; Consumers' Associations, the Province of Forlì-Cesena, the main Authority of the Waste Management Agency.



Aim of the round table has been that of going further simple actions of raising awareness to intervene on trade facilities managerial modes and on concrete chances of offering ecological products.

The choice of intervening mostly on trade sector and to focus on the primary actions on waste management issues derived from local actors' difficulty to apply the *waste hierarchy* as stated by the European Framework Directive 2008/98/EC of 19/11/2008 - without taking into account two factors :

- production and distribution trade system



- life styles and citizens' consumptions

At the table's core there's a Protocol of Agreement subscribed for one year, and renewable, aimed at finding common solutions and actions to try to reduce waste and to save energy.

Driving this direction, the Agreement is joined by a **Municipal Resolution** that establishes, starting from January 2011, the starting up of the prohibition of selling plastic shoppers for stores and large retailers. To this Resolution has been attached a **Plan for the Reduction of Shoppers in Trade Distribution** with the aim of progressively substituting shoppers with bags made by recyclable materials.

The Plan for Reduction traces a set of actions to be performed in order to obtain the objectives of substitution and, consequently, of shoppers' reduction. Specific conducts to take with customers are recommended like: move plastic bags away from consumers' view and to propose them while stock lasts and only if really necessary; contribute to the raise of awareness, identify alternative solutions for shop's transportation as that of cardboard boxes to take away purchases.

The protocol arranges pre-determined role and duties for each stakeholder's category, and a system of verifying what is planned and of periodically meeting in order to enhance the system and solve critical situations.

Parallel to the Table setting-up, other actors have been contacted. Referents from Organizations who deal with the street market in Cesena and other Associations sensible to sustainable consumptions and 0 Km products' issues.

Table's stakeholders tested the new collaboration on the occasion of a national initiative named *Porta la Sporta* (Bring the bag)¹² born because of the need to modify consumers' habits and to spread the use of recycle bags. On this occasion the Table organizes a communication campaign, supported by the Municipality based on flyers and postcards' distribution with messages about not to scatter plastic in the environment and to encourage bags' reuse several times.

During this initiative all the Table's actors commit to distribute material to raise awareness. Inside supermarkets, distribution is in cash desk. Some stores also organize some corners where to teach customers on how to easily build

¹² <http://www.portalasporta.it/>



yourself a cloth bag for shopping. On this occasion some bakeries and other selling points also activate to distribute paper bags which contain guidance on how to reuse the bag for organic waste within the system of the separated waste disposal.

On the same week there are workshops organized in primary schools' classes where young people are told to make bags, and in the city centre there's an informative point to explain how to use recycle nappies aimed at reducing the amount of urban waste.

Initiatives are coordinated by the Table actors and repeated during the Week for Waste Reduction in November 2010. That time the plan of activities was much richer. Activities to raise awareness on water supplies, nappies, on the home to school by foot's project (Piedibus), on the knowledge about renewable energies, on new programs for a better waste disposal, on reuse of wood and card box to furnish home. Activities are of different kind: workshop, books' presentation, seminars, exhibition, and meetings. In this context, Table stakeholders', particularly supermarkets, again propose activities to raise awareness on shoppers' use and reuse.

Results

Fifteen public and private organizations joined the Round Table for waste reduction.

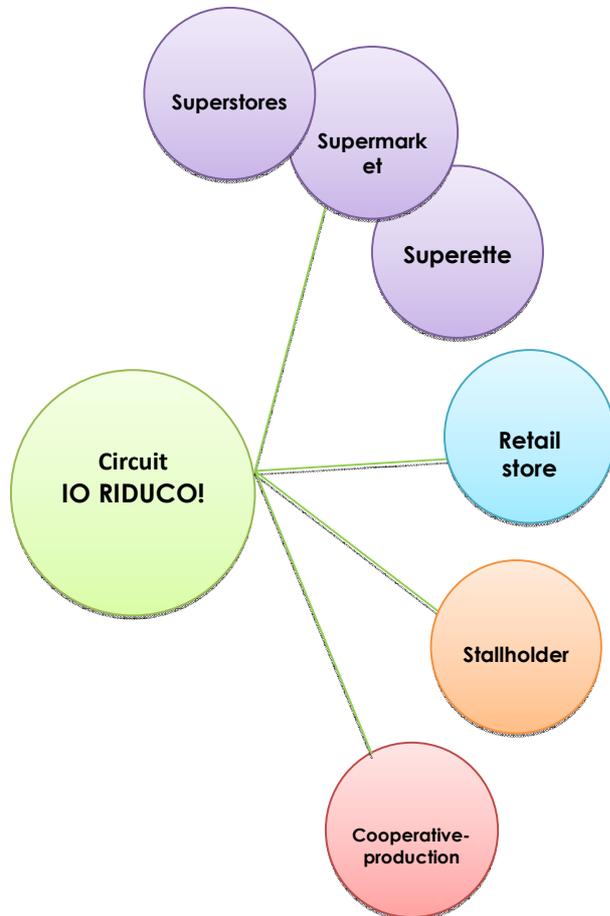
To the first campaign *Porta la Sporta* five large distribution retail chains participated to the activities to raise awareness on the use of shoppers.

All the actors involved participated to the activities of the first campaign European Week on Waste reduction

5.6. Stakeholders involved

The involvement pathway showed the participation of actors and organization with different characteristics and role actors involved in the first phase are subject who deals with important representative roles inside trade associations, whereas in the second phase there are shops owner, supermarket's chief directors, as representative of network's retail shops.

The network aim at spreading its influence also outside small and large distribution's borders, including assumptions to involve stallholders, producers' cooperatives and services, workshops, offices of associations.



Analysis of main actors led to this scheme:

Stakeholders	Stak Status	Advantage for stakeholders	Disadvantage for stakeholders	Action/Status Level of cooperation in the project
<p>Trade economic associations</p> <p>CNA national confederation for crafts and SME's, Forlì Cesena</p> <p>Confesercenti cesenate</p> <p>ConfCommercio Comprensorio Cesenate</p> <p>ConfArtigianato FederImprese Cesena</p>	resource	<p>Offer new services to new associated</p> <p>Direct innovative behaviours for businesses' management</p> <p>Have not only a role of di treatment of legal and bureaucratic aspects but of sector development too</p>	Time and human resorse s employment	<p>Involved from the beginning</p> <p>Less active on thefirsts steps of the projects. They believe they are only middle-man without power of decision</p>
<p>Consumers' Associations</p> <p>ADOC Associations for consumerism and consumers orientation</p> <p>Feder Conumatori</p> <p>Lega Consumatori (Consumers' League)</p> <p>ADICONSUM Association for consumerism and Environment</p>	resource	<p>Join the initiative multi stakeholders</p> <p>Increase their role in the raise -awareness process</p>	<p>Employment of time ad human resources</p> <p>Possible juxtapositions with similar initiatives</p>	<p>Involved from the beginning</p> <p>Non all active</p> <p>Two associations decided to adhere only formally</p>
<p>GDO Large-scale retail Trade</p> <p>Coop Adriatica</p> <p>CONAD</p> <p>SMA Auchan Group</p> <p>A&O supermarket</p> <p>Ecomony</p>	Hostage	<p>Enhance sustainable consumers</p> <p>Update policies for products supply</p> <p>Training Managers</p> <p>Update the list of suppliers</p>	<p>Highlight weak visible element in sustainable politics</p> <p>Managers' difficulties in taking decisions on sales shops' management and structure</p>	<p>Involved from the beginning of the project</p> <p>Almost all active. Some has a more distant role for several reasons.</p> <p>Their contribution is different depending on business politics.</p>

Stakeholders	Stak Status	Advantage for stakeholders	Disadvantage for stakeholders	Action/Status Level of cooperation in
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				the project
Retail stores - Stores Cooperativa Equamente (Fair Trade business) Natù Canapa e fibre naturali (natural fibres' clothes) Lavanderia automatica Bolle di Sapone (Automatic Laundry) Ofelia Tuttotorna (remade handycraft and eco-design) Limpo, l'autolavaggio senz'acqua (waterless carwash)	resource	Opportunity to raise their visibility and to distinguish themselves Opportunity to cooperate with local agencies for common public initiatives	None	Involved at a later stage with targeted campaigns. Initially involved only retailers already sensitive to environmental issues Good cooperation taking into account that it is already sensitive to environmental issues shopkeepers
Mass Media locali (local mass media) Teleromagna (local television) Giornali locali (local newspapers)	resource	Innovative topic	None	Involved from the beginning Good cooperation and promotion
Stallholders	resource	Adaptation of environmental Legislation	Less	<i>To involve afterwards</i>
Craftsmen	resource	Opportunity to be part of network characterized by visibility	Lower compliance costs	<i>To involve afterwards</i>
Hotels- Restaurants	resource	Opportunity to be part of a network characterized by visibility Good publicity for sustainable customers	Lower compliance costs and personnel trainings	<i>To involve afterwards</i>
Producing Cooperatives	resource	Opportunity to qualify as sustainable supplier	Lower compliance costs and personnel trainings	<i>To involve afterwards</i>

Cultural Association		<p>Opportunity to be part of a network characterized by visibility</p> <p>Opportunity to cooperate with local agencies and common public initiatives</p>		<i>To involve afterwards</i>
Province of Forlì Cesena	Non active	Opportunity to promote ZeroTrade initiatives in other areas of the province	none	Involvement from the beginning
ATO Land Board Authority	Non active	Opportunity to promote ZeroTrade initiatives in other areas of the province	none	Involved from the beginning

5.7. Starting up activities for impact reduction in trade sector

In order to move from simple action to raise awareness to an intervention for businesses' management, the Municipality of Cesena suggest to the table stakeholders the establishment of a network of retail shops intended to commit itself to the Plan for environmental sustainability.

This is how the network IO RIDUCO! was born, providing itself with a series of different tools, brand and dissemination materials with determined graphic guidelines .

5.8. The Network IO RIDUCO!

Inside this network both small and big sized shops are asked to join, because of the influence they can have thanks to their choice, and consumption behaviour, thus on their lifestyles, their customers' and also on productive choices of their suppliers.

In return to their sustainable management choices, retail shops obtain promotion and visibility from institutional channels thanks to a mark of environmental quality. At the base of the brand's release there are two assessment tools, to make shops evaluation objective, scientific and shared.

- A check-list addressed to large retailer, on the bases of different sales shops variety: hypermarkets, supermarkets and superette;
- A handbook addressed to retailer shops.



The trade mark Io Riduco! can be associated to the environmental type 1 labels (according to the law ISO 14024:2001), because it does satisfy its principles and procedures.

Principle of impartiality

The trade mark assessment is committed to a person or institution that is recognized as independent from people involved concerning issues and interested.

Trade mark's credibility is guaranteed by the Municipality of Cesena or by persons directly charged.

Voluntary

The client submits to the evaluation process at his own request. Points of Sale voluntarily decide whether to undertake the process of accession to the brand.

Predetermined limit

There's a predetermined limit of environmental performance, below which no compliance with the environmental requirements specified can be guaranteed.

5.9.How to join

Referring people from sales shops who desire to join the trade mark, identify choices they want to undertake , choosing them inside the checklist and counting the score the can reach.

Principles that underlie choices are those of the products' Life Cycle which takes into account all products' stages and life, from production to transport, until dismantling, landfill or materials' recycling phases.

In addition, each Sales Point or chain's initiative fits Corporate Social Responsibility policies in order to achieve stakeholders' approval.

Checklist is divided into three sections:

Environmental Performance of the Sale Point	In this section stand all the evaluation concerning sales points' structure aspects: plant, available equipment, the measures to reduce environmental impact Etc.
Selling modes of products with high environmental performance	This section refers to ecological alternatives chosen to sell products (for example the reduction of packaging or products sell on tap); Products with high environmental performance, granted by eco label mark (i.e. Ecolabel, Blauer Engel, etc.).
Local and Biological products with ethic and social values	In this section sales points are evaluated from these points of view: - modes of farming /sustainable cultivation; - land enhancing; - origin of local business

The checklist is a tool designed as to be versatile and with clear indications. The 10 commitments which it is composed by can be adopted by any exercise, both selling products (clothing, stationery, etc..) and services (barber, beauty beautician, etc..).

<p>Commitments concern the main environmental impacts, direct and not, connected to the regular trade activity, and divided in four sections depending on the following issues:</p> <ul style="list-style-type: none"> • Environmental communication • Waste reduction and separate waste disposal • Water supply saving • Energetic saving

The checklist drafting and submission by sales points representatives is made on the basis of a self-declaration. After the mark releasing the Municipality employee do the checks to verify what stated. Retail shops are random inspected.



5.10. Communication Campaigns

A coordinated graphic line is associated to the network, together with some materials that are useful to introduce the brand to consumers. The main tool is the logo which identifies the network and reproduces the title IO RIDUCO!. The network produced a manifesto, smaller poster, stickers, a guidebook to sustainable consume and stickers to attach to shops' windows. The campaign foreseen the realization of web pages about the network's project inside the municipality's web-site¹³, the launch of messages written on sidewalks and shops' walls by Green graffiti's technical¹⁴, the involvement of a famous testimonial and spots for local radios and supermarket's radio circuit.

Attached below are the logo, the guidebook's cover, the poster for project presentation and the stickers for shop's windows.



Results:

Nine retail shops and eleven large-scale retail trades subscribed IO RIDUCO network

Within the communication campaign are considered:

40 city green graffiti for the communication campaign;

City cycle tour with project poster's presentation;

Distribution of 20.000 guidebooks to sustainable consumption printed on Forest Stewardship Council certified paper;

¹³ <http://www.comune.cesena.fc.it/ioriduco>

¹⁴ <http://www.comune.cesena.fc.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/6905>



80 people participated to IO RIDUCO launch event

5.11. Pilot Actions

On the occasion of the 22nd of April Earth Day, Cesena organizes within its territory different kind of initiatives in order to raise citizens' awareness about environmental impact on Earth. Concerning the project Zerotrade, the pilot action is a survey organized within consumers that usually goes to the main city's supermarket. This survey is delivered thanks to some stands settled inside the shops. Municipality's employee ask few questions to customers and in return they receive a recyclable shopping bags provided by the shop chain.

For the first time, on this occasion, the Consortium of stores settled inside shopping centre has been involved in the organization of initiatives

Questions to customers going to purchase were on the evaluation of products' environmental quality, choices on packaging, judgment on traders' commitment towards impacts reduction.

Survey's objectives are dual: on the one hand the aim is to collect information on consumer's preferences; on the other hand another aim is to raise awareness on environmental impact issues and to spread information about IO RIDUCO! Network.

The initiative received positive feedback thus showing that consumers are quiet sensible to packaging issues. Another issue that raises customers' attention is that of local products that the majority considers of high quality when compared to large scale food chains.

Results of pilot actions suggest to the Municipality's operators to privilege these two issues in order to guide future IO RIDUCO! activities.

Results



On the occasion of the informative stands in supermarket, operators collect 200 questionnaires.

To this initiative adhere 3 large scale retail chains which gave 300 recyclable shopping bag at disposal.



6.PHASE II, CONSOLIDATION ACTIVITIES AND MONITORING

6.1.Strategies to consolidate activities and impact reduction

The second Zerotrade project phase aim at consolidating activities and good relationships born during the Round Table meetings.

The main steps for this consolidation phase are:

-Decisions on improvements and instruments to access the network are shared together with large retailers and trade associations' managers. In particular, this comparison is made at the time of tests for the mark release therefore during the monitoring phase.

-To spread the circuit's influence inside trade world through the launch of a new membership campaign, organized in strict collaboration with trade associations.

-Dissemination activities relate primarily to high school with the aim of carrying out activities to spread Zerotrade and its principles.

Checks are designed to control the correspondence of supermarkets' operators declared commitments. Checks are carried out by the operators of the Municipality together with representatives of the Company Punto3 that deals with environmental audits and communication. The spirit of this monitoring is not that of an inspection but of a dialogue and a mutual information exchange, subject to compliance with disciplinary provisions.

Following testing and training exchange occurred between Municipal operators and large scale distribution representatives; the checklist is a task that has been enhanced thus eliminating those criteria of difficult realization or with low environmental value. Checklists' contents, as anticipated by the survey's evaluation focused on two aspects:

- The ties that can be strengthened between trade sector and separate waste disposal, facilitating more suitable to a proper recycling purchases and packaging;
- The promotion of small weaving factory



The membership campaign for new retailers is based on reports received by trade and crafts associations' representatives. Some shopkeepers were already aware of the importance of environmental protection and other associations were encouraged to identify individuals and organizations with peculiar managerial characteristics in order to "tailor" specific membership criteria, according to the new member's nature (i.e. in case it is an hotels, a restaurants, a craft shops etc..)

The guidebook for retailer has been improved thanks to the collaboration with trade associations. The new handbook is clear, easy to put into practice, but with the same conditions for membership.

Parallel to the consolidating activities the network has been launched again as a project in line with municipal policies aware to promote" sustainable "behaviours to the citizenship: mobility – transports, energy supply, water supply waste disposal.

Results

During the 11 visits to large scale retail shops, all shops cross the threshold for membership.

The campaign to upgrade the circuit to retailers resulted in five new members.

6.2. Dissemination Activities

Dissemination activities area meant to inform and to positively influence new actors as for example schools. The specific tools are the educational workshop addressed to city's secondary schools and focused on sustainable and critical consumptions.

Educational workshops are called **IO RIDUCO!** and they are freely provided by the Municipality to the most interested schools.

A total of seven workshops have already been provided in many high school's classes in their last two years. The main purpose is to introduce **IO RIDUCO!** to students, their families and teachers. The student is considered an important target because of educational reasons and because the aim is also to actively involve them in further city's dissemination actions.



Workshop's program is quite rich and intends to face on two different forms the following issues:

- Impact reduction in the trade sector
- Label reading
- Identification of ecological marks
- products life-cycle and eco-design
- the type of packaging in relation to the separate waste disposal at home
- reduction of waste production

The training workshop does not only provide front- moments, but also include interactive and engaging techniques for students, ending with a **video contest** among the participating classes. The contest relates to the production of a video by the students to serve as a commercial for IO RIDUCO! within the project Zerotrade. Students will have to test their creativity and skills to make a communicative product in favour of sustainable purchases.

Another disseminating will be the **Facebook page** of the circuit IO RIDUCO!. Whose employment is strictly linked to project activities (i.e. promotion of the video context)

As can be understand from the social networks choice and from the desire to involve schools, the dissemination of Zerotrade is assigned to a young audience.



7. PHASE III, FUTURE ACTIONS

The Action Plan takes into account two parallel next ways to follow. One aim at enhancing managerial and structural aspects of shops in trade sector, the other aim at spreading to other categories/ territories/stakeholders, the philosophy of IO RIDUCO!

The **first path** is expected to strengthen relationships and activities promoted by the circuit through the following action:

- Periodic discussion and updating meetings among trade industry representatives (GDO, trade associations, shop retailer) to talk about possible circuit's improvements;
- Periodic seminars to trainee chiefs, managers and directors of different trade sectors on communication with costumers and personnel working in sales shops;
- Organization of meetings for trade sector's managers and eco-compatible products or services' suppliers;
- Starting-up of a project to identify and to enhance small scale chain products, planning to set up rails or stands to highlight fruit, vegetable and fish, aimed at orienting purchases to seasonal products;
- Organization of exhibitions for citizens where to highlight outside sales shops, all the progresses made due in the environmental performance, due to the commitment to IO RIDUCO!;
- Creation of an attractive professional advertising spot to raise awareness of the circuit IO RIDUCO! and its purpose;
- Provide for the campaign continuation and extension to let more retailers adhere thus designing the dynamics of co-marketing and sharing environmentally friendly solutions;
- Provide for the continuation of periodic commitments at national level: *Porta la Sporta* (Bring the Bag) and European Week for Waste Reduction and to keep alive traders' commitment for a well organized and coordinated activities and to customers.



In the context of the **circuit enlargement** to not eminently commercial sectors, the underlying principle is to spread the approach IO RIDUCO! , which consider providing commitment in return for visibility / accession and to make a lifestyle model for the city and beyond. On this level are provided:

- Planned activities with local associations to spread the circuits towards beyond trade associations, (i.e. cultural associations);
- Processing of a cultural proposal addressed to the city and about impacts reduction to realize with schools, cultural and entertaining centres for young adults and retired people;
- Specific meeting of some categories of referring people and professions (i.e. teachers, architects) to involve entire educational or professional sectors in the circuits;
- Processing of specific procedures to adhere to the circuits suitable to new organizations' characteristics as studios, cooperatives and stores;
- Creation of a membership program that encourages civic engagement towards households and individuals sustainable behaviour ;
- Identify ways of cooperation with neighbouring municipalities to territorially extend the circuit within the Province;
- Identify ways of cooperation with the Region Emilia-Romagna to extend the territorial circuit in the territory



- **8.GLOSSARY**

Voluntary agreement

It is the voluntarily agreement that trade sector operators are required to sign with other regional actors such as municipalities, agencies that companies who manage waste, consumers' and environmental groups. The agreement sets out actors' commitments and modalities to realize in terms of impacts' reduction and of carbon dioxide production in trade sector's activities.

Pilot Actions

Actions within the project that have the function of guiding the main changes in order to improve trade sector's performance. Usually they take place as "experimental" and replicated if successful.

Checklist GDO

It contains the list of commitments in the areas of managerial performance and products supply by scale retailers' structures that each structure (or Sale Points) that adheres to the IO RIDUCO! circuit must choose and implement in order to get the mark by the Municipality of Cesena.

DECALOGUE FOR RETAILERS

It contains 10 commitments in the areas of communication with customers, environmental performance and shop management that each store that join to the circuit IO RIDUCO! must choose and implement in order to get the mark by the Municipality of Cesena.

EUROPEAN WEEK FOR WASTE REDUCTION

Initiative annually organized by the European Union on the second half of November that promotes actions on waste production issues by public administrations, schools and private organizations and that encourages actions aimed at phasing out the use of disposable products and unnecessary packaging and actions that aim at recovering and repairing objects instead of replacing them with new ones.

NATIONAL CAMPAIGN "Porta la sporta"

Campaign annually organized at the national level in March that aims to promote the use of recyclable bags for any purchase. The initiatives of the Week intervene on



established consumers' customs of having free plastic bags available in every sales points, damaging the environment because readily biodegradable.



9. REFERENCE TO THE SEAP (SUSTAINABLE ENERGY ACTION PLAN)

The Zero Carbon plan is in line with the provisions of the Municipal Energy Plan and and it promotes particularly those intervention on energy savings and efficiency, energy production and renewable sources

On Section “**Environmental Performance** “of the checklist for large scale retail, the following criteria are rewarded with scores from 2 to 3:

A 13 - Presence of roofs or parking lots with solar panels or procurement from electricity supplier with at least 75% renewable sources;

A14 -Adequate structure's thermal performance - thermal efficiency (insulation and heat production) - control T °: 21-23 ° C in winter and 23-25 ° C in summer;

Within the Guideline to retail stores it is specified the following commitment for energy saving:

n. 10: to adapt heating / cooling systems to energy conservation principles:

- To adjust heating and air conditioning systems by ensuring regular maintenance.

-to adjust the temperature of heating and / or cooling in order to avoid high thermal changes with the outside.

- To limit heat loss to the outside (to close the entrance doors in winter and summer).



10. ATTACHMENTS:

1. Agreement for the Table set-up
2. Municipal Resolution and Reduction Plan
3. Postcard/Flyer Cesena says NO to Plastic!
4. Communication for bakeries' bags
5. Checklist for mark "IO RIDUCO" release
6. Decalogue for retailer shops
7. Questionnaire for customers "IO RIDUCO!"
8. Programs for 2012 campaign "Earth Week"
9. Schools' Workshop program
10. Poster for "IO RIDUCO!" campaign