

Action plans

Group Study Visits

from Mission-minded cities

Overview of Action Plans from
Mission-minded Cities after the Group
Study Visits to Mission Cities in fall 2025



PART OF THE

EU MISSIONS

CLIMATE-NEUTRAL & SMART CITIES

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Table of contents

Introduction>	4
Replication plans>	5
Paired with Bucharest	Marmaris	6
	Prague	8
	Valongo	10
Paired with Guimarães	Debrecen	12
	L'Aquila	14
	Usti Nad Laben	16
Paired with Mannheim	Coimbra Region	18
	Lviv	20
	Torres Vedras	22
Lessons learned>	24



From visits to action

From visits to action

The EU Mission for Climate-Neutral and Smart Cities aims not only to support 112 cities in becoming climate neutral by 2030, but to ensure that the solutions they pioneer can be replicated across Europe by 2050. At the core of this ambition lies the ability to share knowledge across cities, learn from one another, and turn proven practices into scalable climate action.

To support this goal, the Cities Mission platform, managed by NetZeroCities, launched the first cohort of Group Study Visits in 2025. These immersive, peer-learning exchanges brought together Mission Cities, already implementing bold climate action, and Mission-minded cities eager to learn from these experiences, to adapt and accelerate their own transition toward climate neutrality.

How the visits worked

Each visit was hosted by a Mission City that shared its climate journey, from governance and planning to hands-on implementation.

Delegations from nine Mission-minded cities explored solutions ranging from energy and mobility to nature-based adaptation and integrated urban regeneration. These exchanges offered a rare opportunity to experience proven approaches first-hand and engage with the people and partnerships making them possible.

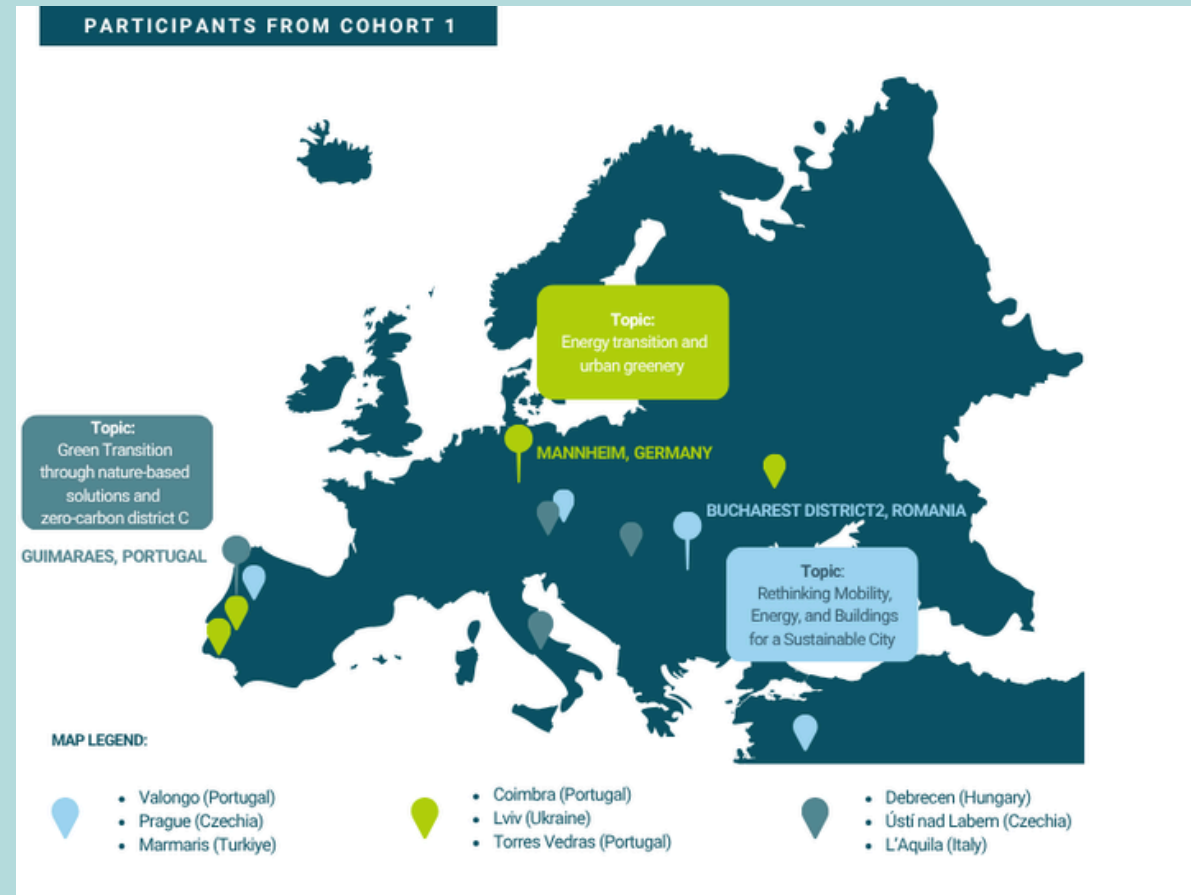
Why it worked

Participants highlighted the openness, honesty, and practical focus of the visits. Host cities shared both achievements and setbacks, offering a realistic view of what climate neutrality requires in practice. Despite differences in scale, geography, and resources, cities found strong alignment in their challenges and priorities. Citizen engagement, governance models, and cross-stakeholder collaboration emerged as particularly transferable themes. Peer exchange can be a powerful tool for accelerating climate action. Seeing solutions in context and discussing them with those who have already implemented them, helps cities build confidence, share common challenges, and adapt ideas more effectively.



From learning to action

This booklet captures the direct outcomes of these exchanges. Each Mission-minded city has developed a structured action plan that identifies the practices most relevant to its context, the stakeholders involved, the key drivers and barriers to adaptation, and its concrete next steps. More than a record of intentions, these plans are designed as living tools to support replication, track progress, and spark new collaboration. By compiling these action plans, the booklet highlights how peer learning can translate into tangible commitments and advance the Mission's broader objective: ensuring that climate solutions developed today can be scaled, adapted, and shared across Europe tomorrow.





Action plans





Marmaris

Turkiye

Marmaris visited Bucharest and selected the re-generation neighbourhood transformation model as the learning practice to be transferred. This model focuses on **redesigning urban spaces** through **community participation**, **nature-based solutions**, and the creation of **safer, people-oriented public areas**.

Marmaris intends to apply this approach to two strategic areas: the renovation of Kapalı Çarşı (Grand Bazaar) to make it greener, cooler, and safer, and the pedestrianisation of Kordon Street to create a waterfront public space accessible exclusively to people. Both areas currently face challenges such as heat stress, overcrowding, limited green elements, and safety concerns.

By implementing the ReGreenation model, Marmaris aims to **improve climate resilience**, **enhance tourism quality**, and **strengthen public life**.



Paired with

Bucharest District 2

Drivers

- **Political support:** The municipality prioritises sustainable urban transformation and pedestrian-friendly public spaces
- **Cross-departmental collaboration** on climate and urban transformation projects
- Availability of **nature-based solutions and urban design tools** locally
- Sufficient **technical capacity** through municipal staff and external experts
- **High citizen interest** in the project

Barriers

- Limited municipal **budget**
- **Concerns from shop owners** regarding access and temporary disruptions
- **Regulatory framework:** conservation rules and formal approval procedures may slow progress, despite existing planning tools supporting redevelopment



Steps

Conduct assessment and stakeholder consultations

Conduct a detailed assessment of current conditions and organise consultation meetings with shop owners and local stakeholders.

Urban design concept

Preparation of the initial design proposals including shading structures, green elements, permeable surfaces, and lighting.

Technical project and cost analysis

Development of detailed technical documentation and financial assessment.

Secure approvals, initiate procurement, and identify funding

Completion of formal approvals, launch of procurement procedures, and exploration of funding opportunities.

Implementation of renovation works

Execution of works in the selected areas.

Monitor environmental and social impact

Evaluation of climate, public space use, and social impacts of the renewed areas.

Internal stakeholders

The following departments will be involved:

- Directorate of Public Works: Technical design and implementation
- Directorate of Urban Planning & Zoning: Approval of spatial designs
- Directorate of Environmental Protection & Control: Nature-based solutions & environmental criteria
- Directorate of Culture & Social Affairs: Public engagement processes
- Transportation Unit: Traffic circulation and pedestrianisation planning
- Municipal Police: Safety and regulation in renewed areas
- Press & Communications Unit: Awareness and public communication

External stakeholders

The following external stakeholders will contribute:

- Muğla Metropolitan Municipality (transport integration)
- City planners and local officers involved in urban development
- Marmaris Çarşısı shop owners, Kordon businesses, and tourism stakeholders
- Residents, youth, community groups, and tourists
- Muğla Sıtkı Koçman University (technical support and nature-based solutions expertise)
- Architects Chamber, Landscape Architects Chamber
- Local NGOs and neighbourhood committees





Prague

Czechia

Prague visited Bucharest District 2 and was inspired by its approach to **participatory engagement at the local level**. During the peer-learning exchange, Prague observed how local participation can be effectively fostered through simple yet impactful tools, such as workshops and accessible community messaging channels, **enabling residents to take an active role in local projects**. This approach not only strengthens project outcomes but also contributes significantly to community building.

In Prague, one of the recurring challenges is the limited **involvement of citizens** in project planning and implementation. This is partly due to the city's large and complex administrative structure. However, Bucharest demonstrated that even individual city districts can successfully establish strong participatory mechanisms.

Building on this insight, Prague sees strong potential in promoting **closer cooperation between its city districts and their local communities**. For Operátor ICT (Prague's city ICT operator), which has already cooperated with several districts on smaller initiatives, this represents an opportunity to deepen and systematise participatory practices. By strengthening engagement at the district level, Prague aims to **enhance local ownership**, improve the relevance of urban innovation projects, and ensure that citywide initiatives are more responsive to citizens' needs.

In addition, Prague intends to explore whether the existing Prague Visitor Pass (PVP) product could be used to collect data on tourist density. If feasible, such data could support more effective management of overtourism.



Paired with

Bucharest District 2

Drivers

- **Strong collaboration mechanisms** between municipal companies and departments facilitate coordination and knowledge transfer.
- **Active city-level working groups** bring together institutions, experts, and civic actors, supporting participatory and co-creation processes.
- **Robust technological infrastructure**, including an open-source city data platform and participation applications.
- Operátor ICT has **strong internal expertise**, including innovation managers, data scientists, developers, and smart city project managers, ensuring implementation capacity.

Barriers

- City Hall's engagement in supporting European and national projects could be further enhanced.
- **Administration's relatively modest experience** with such initiatives, slowing decision-making and reducing momentum
- **Administrative and procedural bureaucracy**, particularly when coordinating across multiple departments and external partners
- **Funding constraints**, as Operátor ICT depends on city-level financing and experimental or participatory activities may be difficult to prioritise within municipal budgets.



Internal stakeholders

The following municipal departments and affiliated organisations will be involved in planning and implementation:

- Department of European Funds
- Department of Project Support (City Hall)
- Management of OICT (Operátor ICT)

External stakeholders

In Prague, several external stakeholders could play an important role in supporting participatory approaches and citizen engagement:

- City Districts: Potential partners for piloting local participatory initiatives, given their direct connections to residents and ability to test engagement models locally.
- Universities: Provide expertise in participation and community engagement, offering research and methodological support.
- Municipal Companies: Experienced in strategic planning, innovation, and public involvement.
- Citizens and Citizen Groups: Ensure projects reflect local needs and priorities.
- Non-Governmental organisations: Support communication and organisation of participatory activities.
- Prague City Tourism (PCT): Owner of the Prague Visitor Pass (PVP) including the digital application



Steps

Internal knowledge sharing

Presentation of lessons learned within Operátor ICT to align internal teams and define preliminary priorities.

City-level dissemination

Sharing outcomes of the peer-learning visit within professional and working groups at the city level

Cooperation with Prague Institute of Planning and Development

Initiate discussions on potential integration of inputs into the Digital Twin framework.

Engagement with city districts

Identify interested districts and explore opportunities to integrate participatory approaches into ongoing or upcoming European/national projects.

Open debate on Prague Visitor Pass data potential

Initiate internal and interdepartmental discussion on whether the PVP application or could collect geolocation data.

Define use cases for tourist density data

If technically and legally feasible, define concrete use cases of tourist density data. Timeline dependent on PVP assessment.



Valongo

Portugal

Valongo visited Bucharest and was inspired by the **methodology of combining different projects and strategies within the same area of intervention**, using the ReGreenation project as a practical example. During the visit, it was presented as an effective way to address multiple challenges in a single territory through coordinated and complementary actions, involving local authorities, universities, and NGOs in the design and testing of solutions.

In Valongo, as in other places in Portugal, budgetary constraints make it necessary to allocate funds across different areas and projects, which limits the ability to perform multiple initiatives in the same area. The example observed in Bucharest demonstrated how **concentrating different actions in one area can create a stronger and more measurable impact**.

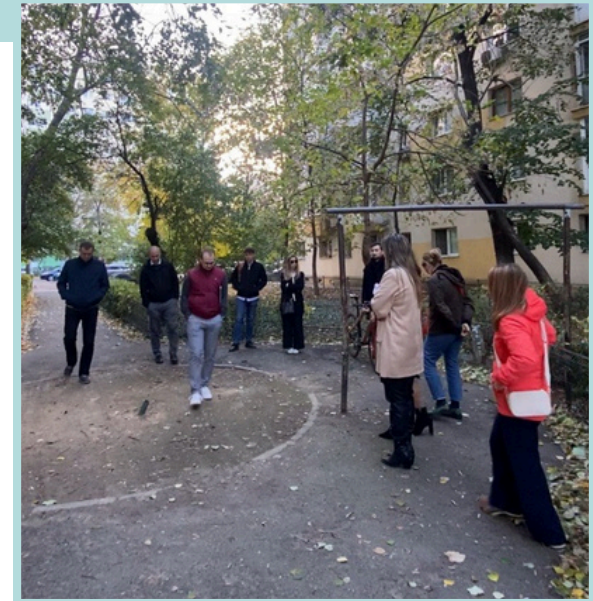
This connects directly with the **upcoming project "All Streets with Trees"** promoting tree planting through direct planting or flower boxes where needed, alongside green walls in a school and a municipal building. The project targets **carbon capture, improved air quality, soil permeability, and climate adaptation**. Valongo intends to pair it with a more integrated approach, including pre- and post-intervention assessments of air quality and public space use, as well as citizen perception surveys.

Drivers

- **Consistent political support** for sustainable development within the Municipality of Valongo
- **Recognition** through distinctions such as the European Green Leaf Award and the European Mobility Week Award
- Existence of the **Municipal Climate Action Plan**, defining the climate transition framework
- **Regulatory framework** (when it supports multidisciplinary projects and the involvement of different partners)
- **Stakeholder participation** (when active, it enriches project development and ensures alignment with real needs)

Barriers

- **Regulatory constraints**, particularly in collaboration between private entities and the municipality
- Limited availability of **time and resources** on the part of the relevant local authorities for participatory processes
- **Scarcity of human resources** and difficulty allocating staff to projects
- Limited municipal **budget**, which requires prioritizing actions
- Challenges in accessing **European funding** due to limited specialised staff and complex procedures
- **High workload** within municipal ICT services



Paired with

Bucharest District 2



Steps

Perform diagnosis and define needs

Assessment of challenges and identification of needs

Choose implementation area

Selection of a specific area where interventions can be implemented

Initial meeting with stakeholders and citizens

First engagement moment with different stakeholders

Evaluate possibilities, costs and ease of implementation

Technical and financial assessment of potential interventions

Second meeting with citizens and stakeholders

Engagement moment with different stakeholders

Prepare projects, plans and regulation

Formalisation of technical documentation and regulatory framework

Perform public procurement

Launch and completion of procurement procedures

Project implementation

Execution of planned interventions

Project management meetings and follow-up

Ongoing coordination and monitoring during implementation

Maintenance and continuous monitoring

Post-implementation monitoring, including evaluation of impacts considering an estimated implementation period of 6–7 months.

Internal stakeholders

The following internal stakeholders will be involved:

- Environment Division
- Mobility and Public Space Management Division
- Department of Innovation, Information technologies and Communication
- Urban Planning Division
- Department of Building, Projects, and Mobility.
- Division of Citizenship, Collaborative Networks, and Special Projects
- Vallis Habita Municipal Company
- Municipal civil protection and forest protection service
- Department of Logistics, Urban Hygiene and Maintenance

External stakeholders

The following external stakeholders will contribute:

- Local governments - Parish councils: important partners in the implementation of multidisciplinary projects, collaborating in various areas such as: needs assessment, definition of implementation locations, financial and human resources support, and close contact with the population. The selection of the parish council would be related to the area of project implementation. It may also refer to the metropolitan area of Porto as a promoter of access to financing.
- Colquimica Adhesives Company: Potential partner in funding and maintenance of green spaces; already engaged in environmental and climate initiatives and in the development of a local Green Deal.
- Residents' associations: ensure citizen participation and guarantee that projects and solutions effectively meet local needs.
- University of Porto - Faculty of Sciences: provides expertise to design and assess green space solutions, considering different constraints such as funding.
- Association of Municipalities of Porto Mountain Park or the Association of Municipalities of Leça River Corridor: may contribute with local knowledge, experience in citizen participation, and implementation of nature-based solutions.
- LIPOR - Association of Municipalities for Sustainable Waste Management of Porto Area: may support awareness-raising and training activities.



Debrecen

Hungary

Debrecen visited Guimarães and was inspired by the **Citizens' Assembly model** implemented within the District C climate pilot programme. Debrecen would like to replicate and adapt this model to **encourage inclusive and structured citizen participation in its local climate transition planning.**

The Citizens' Assembly approach used by Guimarães provides a concrete and well-structured method for **involving residents** in joint decision-making processes related to **urban planning and behavioural change**. The format promotes trust, accountability, and long-term civic participation. Debrecen aims to adopt this model to involve citizens more systematically in climate-related planning, particularly in areas such as energy efficiency in **public buildings, sustainable urban mobility, and circular resource use**.

A particularly inspiring element of the Guimarães model is the direct link between the outcomes of the Citizens' Assembly and the implementation of District C measures, including energy communities, Pay-As-You-Throw (PAYT) waste management systems, and green infrastructure. Debrecen intends to replicate this result-oriented approach, starting with a pilot Citizens' Assembly focused on a specific theme (e.g., community energy or water reuse).



Paired with

Guimarães

Drivers

- **Openness of city decision makers** to strengthen public involvement in local governance
- **Flexible local government structure** allowing experimentation with innovative initiatives
- Expected **interest** from citizens, civil society organisations, and professional partners

Barriers

- **Regulatory and guideline framework** for Citizens' Assemblies in Debrecen remains an important area to start with
- **Internal procedures need to be shaped**, with opportunities for piloting and refinement
- **Structured interdepartmental cooperation** is still evolving
- **Need for time and trust-building** to ensure meaningful participation
- **Dedicated platforms** for structured and hybrid (online-offline) citizen engagement remain a relevant consideration
- **Internal experience** in the design and facilitation of Citizens' Assemblies is a crucial area to be developed
- Need for **capacity building measures and/or partnerships with external facilitators** to ensure high-quality process design and implementation



Steps

Internal presentation and alignment

Presentation of lessons learned from Guimarães and discussion with municipal leadership and key departments to secure political and institutional support

Stakeholder mapping and engagement

Identification and engagement of relevant stakeholders (citizens, municipal staff, NGOs, facilitators) to explore local adaptation needs.

Definition of institutional framework

Establishment of responsibilities, governance structure, and operational framework for a local pilot Citizens' Assembly.

Funding search

Identification of potential funding sources (e.g., Horizon Europe, national climate funds, private funding opportunities).

Design and implementation of pilot Assembly

Selection of topic, outreach to participants, facilitation design, and implementation of the pilot Citizens' Assembly in Debrecen.

Internal stakeholders

The following municipal departments and affiliated organisations will be involved in the planning and implementation of the adapted Citizens' Assembly model:

- Mayor's Cabinet
- Urban Planning Department
- Financial Department
- Green Area Department
- EDC Debrecen

External stakeholders

The following external stakeholders will be involved:

- Local government representatives (active role in preparing and supporting the Citizens' Assembly process)
- Citizens (core members of the Assembly, selected to reflect the diversity of Debrecen's population; responsible for deliberating on climate-related topics such as energy use, mobility, or resource efficiency, and producing recommendations for municipal strategies)
- Businesses (not directly involved in the initial co-design; may contribute later as implementation partners or participate as guest experts or affected stakeholders)
- Public service providers (energy providers, transport, waterworks, etc.; engaged at later stages to integrate citizens' recommendations into practical solutions)





L'Aquila

Italy

L'Aquila visited Guimarães and was particularly inspired by its implementation of **Nature-Based Solutions (NBS)**, specifically Natural Water Retention Measures (NWRM), including the construction of multifunctional retention basins. Based on the peer-learning visit, L'Aquila intends to replicate this approach as part of the first phase of the **Aterno River Contract project**.

L'Aquila is currently facing the **challenge of environmental restoration of the Aterno River**. The **retention basins** implemented in Guimarães were identified as a highly relevant solution due to their capacity to **deliver multiple environmental and social benefits**, including flood risk reduction, water quality improvement, groundwater recharge, and habitat improvement.

L'Aquila also appreciated the construction of the retention basins in Guimarães, which allows the areas to be used as **urban parks during non-emergency situations**, thereby responding to social and recreational needs. A particularly innovative factor is the **sensor monitoring system installed in the basins and directly connected to the civil protection operations centre**. This system enables rapid response to rising water levels, including the closure of sluices towards the city centre and the controlled flooding of the basins when necessary.

The replication of this measure is closely aligned with L'Aquila's **Climate Change Mitigation and Adaptation Plan**, which focuses on heatwaves and water resource management. Implementing retention basins under the Aterno River Contract will further support the city's strategic objectives, by engaging citizens in climate action, and fostering greater public participation.



Paired with

Guimarães

Drivers

- **Supportive regulatory and strategic framework** at European (Nature Restoration Law), national (National River Contracts and Experimental Programme on Climate Change), and regional (Abruzzo Region legislation) levels
- **Strong municipal commitment** through leadership of the Aterno River Contract project, involving 27 municipalities and two Natural Parks, with €5,500,000 allocated by the Regional Water Department
- **Development of the Climate Change Adaptation and Mitigation Plan** ensuring strategic alignment
- **Cooperation with the local University** (Environmental Department), CETEMPS (Climate and Meteorological Department), **and local water agencies strengthening technical capacity**
- Planned events in 2025 (workshop on “Water” and the “National River Contracts Table”) supporting knowledge exchange and institutional backing

Barriers

- Difficulty in identifying and cross-referencing various environmental **databases for planning and monitoring**
- Need for **additional human resources** despite strong and highly qualified in-house expertise
- Necessity to ensure sufficient **administrative capacity** to manage project complexity and scale



Internal stakeholders

The lead department for the implementation of this initiative will be the Ecological Transition and Civil Protection Department of the Municipality of L'Aquila. Additional internal stakeholders include:

- Mayor's Office
- Procurement Office
- Other relevant municipal departments involved in consultation and interdepartmental cooperation

External stakeholders

External stakeholders that will be involved:

- 28 Municipalities of Aterno River Contract,
- Abruzzo Region,
- Ministry of Environment
- Gran Sasso Monti della Laga National Park,
- Sirente Velino Regional Park,
- Central Apennine District Authority
- Citizens of 28 Municipalities of Aterno River Contract,
- Environmental Associations,
- Multipliers in the targeted areas (ex. sports association, community initiatives),
- The University of L'Aquila
- CETEMPS (Center of Excellence Telesensing of Environment and Model Prediction of Severe events
- Multipliers in the targeted areas (ex. sports association, community initiatives),
- Actors on climate action,
- Local media partners

Steps



Internal reporting

Presentation of the replication proposal to relevant municipal departments during the "National River Contracts Table" workshop.

Design phase

Technical design of the retention basins as part of the first phase of the Aterno River Contract.

Construction phase

Construction of the retention basins under the first phase of the Aterno River Contract.



Ústí nad Labem

Czechia



Ústí nad Labem visited Guimarães and was inspired by the **implementation of a nearly zero-emission building**, specifically the Gymnastic Training Center developed as part of Guimarães' climate-focused urban development efforts. Based on the peer-learning visit, Ústí nad Labem would like to replicate and adapt this approach in its own public infrastructure projects.

This practice is considered innovative because **it integrates advanced sustainable building technologies designed to minimise carbon emissions and reduce overall energy consumption**, while aligning with broader climate neutrality goals. By transferring this concept, Ústí nad Labem aims to strengthen environmental sustainability within its public buildings and address ongoing challenges related to reducing the carbon footprint of urban development.



Paired with

Guimarães

Drivers

- Strong political support providing a favourable foundation for the initiative
- Cross-departmental collaboration within the municipality facilitating coordinated planning between strategic development and different units
- Existing technological infrastructure

Barriers

- Lengthy administrative and approval procedures that may delay implementation
- Limitations in stakeholder communication capacity affecting engagement processes
- Understaffing within the municipal administration
- Funding constraints due to significant upfront investment needs and the requirement to identify reliable financial sources



Steps



Reporting and internal presentation

Preparation of a detailed report on the nearly zero-emission building concept and presentation to relevant municipal departments.

Stakeholder engagement

Engagement of local stakeholders such as school representatives, environmental NGOs, waste management companies, community groups, and other relevant actors to gather input and build support for implementation.

Technical adaptation of design

Collaboration with architects, engineers, and technical experts to adapt the nearly zero-emission building design to local conditions and regulatory frameworks

Feasibility assessment and site identification

Conducting technical, financial, and environmental analyses to assess feasibility and identify a suitable site for implementation.

Start of construction

Initiation of the construction phase.



Internal stakeholders

The following municipal departments will be involved in the planning and implementation process:

- Department of Strategic Development
- Department of the City Architect
- Department of Building and Transport
- Department of Culture and Sportse

External stakeholders

External stakeholders will play an important role in both the design and implementation phases:

- University of Jan Evangelista Purkyne – support with the designing and participation process
- Citizens – involvement in the participation processes
- Government authorities – potential financial support
- Businesses – participation in innovation processes



Coimbra Region

Portugal

Coimbra Region visited Mannheim and was inspired by the **Climate Action Agency model**, which focuses on integrated governance and strong community engagement for climate neutrality. Based on the peer-learning visit, Coimbra Region intends to transfer and adapt this model to an intermunicipal scale, coordinating 19 municipalities within its territory.

The region plans to adapt Mannheim's methodologies for **citizen participation, technical advisory services, and financing mechanisms** into a single intermunicipal structure. This approach will allow simultaneous **capacity building** for municipal staff, citizens, and local businesses, while bridging local initiatives with national and European climate priorities.

The innovative aspect of this replication lies in scaling a municipal-level practice to a regional, intermunicipal framework. By fostering structured cross-municipal collaboration and integrating technical, educational, and financial support within one agency, Coimbra Region aims to address the current lack of **coordination among municipalities in climate action**.

Given the heterogeneous nature of the territory, comprising both urban and rural municipalities with diverse population densities, economic structures, and environmental challenges, **a regional approach ensures broader impact**, improved efficiency, and enhanced access to funding and technical expertise necessary for implementing climate-neutral projects across the entire region.



Paired with **Mannheim**

Drivers

- **Existing networks facilitating active participation** among municipalities, citizens, and organisations
- **Planned financing** through national and international funding programmes supporting financial sustainability

Barriers

- **Need for strong and fully aligned political support** from Coimbra Region leadership and municipal leaders; insufficient or fragmented commitment may delay or weaken the initiative
- **Institutional adjustments** required to formally establish and operate the intermunicipal agency, including ensuring active engagement of internal departments
- **Limited office space and infrastructure** could potentially delay operational launch
- **Challenges in recruiting highly qualified staff**, particularly with expertise in climate governance, financing, and community engagement



Steps

Preparation of activity and financial sustainability plan

Development of a detailed activity plan and economic-financial sustainability strategy for the intermunicipal Climate Action Agency.

Approval by participating municipalities

Formal approval of the initiative by all 19 municipalities through the Intermunicipal Council.

Recruitment of qualified human resources

Hiring of specialised staff.

Installation and logistics preparation

Preparation of office space, administrative systems, and operational infrastructure.

Capacity building and communication strategy

Training of staff, development of materials, and preparation of a communication and dissemination strategy to support regional engagement.

Internal stakeholders

The following internal bodies will play key roles in the establishment and operation of the intermunicipal Climate Action Agency:

- Coimbra Region Executive Secretary – strategic oversight and coordination
- Intermunicipal Council – approval of policies, allocation of funding, and monitoring
- CIM-RC Departments (Finance, Environment, Mobility, Civil Protection, Public Procurement) – operational execution and technical expertise

External stakeholders

External stakeholders will contribute to implementation, engagement, and technical support:

- Municipal Mayors and Policymakers (19 municipalities) – local-level implementation and citizen engagement
- Schools, Universities, and NGOs – awareness-raising activities and capacity-building programmes
- National Energy Agency and Regional Water Agency – technical guidance and potential funding support
- Citizen Associations – engagement, feedback, and co-creation of climate solutions





Lviv

Ukraine

Lviv visited Mannheim and was inspired by its **climate monitoring and evaluation platform**, which visualises emission trends and tracks progress toward climate neutrality. Based on the peer-learning visit, **Lviv plans to adapt and implement a similar digital monitoring system tailored to its local context.**

Currently, no comparable system exists in Lviv, and there is no comprehensive mechanism to systematically track climate-related indicators. In the long term, **the development of such a platform is considered essential for effective climate governance.** It would enable data-based forecasting, improve coordination across municipal departments, and increase transparency toward citizens. Illustrating the gaps in climate action with concrete data, together with a general assessment, could be a powerful way to communicate to all stakeholders the importance of prioritising strategic climate solutions.



Paired with

Mannheim

Drivers

- **Strong national focus on digitalisation**
- **Dynamic IT sector** with local startups capable of developing advanced digital solution
- **Existing cooperation between the City Institute and municipal departments** providing an institutional foundation for joint data processes

Barriers

- Wartime context, where climate action competes with urgent national priorities related to defence and security. High public **sensitivity toward municipal spending on projects** not directly linked to defence
- Lack of specific national standards for local climate monitoring systems
- **Human resource limitations** due to wartime conditions affecting retention and recruitment of qualified specialists
- **Need for external financial support**, particularly from EU programmes, for development and long-term maintenance



Internal stakeholders

The following municipal departments will be involved in the development and implementation of the climate monitoring platform:

- City Institute
- Department of Ecology
- Department of Architecture and Urban Development
- Department of Economic Development
- Department of Mobility

External stakeholders

External stakeholders will contribute to the design, development, and implementation of the platform:

- Businesses
- Citizens
- Academia
- NGOs
- EU networks and programmes

Steps

Consultation with Mannheim

Exchange with Mannheim's responsible departments for the monitoring tool to understand technical architecture, governance structure, and lessons learned.

Self-assessment of local capacities

Assessment of Lviv's institutional, technical, and human resource capacities to implement a similar system.

Development of project concept

Preparation of a detailed project concept.

Identification of external funding

Exploration and application for external financial support, particularly from EU programmes and international partners.

Realisation of the monitoring tool/dashboard

Development, testing, and launch of the climate monitoring and evaluation platform.

Awareness campaign for citizens

Implementation of a communication and awareness campaign to promote the platform, explain its benefits, and encourage citizen engagement.





Torres Vedras

Portugal

Torres Vedras visited Mannheim and was inspired by its “**Sustainable Model Apartment**” concept. Based on the peer-learning visit, Torres Vedras plans to replicate and adapt this practice by **establishing an interactive demonstration space** within the Environmental Education Centre of Torres Vedras (EEC).

As a central hub for the Municipal Environmental Education Programme, the EEC plays a crucial role in promoting environmental literacy, behavioural change and citizen participation in sustainability initiatives. The project will leverage the **Centre’s educational capacity and technical infrastructure to create a “Living Sustainably” demonstration exhibition – a model space showcasing practical examples of energy efficiency, sustainable materials, waste reduction, circular design and eco-living practices**, like the correct handling of food and the adoption of sustainable mobility practices. When visiting the exhibition, visitors will find small tricks that can be easily integrated into everyday life, that together and in the end save money on the one hand and help to protect the environment on the other.

The exhibition will function as an **experiential learning tool**, supporting guided group visits, school programmes and thematic workshops targeting residents, educators, local businesses and professionals. This initiative strengthens the city’s Climate Action Plan and its mission to inspire sustainable urban lifestyles through education and engagement.



Paired with
Mannheim

Drivers

- **Strong political commitment** to sustainability and alignment with the Municipal Environmental Education Programme
- **National and municipal frameworks** promoting sustainable practices, climate action, and environmental education
- Established **cooperation among educational services and active sustainability organisations**
- **Adequate physical space** at the Environmental Education Centre to host the demonstration exhibition
- Availability of **skilled municipal staff and educators**
- Initial **financial resources** available from the municipal budget
- **Recognition through distinctions** such as the European Green Leaf Award and the European Mobility Week Award
- Existence of the **Municipal Climate Action Plan**, defining the climate transition framework
- **Regulatory framework** (when it supports multidisciplinary projects and the involvement of different partners)
- **Stakeholder participation** (when active, it enriches project development and ensures alignment with real needs.

Barriers

- **Differing priorities among internal stakeholders** affecting coordination and decision-making
- **Engagement often limited to recurring stakeholders**, making it difficult to reach new audiences and sectors
- Need for **additional technical training** and strengthened communication capacity
- Need for **complementary funding** from partnerships or sponsorships despite initial municipal resources



Steps

Set up internal project team

Establish a dedicated project team and define the scope, objectives, and budget framework.

Feasibility and adaptation study

Conduct a feasibility assessment and adapt the concept based on Mannheim's Sustainable Model Apartment model. cation of a specific area where interventions can be implemented

Municipal approval and Stakeholder engagement

Submit the proposal for municipal approval and engage internal and external stakeholders, formalising cooperation agreements.

Technical design and educational content

Develop the exhibition layout, select equipment, and prepare educational materials and workshop plans.

Procurement phase and installation

Procure materials, equipment and installation services, and install the demonstration space within the Environmental Education Centre.

Training and capacity building

Deliver training and capacity-building activities for the team responsible for managing and operating the exhibition.

Official launch

Launch the demonstration space and begin guided visits, works, and educational programmes.

Monitoring and evaluation

Evaluate participation, learning outcomes, and impact, and prepare an improvement plan for future development.

Internal stakeholders

The municipal departments and affiliated organisations within the city administration to be involved are:

- Environment and Sustainability Division – Strategic alignment with the Municipal Climate Action Plan and sustainability objectives.
- Environmental Education Office – overall coordination of the project, educational programming and public engagement.
- Educational Service of the Municipal Water and Sanitation Services (SMASTV) – integration of water efficiency, waste reduction, and circular resource management topics into educational activities.
- Construction and Buildings Department – technical support on sustainable construction demonstration and material selection.
- Energy Management and Efficiency Unit – energy efficiency tips and incorporation of renewable energy systems.
- School Food and Health Unit – integration of climate-friendly eating habits and actions to reduce food waste.
- Sustainable and Smart Mobility Office – embedding sustainable mobility practices.
- Communication Office – communication strategy, branding and promotion.
- Procurement and Finance Division – management of procurement processes and budgeting.

External stakeholders

External stakeholders that will be involved are:

- National public agencies (e.g., ADENE – National Energy Agency; APA – Environment National Agency): Provide technical guidance, policy alignment and access to relevant data on sustainable energy and climate action.
- Business: Local and regional companies in renewable energy, sustainable construction and green technologies contributing as suppliers, service providers, sponsors or co-creators of workshops.
- Citizens (residents, schools and associations): Participate in guided visits, workshops and behavioural change initiatives within the demonstration space.
- NGOs and civil society associations: Environmental organisations and community groups that support public outreach, awareness-raising activities and citizen mobilisation around sustainability and climate education.
- Media and communication partners: Increase public visibility and disseminate project results and good practices.



Conclusion

The first cohort of Group Study Visits has demonstrated the value of in-person, peer-to-peer learning as a catalyst for climate action. By connecting Mission Cities already implementing bold climate solutions with Mission-minded cities eager to adapt and transfer the learnings, the programme created a unique space for honest exchange, mutual inspiration, and practical capacity building. The action plans presented in this booklet are the most tangible outcome of that process. They show how nine cities have translated insights gained during the visits into concrete commitments and realistic next steps for their own local contexts.

Across Bucharest District 2, Guimarães, and Mannheim, a consistent message emerged: learning from peers who have already implemented solutions is one of the most effective ways to accelerate progress. The visits confirmed that the transition to climate neutrality goes far beyond technical solutions, requiring strong governance, political commitment, stakeholder cooperation, and active citizens

engagement - elements that are strengthened when cities can see how others have addressed similar challenges.

The action plans further highlight shared priorities and challenges across cities. Strengthening stakeholder engagement and participatory governance is a common focus, alongside integrated urban regeneration and the use of nature-based solutions to address climate and urban challenges simultaneously. Cities also emphasised the importance of strong institutional capacity and long-term political support, while identifying recurring barriers such as limited financial and human resources, administrative complexity, and the need for coordination across departments and stakeholders. Engagement with the private sector and the development of local energy initiatives also emerged as key areas, where trust-building and clearer regulatory frameworks are essential.

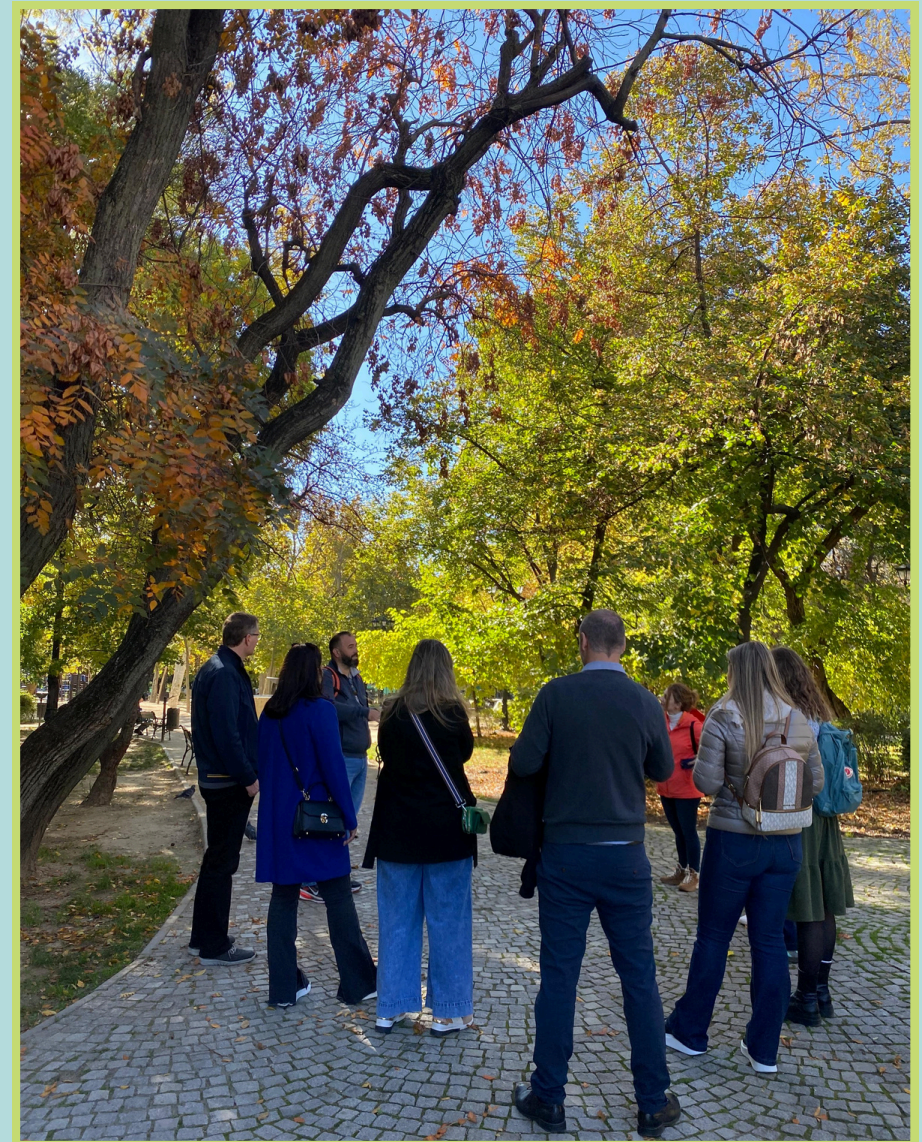
Several cross-cutting insights stand out. Exchanges are most effective when cities share similar challenges, making



solutions more relevant and their transfer more feasible. Careful preparation and alignment of learning needs are also key to maximising impact. Host cities gained as much as their guests, discovering new perspectives, strengthening stakeholder networks, and opening doors to future collaboration.

Participant satisfaction was overwhelmingly positive, with an average rating of 4.92 out of 5 and unanimous willingness to recommend the programme to other cities. This reflects not only the quality of the experience but also the growing demand for structured peer learning as a way to move from inspiration to action.

These action plans represent a starting point, not a conclusion. They reflect concrete commitments and realistic next steps, while laying the foundation for continued collaboration. Building on the experience of this first cohort, a second round of Group Study Visits is already underway, expanding the programme's reach and supporting more Mission-minded cities in adapting and transferring effective climate solutions across Europe. The work of turning inspiration into action continues, one city at a time.



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