

Twinning Replication Booklet

Overview of Action Plans submitted by Twin cities
Cohort 2 and 3 - 2024-2026



PART OF THE
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CLIMATE-NEUTRAL & SMART CITIES

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How to navigate the booklet

Twin cities often act across several sectors at once. Where a city pursues more than one transferable practice, these can span different thematic areas, as a reflection of the systemic approach at the core of the Mission, which addresses the interconnected parts of a system to transform how it functions as a whole.

- **What you will find for each city.** Every Twin city has developed an action plan around one or more transferable practices, approaches adapted from a Pilot city's experience to its own local context.
- **How the booklet is organised.** Each city is presented under the sector of its first listed practice.
- **Looking for a specific city or practice?** Additional practices under other sectors are listed in the table of contents and referenced on the introductory page of the relevant sector.



What are Twin cities?

Twin cities are Mission-minded cities (any city in the EU or a Horizon-associated country working toward climate neutrality by 2050) that were selected through an open call and paired with Pilot cities (Mission cities) as part of the NetZeroCities Twinning Learning Programme.

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Introduction



The EU Mission for Climate-Neutral and Smart Cities ([EU Cities Mission](#)) aims to support 112 cities in becoming climate-neutral by 2030, and to allow all European cities to follow suit by 2050. Central to this ambition is ensuring that **tested solutions and innovative practices** developed by Mission cities **can be transferred** to a wider group of municipalities.

Launched in 2023 with 88 cities participating in [its first cohort](#), the **Twinning Learning Programme (TLP)** connects **Pilot cities** (Mission cities implementing innovative climate actions with support from the European Commission) with **Twin cities** that are eager to learn from these experiences and adapt them to their local contexts. Through a structured **learning journey** combining workshops, peer exchange, reflection, co-development activities and mutual site visits, cities explore how solutions can be translated into approaches that respond to their own priorities, capacities and circumstances.

Across the first three cohorts, 172 cities have participated in the TLP, with two additional cohorts running in 2026-2027. The first three cohorts have already resulted in **76 city-developed Action Plans** ready to be further implemented.

*The programme fostered a relationship of trusted collaboration, creating a **safe space to discuss both successes and failures**. This honest exchange has saved us significant time and resources **by allowing us to avoid proven pitfalls and adapt successful principles**, rather than just blindly adopting models. The result is accelerated, more confident progress toward our shared goals.*

– Kalamata (Mission city)

This booklet documents the **40 Action Plans developed by Twin cities participating in Cohorts 2 and 3**. Together, they demonstrate the breadth of challenges that cities are addressing to accelerate the transition to climate neutrality, from **Built Environment** and **Mobility to Finance, Governance, or Democracy**.

Scale and Participation



Over the period 2024-2026, **90 cities participated in Cohorts 2 and 3**, engaging in a nearly two-year learning journey. Across these cohorts, **120 mutual site visits** were organised alongside **workshops, reflection sessions** and **co-development activities**.

This sustained engagement gave cities the time and space to move from initial inspiration to a deeper understanding of how solutions work in practice. Visiting one another's cities enabled participants to observe approaches first-hand, ask questions, discuss challenges openly and explore together how practices could be adapted to different institutional, financial and geographical contexts.

From Learning to Replication

The culmination of this process is presented in this booklet: **40 Action Plans developed voluntarily by Twin Cities following sustained exchange with their Pilot City partners**.

The Action Plans demonstrate that replication is not about reproducing a solution unchanged. Instead, cities have translated what they learned into locally owned plans that reflect their own priorities, resources and capacities.

As with Cohort 1, each Action Plan shows that **differences in city size, geography, or socio-economic context do not stand in the way of meaningful collaboration** when municipalities share genuine interest in learning and a common commitment to climate neutrality. The city of Tomar in Portugal (37,000 inhabitants) is a good example of this. It is adopting the Climate Budget approach developed by Trondheim in Norway, a city over five times its size, with a markedly different climate and administrative context. Despite these differences, the exchange provided Tomar with a practical, proven tool for integrating climate targets directly into its municipal budget.

Scaling Impact



The experience of the first three cohorts demonstrates the potential of the TLP to extend the reach of the EU Cities Mission beyond Mission cities.

Finally, the high interest from cities in continuing their exchanges well beyond its formal duration is strong evidence of its impact, laying the groundwork for a lasting network of European cities building a climate-neutral and smart future together.

The Twinning Programme gets a positive scoring for a multitude of reasons. Clarity on what to report and flexibility in finding worthy points of exchange are strong pillars of the project. The facilitation is organised strongly and my own insight has grown, thanks to being able to exchange on local conditions, practices and insights.

– Ghent (Twin city)

Together, the three cohorts show how the Cities Mission can become a wider European learning network: one in which cities do not simply replicate solutions, but learn from one another, adapt them to their own realities and build long-lasting relations across borders.

The Twinning experience gave us vivid inspiration from how other cities have actually implemented concrete measures for reducing traffic and transport emissions, that allows us to more easily follow their example since Swedish cities are usually careful and rarely dare to be first.

– Gothenburg (Pilot city)

Built Environment

In this section:

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- Digital One-Stop Shop for Home Energy Renovation Projects - Saint Boi de Llobregat (Spain) x 15
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Ghent

Belgium



Antwerp (Belgium)

Ghent's climate ambition is anchored in its commitment to the Covenant of Mayors, which it joined in 2009 as the first city in Belgium, achieving a 20% CO₂ reduction by 2020. The city now targets climate neutrality by 2050, as outlined in its Climate Plan 2020–2025, while a new climate plan is currently in development. Actions focus on key sectors such as energy, buildings, mobility, and industry, combining energy efficiency, renewable energy, sustainable mobility, and green infrastructure with strong stakeholder engagement.

Transferable practices

Targeting building renovation potential through cross-referenced data

Antwerp's approach combines **multiple data streams** and cross-references them to identify the **condition of apartment buildings** and the needs of specific target groups. Ghent will adapt this data-driven methodology to its own local data layers, including cadastral data, to **improve the identification of buildings with high renovation potential**, enable more effective policy prioritisation, and strengthen targeted outreach to apartment owners within its One-Stop Shop (OSS) framework.



Expected impact

- Improved identification and targeting of apartment buildings with high renovation potential
- More efficient policy implementation through data-informed prioritisation
- Stronger and more effective stakeholder outreach to apartment owners

Renovation needs questionnaire for apartment owners

Ghent will adapt Antwerp's **OSS questionnaire on renovation needs and energy efficiency desires** to its local context, deploying it to apartment owners and homeowners' associations. The tool will provide structured insights into required actions, financial capacity, and willingness to undertake energy improvements, **accelerating decision-making processes within homeowners' associations** and enabling Ghent's renovation coaching teams to provide more tailored support.

Expected impact

- Increased understanding of apartment owners' renovation needs, barriers, and financial capacity
- More tailored support strategies from Ghent's renovation coaching teams
- Faster collective decision-making within homeowners' associations



Targeting building renovation potential through cross-referenced data

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Municipality of Ghent, Department of Urban Development

External partners: National cadastral authority; regional geodata agency (e.g. Digitaal Vlaanderen / Geopunt)

Funding source: Municipal staff time

First milestones



- After exchanging with Antwerp on data integration methodologies, conduct internal assessment of relevant local datasets
- Adapt Antwerp's cross-referencing approach to Ghent's local context, combining cadastral data with additional municipal data layers to map apartment building conditions and target groups

Piloting and implementation phase - 2027

Lead organisation: Municipality of Ghent, Department of Urban Development

External partners: National cadastral authority; regional geodata agency; building syndics

Funding source: Municipal staff time

First milestones



- Operationalise data cross-referencing across internal departments
- Launch targeted outreach to apartment owners based on new data cross-referencing insights





Renovation needs questionnaire for apartment owners

Mapping, Planning & Assessment Phase - April – June 2026

Lead organisation: City of Ghent

External partners: Building syndics; municipal communications department

Funding source: Municipal staff time; EU funding

First milestones



- After exchanging with Antwerp on the OSS questionnaire model, adapt the tool to Ghent's local context (May 2026)
- Review adapted questionnaire with communications officers (June 2026)



Piloting and implementation phase - September 2026 – April 2027

Lead organisation: City of Ghent

External partners: Building syndics; homeowners' associations; local financial partners

Funding source: Municipal staff time

First milestones



- Distribute questionnaire to apartment owners (September 2026)
- Analyse and review results; integrate findings into renovation coaching strategies



» Future areas of collaboration between the cities

- **Long-term intercity exchange on apartment renovation:** Recurring coordination meetings between Ghent and Antwerp Energiehuis (Energy House) to enable iterative knowledge exchange, compare approaches to renovation master plans and OSS delivery, and shorten communication lines between the two teams.
- **Financial tools for renovation affordability:** Co-development and exchange on innovative financial instruments to make renovation costs more accessible for low-income households.
- **Joint policy advocacy on apartment energy transition:** Collaborative development of a memorandum on energy transition in apartments from a local governmental perspective, pooling key findings and action points for joint political backing at Flemish and national level.



Saint Boi de Llobregat

Spain



Marseille (France)

Sant Boi de Llobregat is a Spanish municipality with a long-standing, nationally recognised commitment to environmental sustainability, having won the "Sustainable City" award twice. As a signatory of the European Covenant of Mayors and the Green City Accord, it has embedded decarbonisation into its 2023–2027 Mandate Plan, targeting a 59.6% GHG emissions reduction by 2030 and climate neutrality by 2050. Despite this track record, energy renovation of residential buildings remains a challenge, with financing complexity and high costs slowing progress.

Transferable practice

Digital One-Stop Shop for Home Energy Renovation Projects

The city is planning to transfer Marseille's LOUTRE digital platform (L'Outil de rénovation énergétique), developed under the EU-funded OTTER LIFE project: a digital **"one-stop shop" for planning, contracting, organising and following energy renovation projects for homes and homeowners' communities**, from initial diagnosis to contractor selection and post-works monitoring. Each household gets a dedicated project area with a public advisor and qualified contractors. A key feature for Sant Boi is the platform's ability to **automatically share data** for bank loan applications, directly addressing financing, one of the city's main renovation bottlenecks.

Expected impact

Accelerate the rate of deep renovation in the residential stock

- Structure a **trusted local ecosystem of qualified contractors**.
- Generate the first **systematic territorial dataset on residential renovation** in Sant Boi, enabling evidence-based climate policy under the Climate City Contract framework.
- **Reduce energy poverty** by making public aids and financing transparently accessible and easier to combine.





Digital One-Stop Shop for Home Energy Renovation Projects

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Urban Environment Department, with Housing Department and Model City Area

Funding source: Internal municipal resources

First milestones



- **Internal knowledge transfer sessions** held across relevant departments (Urban Environment, Municipal Office for Sustainable Energy (OMES), Information and Communication Technologies (TIC), Business Promotion)
- **Baseline assessment of residential housing stock** most in need of renovation, by neighbourhood

- **Mapping of local businesses and qualified contractors** able to participate in the platform
- **Legal assessment** of which LOUTRE features are directly transferable to the Catalan regulatory framework



Piloting and implementation phase - 2027

Lead organisation: TIC Department (platform adaptation) and OMES (pilot operations and user support)

Funding source: Internal municipal resources; active exploration of external funding through grants and subsidies (DIBA, AMB and other regional/supramunicipal entities)

First milestones



- **Technical requirements document completed** and platform adapted to Sant Boi's digital infrastructure
- **Pilot launch in a defined neighbourhood area** - OMES established as the on-the-ground information and support office for users. **Expected impact:** A locally adapted, operational version of the LOUTRE platform deployed in a pilot area, providing Sant Boi residents and homeowners' communities with guided access to renovation advice, grant eligibility, contractor selection and financing, directly addressing the city's key barrier to residential building decarbonisation.



» Future areas of collaboration between the cities

- **Urban greening and nature-based-solutions** based on Sant Boi's **Respira + Verd programme** and Marseille's urban nature strategies, with joint participation in European calls and peer-to-peer exchanges between technical teams.
- **Photovoltaic energy, covering PV installations on public buildings and in schools**, with a collaboration ranging from technical workshops and shared tender documentation to study visits between experts of both cities.
- Continued exchanges on projects and actions in **heating and cooling network**.

Circular economy

In this section:

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- Regional furniture bank & circular asset platform - *Kronoby (Finland) x Helsingborg (Sweden)* 20
- Circular construction & reuse of building materials - *Manchester (United Kingdom) x Stockholm (Sweden)* 24
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Other relevant practices:

- Circular Economy & Bulky Waste Management - *Tomar (Portugal) x Trondheim (Norway)* 55

[Discover more action plans](#)



Fyli

Greece



Brussels (Belgium)

Fyli is a peri-urban municipality of approximately 50,000 inhabitants in the Attica region, characterised by a significant agricultural land base and a growing focus on circular bio-economy. Key challenges include unclear land ownership structures, limited cross-departmental coordination, and the absence of biomass valorisation infrastructure.

The municipality is building its climate governance capacity from the ground up, prioritising energy independence, green transition, urban farming, waste-to-resource circuits, and social inclusion as integrated levers for local decarbonisation.

Transferable practice

Urban Farming Model

Fyli will adapt Brussels **integrated urban farming model**, combining **municipal land use for food production**, **biomass valorisation**, and short supply chains, to Fyli's peri-urban agricultural context.

The practice introduces a circular logic where **agricultural residues feed a local biomass facility**, **production is distributed to vulnerable households**, and **citizen and business engagement** is structured around a dedicated **digital platform**.

The innovation lies in connecting food security, social inclusion, and decarbonisation within a **single municipal framework**.



Expected impact

- Reduced agricultural waste through local biomass valorisation circuits
- Improved food security and social inclusion for vulnerable households via direct distribution
- Strengthened municipal climate governance capacity through cross-departmental coordination and dedicated specialist team



Urban Farming Model

Mapping, Planning & Assessment Phase - Months 1-12

- **Lead organisation:** Technical Department / Mayor's Office
- **Funding source:** Municipal resources (€20,000 est.); national and EU funding to be mobilised
- **External partners:** Ministry of Agriculture; Hellenic Cadastre; University of West Attica; agronomists

First milestones



- Land ownership mapping and title search completed (Month 3)
- Cross-departmental working group established with internal governance protocol (Month 3)
- Feasibility and siting study for biomass valorisation facility launched (Month 6)
- Training needs assessment completed and specialist team designated (Month 4)



Piloting and implementation phase - Months 12-24

Lead organisation: Technical Department / Environmental Department / Social Services Department

External partner: Ministry of Environment & Energy; local NGOs; social cooperatives; University of West Attica; local Chamber of Commerce; regional media

Funding source: Municipal resources + EU Funding

First milestones



- Stakeholder engagement platform live with onboarded participants (Month 6)
- Environmental and operational permits for biomass facility secured (Month 12)
- At least two MoUs signed with local companies (Month 4)
- First distribution cycle of agricultural production to vulnerable households launched (Month 18)

»» Future areas of collaboration between the cities

- **Urban Food Systems:** Local food policies linking municipal farming to school meals and social grocery networks (Brussels' Good Food Strategy).
- **Circular Bio-Economy:** Technical peer-review of Fyli's biomass facility design and agricultural residue research.
- **Participatory Governance:** Digital citizen engagement tools and open-source platform development.
- **Social Innovation:** Methodologies supporting vulnerable households through urban agriculture and social grocery networks.
- **Pollinator-Friendly Policies:** Integrating Fyli's beekeeping ecosystem with urban biodiversity strategies.
- **Capacity Building:** Structured staff exchanges and joint training curricula to address capability gaps.



Kronoby

Finland



Helsingborg (Sweden)

The Municipality of Kronoby, located in the Jakobstad Region in Finland, is committed to reaching climate neutrality by 2035. While its 2021 regional climate strategy focused on reducing greenhouse gas emissions, there is growing recognition that circular economy principles, resource efficiency and material reuse are equally important to achieving long-term climate goals.



Transferable practices

Regional furniture bank & circular asset platform

Inspired by Helsingborg's Haffa service, Kronoby aims to establish a **regional furniture bank and circular asset platform** promoting the **reuse of furniture and equipment** across municipalities. The initiative responds to significant quantities of unused or underutilised municipal assets: by creating a **digital platform and, longer term, a shared physical facility**, the municipality seeks to extend resource lifespan and reduce unnecessary procurement and waste.

Participatory budgeting for sustainability & circularity

Inspired by Helsingborg's Climate Fund and participatory governance initiatives, Kronoby aims to **expand its existing participatory budgeting process with a dedicated budget for sustainability and circularity projects**. Building on three years of participatory budgeting, the municipality will create a mechanism empowering **residents to propose and vote on environmental sustainability and resource-efficiency initiatives**, generating innovative ideas and strengthening the inhabitants' ownership of local sustainability actions.

Social Hubs

Inspired by Helsingborg's participatory initiatives and Climate Dialogues, Kronoby aims to create **physical and digital meeting spaces for young people** across its three municipal centres, following discussions between the Mayor and ninth-grade students on the need for dedicated youth participation spaces. The proposed Social Hubs will combine simple infrastructure, such as sheltered meeting spaces and charging facilities, with **digital tools** letting young people submit ideas, share opinions and vote on proposals.

Expected impacts

- Strengthened circular economy practices through reuse, resource efficiency and reduced material waste, supported by their integration into regional climate strategies
- Increased citizen and youth participation in local decision-making, building local capacity through international knowledge exchange



Regional furniture bank & circular asset platform

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Technical Services Department with Regional Climate Group

External partners: Vocational education provider Optima

Funding source: Internal municipal resources

First milestones



- Project proposal developed together with the local vocational school to explore opportunities for collaboration
- Development of a pilot digital register for reusable furniture and municipal assets
- Mapping of available furniture and equipment
- Presentation of the pilot service and testing
- Introduction of the digital service and communication campaign



Piloting and implementation phase - 2026-2027

Lead organisation: Technical Services Department with Regional Climate Group

Funding source: Internal municipal resources

First milestones



- Presentation of the digital service to municipalities across the region and initiation of discussions on future collaboration
- Assessment of opportunities for creating a shared regional facility for storing and restoring furniture
- Development of a long-term governance and operational model for a regional furniture bank

Future areas of collaboration between the cities

- Exchange of experiences on citizen engagement, communication of lessons learned and development of future project applications.
- Collaboration to strengthen circular economy objectives in regional climate strategies through EU partnerships, including the iCEAR project.
- Knowledge exchange on reuse initiatives, development of a regional digital service for reusable furniture and support through the Circular City Advisory (CCA) programme.



Participatory budgeting for sustainability & circularity

Mapping, Planning & Assessment Phase - 2026

Lead organisation: The General Department and the Quality of Life Section

External partners: The Regional Climate Group

Funding source: Internal municipal resources

First milestones



- Review and update of the general principles governing participatory budgeting to incorporate sustainability and circularity objectives
- Design of the new thematic budget and development of implementation procedures
- Preparation of communication materials and citizen engagement activities

Piloting and implementation phase - 2026 – 2027

Lead organisation: The General Department and the Quality of Life Section

Funding source: Internal municipal resources

First milestones



- Launch of an idea campaign and collection of project proposals from residents
- Voting phase to select the preferred initiative
- Implementation of the winning proposal



Social Hubs

Mapping, Planning & Assessment Phase - Q1 2026

Lead organisation: Technical Services Department with Municipal Administration, Education Department and the Youth Council.

External partners: Students

Funding source: Internal municipal resources

First milestones



- Preparation and submission of a project funding application.
- Identification of suitable locations in the three municipal centres.
- Assessment of technical requirements.



Piloting and implementation phase - Q4 2026 - Q4 2027

Lead organisation: Municipal Administration, Education Department and Technical Services Department with the Youth Council, Area Management and Communications.

External partners: Students

Funding source: potential external funding opportunities. Approximately funding 90.000 EUR

First milestones



- Establishment of the project team and communication campaign.
- Procurement and construction of the meeting spaces.
- Development of a digital service for collecting feedback and opinions from young people.
- Construction, painting and final preparation of the hubs.
- Official opening of the Social Hubs



Manchester

United Kingdom



Stockholm (Sweden)

Manchester's climate action is guided by a shared ambition across the city, the Council, and the wider city-region to achieve zero carbon and climate resilience by 2038. This is set out in Manchester Climate Ready: The Plan 2025–30, the Manchester City Council Climate Change Action Plan 2025–30, and the Greater Manchester Five-Year Environment Plan 2025–2030, which together define a coordinated pathway for emissions reduction and adaptation.

Key priorities include reducing emissions from homes and buildings, transport, energy systems, waste and the circular economy, while also strengthening nature recovery, air quality, and climate resilience. A major challenge identified is the high impact of the construction sector, which is responsible for a large share of UK waste and presents significant potential for embodied carbon reduction through circular practices.

Transferable practice

Circular construction & reuse of building materials

Inspired by Stockholm's approach to circular construction and design for reuse, Manchester will explore opportunities to **embed the reuse of furniture and light building materials** such as doors, door frames and windows **within the construction sector**. Stockholm is actively supporting a shift towards circular building practices, including initiatives such as Stocket and emerging reuse infrastructure that enable materials to be recovered, exchanged and reused at scale, and increasingly integrated into new developments from the outset.

Manchester will build on existing initiatives such as Renew to assess how similar reuse mechanisms could be strengthened and extended to construction and demolition material streams. The focus will be on **improving coordination between stakeholders, enabling practical reuse pathways, and integrating circular economy principles** into local construction practices.

Expected impact

- Increase reuse of construction and demolition materials, reducing embodied carbon in the built environment
- Strengthen circular economy infrastructure across Greater Manchester, building on existing initiatives such as Renew
- Improve understanding of material flows and data availability in the construction sector
- Create foundations for scaling reuse systems across heavier construction materials in the future





Circular construction & reuse of building materials

Mapping, Planning & Assessment Phase - January - May 2026

Lead organisation: Manchester City Council (City Policy), Greater Manchester Combined Authority (GMCA) Waste and Environment and Manchester City Region (MCR)

Funding sources: Internal municipal resources

External partners: City of Stockholm's Environmental & Health Department, and the Centre for Circularity team

First milestones



- Initial meeting to develop a detailed understanding of circular construction practices and reuse centre models
- Site visit completed to gather practical insight
- Initial ecosystem engagement to share learning and understand the Manchester context and opportunity

Further research into:

- International approaches to similar challenges,
- UK-specific barriers and market opportunity scale,
- Appetite and resource availability in Greater Manchester



Piloting and implementation phase - From June 2026

Lead organisation: Manchester City Council (City Policy) and Manchester Climate Ready (MCR).

Funding sources: Internal municipal resources

External partners: RIBA, other national experts, and construction skills providers

First milestones



- Continued engagement with the local ecosystem
- Follow-up engagement to refine feasibility findings.



Future areas of collaboration between the cities

- Circular construction and built environment strategies, including a Horizon Europe bidding consortium with Stockholm and other partners on circular economy in construction.
- Skills development and learning, including how circular economy projects in Stockholm can support labour market integration and skills (LMI) outcomes
- Green and sustainable development exchange on Stockholm's Environmental Programme 2030, focusing on green space maintenance, biodiversity protection, and urban resilience
- Neighbourhood design and health and well-being approaches



Şişli

Türkiye



Riga (Latvia)

Şişli is a densely populated and highly commercial urban district working towards becoming a climate-neutral city in line with its Sustainable Energy and Climate Action Plan (SECAP), Zero Waste Management Plan, and wider strategic objectives. Its compact urban form and intensive economic activity create particular challenges in waste management, especially in handling high volumes of recyclable waste streams. Within the NetZeroCities Twinning Learning Programme, knowledge exchange with Riga highlighted circular economy and data-driven waste management as key areas for transfer and application in Şişli.

Transferable practice

Circular Economy Action Plan for waste management

The Circular Economy Action Plan developed by Riga Municipality provides a model for **strengthening waste management through circular economy principles** adapted to Şişli's local context. The approach focuses on key waste streams such as packaging waste, textiles, glass and electronics. It includes **source-separated waste collection** systems, **digital data tracking tools**, increased **stakeholder participation**, and integration of **circular economy principles** into local policy frameworks.

The model is compatible with Şişli's existing Zero Waste Management objectives and provides an approach to improve resource efficiency, increase recycling, and support data-driven monitoring of waste management systems.



Expected impacts

- Improved separation, tracking and management of key recyclable waste streams
- Strengthened digital infrastructure for waste monitoring and reporting
- Increased stakeholder participation from businesses and local actors
- Improved internal coordination across municipal departments on circular economy implementation
- Enhanced capacity for evidence-based planning and integration into SECAP and strategic documents



Circular Economy Action Plan for waste management

Mapping, Planning & Assessment Phase - Q2 2027

Lead organisation: Climate Change and Zero Waste Directorate (with Cleaning Services Directorate, Directorate of Strategic Planning, IT Directorate)

External partners: Universities, waste generators

Funding source: Internal municipal resources

First milestones



- Analysis of waste volume cross key waste streams
- Creation of density maps for recyclable waste types

Piloting and implementation phase - Q2 2027 - Q4 2028

Lead organisation: Climate Change and Zero Waste Directorate, IT Directorate (with all related departments)

External partners: Private sector, civil society, technology companies, municipalities, NGOs, women's cooperatives, local communities, universities, and consulting firms

Funding source: Internal municipal resources

First milestones



- Launch of pilot waste collection system for recyclable waste streams
- Completion of digital data monitoring system design based on the Riga model and start of data collection and reporting dashboard



- Stakeholder engagement and awareness-raising activities
- Establishment of an internal circular economy coordination model
- Integration of the circular economy approach into SECAP and strategic plans

» Future areas of collaboration between the cities

- Circular Economy Action Plan benchmarking and comparative evaluation methodologies
- Circular Economy Forum with Riga Municipality (online or in-person)

- Digital waste data management systems
- Community engagement and behaviour change initiatives, including joint trainings and awareness campaigns



Energy systems

In this section:

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- **Energy Support Desk** - *Bandirma (Türkiye) x Dunkirk (France)* 32
- **Building an energy efficiency partnership with citizens and businesses** - *Fuenlabrada (Spain) x Copenhagen (Denmark)* 24
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Amersfoort

Netherlands



Espoo (Finland)

Amersfoort aims to become a climate-neutral city by 2050 through a fair and inclusive energy transition towards a future-proof energy system. By 2022, the city had reduced its CO₂ emissions by 43% compared to 1990, despite continued population growth. Current efforts focus on reducing emissions in the built environment, increasing renewable energy production, promoting sustainable mobility and advancing the circular economy. The energy transition is also essential for achieving wider objectives, including a resilient economy, sustainable mobility and a high-quality living environment.



Transferable practices

District heating with anchor clients

Around 40% of local CO₂ emissions in Amersfoort come from the use of natural gas for heating homes and buildings. The municipality is therefore exploring **district heating** as a sustainable alternative that can also **help reduce grid congestion**.

Through the exchange with Espoo, Amersfoort was inspired by the city's strategy of using large "anchor clients" as the starting point for developing heating networks. Securing major customers at an early stage provides a stronger and more reliable business case for new district heating projects.

Climate City Contracts / business engagement

Amersfoort's economy is mainly focused on services and local companies, with fewer large industrial businesses. The city is working to **strengthen cooperation with companies** to support the achievement of climate goals.

Through the exchange with Espoo, Amersfoort gained insights into how the city engages companies through Climate City Contracts (green deals), where businesses commit to shared climate targets and actions. Although the economic structures of both cities differ, the exchange confirmed the value of **developing a sustainable business network** as a way to create long-term cooperation and support local climate ambitions.

Expected impacts

- Accelerate the development of **sustainable alternatives** to natural gas and support the transition towards a future-proof heating system.
- Strengthen the municipality's capacity to **address grid congestion**.
- Improve understanding of viable business models and partnership approaches for future district heating developments.
- Foster **stronger cooperation** between the municipality and local businesses in achieving shared climate goals.

Future areas of collaboration between the cities

- Grid congestion and grid-friendly policies.
- Climate goal setting and governance approaches.
- Involving companies in achieving climate goals and developing climate partnerships.
- Zero-emission zones and sustainable urban mobility policies.
- Involving schools and children in energy awareness initiatives.
- City planning and citizen participation in the energy transition.

District heating with anchor clients

Mapping, Planning & Assessment Phase - May – June 2026

Lead organisation: Sustainable City Programme, Energy Team, with support from the Business Engagement Team

External partners: Duurzaam Netwerk Amersfoort

Funding source: Internal municipal resources

First milestones



- Share technical learnings and best practices from Espoo's experience.
- Assess the transferability of Espoo's district heating approaches.
- Explore the applicability of the anchor-client model.
- Facilitate internal discussions.

Piloting and implementation phase - From Autumn 2026

Lead organisation: Sustainable City Programme, Energy Team, with support from the Business Engagement Team

External partners: Duurzaam Netwerk Amersfoort

Funding source: Internal municipal resources and potentially European funding

First milestones



- Continue discussions on business models
- Identify potential anchor clients and partnership opportunities for future district heating projects.
- Integrate lessons learned from Espoo into the municipality's long-term district heating planning and implementation strategies.
- Explore innovative and locally appropriate heat sources that can support future heating networks.



Climate City Contracts / business engagement

Mapping, Planning & Assessment Phase - Mid 2026

Lead organisation: Sustainable City Programme, Energy Team, with support from the Business Engagement Team

Funding source: Internal municipal resources

First milestones



- Organise internal meetings to share Espoo's experiences of working with companies
- Discuss approaches for setting shared climate targets and developing collaborative actions with businesses.
- Explore cross-sectoral planning methods and broader decarbonisation strategies.

Piloting and implementation phase - From Autumn 2026

Lead organisation: Sustainable City Programme, Energy Team, with support from the Business Engagement Team

Funding source: Internal municipal resources and potentially European funding.

First milestones



- Facilitate follow-up meetings with relevant teams and stakeholders.
- Continue building the sustainable business network and strengthen cooperation with local companies on climate objectives.
- Identify opportunities for future climate partnerships with businesses.
- Define future steps for involving companies more systematically in the city's energy transition and decarbonisation agenda.





Bandırma

Türkiye



Dunkirk (France)

Bandırma Municipality has committed to a 40% greenhouse gas reduction by 2030 (against a 2023 baseline) and carbon neutrality by 2050 under its SECAP, as a Global Covenant of Mayors signatory. With buildings responsible for 60% of emissions, energy efficiency and renewable energy are priority sectors: the city already operates a 1 MW municipal solar plant covering ~90% of its electricity needs. Sustainable mobility, green infrastructure and institutional capacity-building complete its five priority emission domains.

Transferable practices

Energy Support Desk

Inspired by Dunkirk “DKWatt”, the city plans to establish a Energy Support Desk, **combining free home energy audits and technical renewable-energy support for citizens with a digital energy management system for municipal buildings** - centralised consumption monitoring, performance analysis, solar system tracking and smart street lighting. Directly addresses Bandırma's lack of digital energy management and the fact that buildings account for 60% of SECAP emissions, while building a data-driven base to track targets and unlock renewable energy investment.



Climate Governance and Citizen Participation Platform

Builds a digital **feedback platform and structured governance model** to embed citizens, youth and external stakeholders in climate policymaking, alongside climate volunteering, micro-grants for residents aged 15–24 and neighbourhood-based awareness events. Responds to Bandırma's need for **stronger participatory mechanisms and cross-departmental coordination**, extending climate action beyond a purely municipal focus toward shared ownership with universities, NGOs and citizens.



Expected impact

- Reduced municipal energy consumption and costs
- Lower greenhouse gas emissions from public buildings
- Higher residential uptake of renewable energy and efficiency measures
- Data-driven monitoring to track SECAP targets

Future areas of collaboration between the cities

- Smart energy management and renewable energy investments, through technical knowledge-sharing and joint pilots with EU and World Bank funding, in collaboration with technology companies.
- Climate adaptation, circular economy and citizen participation mechanisms, via joint workshops and capacity-building involving universities and NGOs.
- Sustainable transport, through technical collaboration and feasibility studies.

Energy Support Desk

Mapping, Planning & Assessment Phase - Q2 2026 – Q1 2027

Lead organisation: Energy Management Unit, IT Department

Funding source: Technical consultancy budget; hardware/software investment

First milestones



- Municipal energy consumption inventory completed
- Energy monitoring infrastructure installed in pilot municipal building
- Smart energy management platform commissioned; central data monitoring activated

Piloting and implementation phase - Q1 2027 – 2028

Lead organisation: Energy Management Unit, Strategy Development Department, Technical Works Department

Funding source: Training budget, hardware investment, EU grants and external financing (ESCO companies)

First milestones



- At least 150 municipal staff trained in energy management
- At least 100 free residential energy audits conducted per year
- 10% reduction in public building energy consumption
- New solar power plant capacity installed



Climate Governance and Citizen Participation Platform

Mapping, Planning & Assessment Phase - Q3 – Q4 2026

Lead organisation: Press, Publication and Public Relations Department; Energy Management Unit; Strategy Development Department

Funding sources: Software and communications budget; EU grants

First milestones



- Digital climate citizen platform launched
- First project call for youth (15–24) climate micro-grants launched and implemented



Piloting and implementation phase - Q1 2027 – 2028

Lead organisation: Strategy Development Department, Culture and Social Affairs Department, Energy Management Unit

Funding sources: Organisation and event budgets

First milestones



- First climate volunteer group formed
- At least 10 neighbourhood-based climate awareness events per year
- At least 5 EU/international fund applications per year





Fuenlabrada

Spain



**Copenhagen
(Denmark)**

Fuenlabrada is a Spanish municipality strongly committed to sustainable urban development and the achievement of the Sustainable Development Goals (SDGs). Through its Urban Agenda, the city is working towards a more efficient, resilient and inclusive urban model by reducing resource consumption, emissions and waste generation while promoting responsible practices among citizens, businesses and public institutions. Energy efficiency, climate adaptation and citizen participation are key priorities within this framework.



Transferable practices

Building an energy efficiency partnership with citizens and businesses

Inspired by Copenhagen's Energy Leap Partnership, Fuenlabrada aims to develop a **collaborative framework to improve energy efficiency** through closer cooperation between the municipality, businesses and citizens. Building on the city's ongoing work to **systematically monitor energy consumption in municipal buildings**, the initiative will seek to create a shared framework for collecting and using energy data to support more informed decision-making and encourage energy-saving actions across the city.

Climate Task Force in city renewal projects

Inspired by Copenhagen's KINETIC and Climate Task Force approach, Fuenlabrada aims to **strengthen citizen participation in urban renewal and renaturalisation projects** by integrating residents' perspectives into future interventions. The city will also seek to improve collaboration between municipal departments to support more coordinated climate action. The practice provides Fuenlabrada with a model for creating more **inclusive, resilient and user-oriented public spaces**, ensuring that urban transformation reflects the needs and priorities of local communities.

Expected impacts

- Strengthened capacity to monitor and reduce energy consumption, through new mechanisms for collaboration between the municipality, citizens and businesses
- Improved citizen participation and cross-departmental cooperation in urban transformation, accelerating greener, more resilient and inclusive public spaces

Future areas of collaboration between the cities



- Cross-functional municipal innovation models, including the role of R&D departments and collaborative working structures within local administrations.
- Sustainable mobility and integrated transport management, including cycling promotion and multimodal mobility strategies.



Building an energy efficiency partnership with citizens and businesses

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Circular Economy Department with municipal digital services, and affiliated municipal public bodies

External partners: Businesses and citizens

Funding source: Internal municipal resources

First milestones



- Assessment of existing municipal energy monitoring systems and available data sources
- Identification of potential participating businesses, building owners and community stakeholders
- Definition of the technical requirements and governance model for the platform



Piloting and implementation phase - 2027

Lead organisation: Circular Economy Department with municipal digital services, and affiliated municipal public bodies

External partners: Businesses and citizens

Funding source: 125.000 EUR

First milestones



- Development and launch of a web-based platform for collecting and analysing energy consumption data.
- Integration of the first municipal buildings and external stakeholders into the platform





Climate Task Force in city renewal projects

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Urban Planning Department, with Welfare, Citizen Participation, and Culture Departments

External partners: Neighbourhood associations and citizens

Funding source: Internal municipal resources

First milestones



- Development of a citizen participation strategy linked to the Integrated Action Plan.
- Identification of priority initiatives where residents will be actively involved in decision-making.
- Creation of an internal workflow and cooperation framework between municipal departments to facilitate cross-departmental working.



Piloting and implementation phase - 2027

Lead organisation: Urban Planning Department, with Welfare, Citizen Participation, and Culture Departments

External partners: Neighbourhood associations and citizens

Funding source: 200.000 EUR

First milestones



- Organisation of public meetings and participatory workshops on re-urbanisation and renaturalisation projects.
- Integration of citizen's proposals into proposed plans.
- Evaluation of participant satisfaction and perception.





Haarlem

Netherlands

Haarlem is a city of 169,000 inhabitants aiming to end fossil fuel heating and become a circular city by 2040. The city has adopted a Heat Transition Programme with district heating as its central infrastructure strategy (for approximately 50% of the total city building stock). To deliver fossil-free heating, Haarlem has established a dedicated public heating company (Warmtebedrijf Haarlem). A major structural challenge is severe electricity network congestion, which makes heat network development a priority lever for decarbonisation.



*Sønderborg (Denmark)
& Gothenburg (Sweden)*

Transferable practice

Heat Network Masterplan

Both Sønderborg and Gothenburg operate fully developed **district heating systems** from which Haarlem will draw best practices and innovations to develop its own **integrated Heat Network Masterplan**. The masterplan will cover **backbone transport infrastructure, sustainable heat sources, large-scale heat storage, and heat exchange** with hospitals, development zones, and wastewater treatment facilities. Key areas of innovation include AI-driven system control, industrial-scale heat pumps and e-boilers, electricity congestion relief, and cost-reducing construction methods.



Expected impact

- Fossil-free heating delivered to approximately 50% of Haarlem's building stock by 2040
- Reduced pressure on the electricity network through large-scale heat network deployment
- Replicable masterplan methodology integrating best practices from two leading European district heating cities





Heat Network Masterplan

Mapping, Planning & Assessment Phase - May – December 2026

Lead organisation: Municipality of Haarlem

External partners: Warmtebedrijf Haarlem (public heat company); engineering firms specialised in heat network design; regional water board (for thermal energy from water research); national authority for consumers and markets (tariff regulation); electricity grid operators

Funding source: Municipal internal resources

First milestones



- Procurement of engineering companies and data collection completed *May 2026*
- Draft tariff structure for heat network developed *June 2026*
- Draft masterplan-level system design delivered *August 2026*

- After exchanging with Sønderborg and Gothenburg on technical, financial and governance topics via expert sessions, in-depth research into thermal energy from water sources completed *September–October 2026*
- Final masterplan-level system design and integrated global plan for total heat network area delivered *December 2026*

Implementation phase - January 2027 onwards

Lead organisation: Warmtebedrijf Haarlem + Haarlem ECDW

External partners: Warmtebedrijf Haarlem; housing corporations; electricity grid operators; Sønderborg and Gothenburg heat network experts

Funding source: Project proposals

First milestones



- Formal approval of masterplan by Mayor and Aldermen *January 2027*
- Presentation of results *January–February 2027*
- First implementation project proposals submitted *February 2027 onwards*



» Future areas of collaboration between the cities

- Heat network development and innovation: Peer-to-peer exchanges on tariff structures, cost-reducing technologies, AI-driven system control and governance models; EU funding: Horizon Europe, CEF Energy, InvestEU.
- Sustainable mobility and car ownership reduction: Exchange of practices on car sharing, cycling promotion, emission-free zones and bike parking; EU funding: CIVITAS, LIFE, Interreg.

- Green public procurement and EU advocacy: Exchange on integrating EU directives into municipal procurement and joint EU-level advocacy strategies; EU funding: Interreg Europe, LIFE.
- Circular economy: Knowledge sharing on circular city strategies, contributing to the wider NetZeroCities network; EU funding: Horizon Europe, LIFE, Interreg.



Mentese

Türkiye



Elbasan (Albania)

Menteşe is a municipality of 123,000 inhabitants in the Muğla province committed to climate neutrality by 2050 through the Covenant of Mayors. Priority intervention areas include energy efficiency, sustainable transportation, circular economy and water management. The municipality has already developed local circular economy practices — including textile recycling, repair workshops, and organic waste valorisation — and is now focused on scaling data-driven building energy analysis, innovative financing for retrofit, and participatory climate governance at neighbourhood level.

Transferable practices

Data-Driven Building Energy Analysis and Retrofit Financing

Menteşe will **adapt Energy Performance Certificates (EPCs)-based software and methodologies** to analyse **building-level energy consumption**, identify **high-priority intervention areas**, and direct resources toward the highest-impact buildings. This data-driven diagnostic layer is coupled with an **innovative financing model** — drawing on Elbasan's approach of comprehensive renovation packages and green financing instruments — to accelerate **energy-efficient building transformation**, integrate **private sector financing**, and reduce the **financial burden on citizens**. Together, the two components create an end-to-end system from building performance analysis to funded retrofit implementation.



Young Energy Ambassadors and Community-Based Participation



Menteşe will apply Elbasan's **Young Energy Ambassadors** model by integrating it with its existing Youth Council and climate volunteer structures. **Young people** will take an **active role in energy efficiency and climate awareness**, supporting neighbourhood-based behavioural change and strengthening participatory governance at grassroots level.

Expected impact

- Improved targeting of energy efficiency investments through data-driven building performance analysis
- Accelerated building renovation through scalable and accessible financing instruments
- Increased private sector involvement and energy transition reframed as investment opportunity

Expected impact

- Increased public awareness and behavioural change around energy efficiency
- Strengthened citizen participation and local ownership of climate policies
- Mainstreaming of climate action at neighbourhood level



Data-Driven Building Energy Analysis and Retrofit Financing

Mapping, Planning & Assessment Phase - Q1 2026 - Q2 2027

Lead organisation: Climate Change and Zero Waste Department; Financial Services Department

External partners: Muğla Sıtkı Koçman University; technology providers; financial institutions; technical consultants

Funding source: Horizon Europe; technical assistance projects; internal resources

First milestones



- Data infrastructure established
- Pilot buildings selected and energy analyses completed
- First energy performance report prepared
- Innovative financing model developed and investor engagement initiated

Piloting and implementation phase - Q2 2027 - Q2 2029

Lead organisation: Urban Planning and Development Department; Financial Services Department

External partners: Energy efficiency experts; consultancy firms; financial institutions; private sector investors

Funding source: IPA funds; national grants; green bonds; EU funds; public-private partnerships

First milestones



- Energy efficiency improvement measures implemented in pilot buildings
- Pilot retrofit launched under the new financing model
- Private sector involvement secured and investment pipeline established



»» Future areas of collaboration between the cities

- Cooperation on nature-based solutions and climate adaptation projects.



Young Energy Ambassadors and Community-Based Participation

Mapping, Planning & Assessment Phase - Q2 2026

Lead organisation: Youth and Sports Services Department

External partners: University; youth groups; NGOs

Funding source: Erasmus+; EU youth programmes

First milestones



- Training content prepared
- First youth ambassador group formed
- Neighbourhood-based activities initiated

Piloting and implementation phase - Q3 2026 - 2029

Lead organisation: Climate Change and Zero Waste Department; Directorate of Mukhtar Affairs

External partners: Citizens; NGOs; city council

Funding source: URBACT; NetZeroCities support

First milestones



- Pilot neighbourhoods identified; participatory meetings organised
- Local climate actions co-designed with residents



» Future areas of collaboration between the cities

- Exchange of experiences on digitalisation and smart city initiatives.





Medijana

Serbia



Gabrovo (Bulgaria)

Medijana, a municipality of approximately 87,000 inhabitants within the City of Niš, is committed to achieving climate neutrality by 2030. The territory faces significant challenges related to air quality and rising energy costs, while offering strong potential for small-scale solar energy generation through its extensive stock of public and residential flat roofs. Key priorities include establishing a supportive legal and financial framework for local energy communities, addressing energy poverty, and strengthening collaboration between the municipality, energy managers, and urban planning departments to accelerate the clean energy transition.

Transferable practice

Municipal-Led Energy Community

Medijana is establishing a **municipal-led energy community**, modelled on the pilot developed by Gabrovo, Bulgaria's leading city in energy efficiency and the first in the country to set one up. The municipality will **partner with citizens** and **local SMEs** to **install solar PV systems** on **public rooftops**, such as schools and administrative buildings, turning them into cooperatively owned "**shared power plants**" that deliver direct financial benefits to participants.

Surplus energy generated will be used to **lower bills for socially vulnerable households**, directly tackling **local energy poverty** and **air quality challenges**. The practice provides a legal and financial framework already tested in the Balkan context, bridging Medijana's high-level 2030 climate-neutrality goal with grassroots, citizen-led action.



Expected impact

- Lower energy bills for socially vulnerable households, reducing energy poverty
- Increased local renewable energy generation on public rooftops
- Stronger cooperative ownership model between municipality, citizens and local SMEs



Municipal-Led Energy Community

Mapping, Planning & Assessment Phase - Months 1-6

Lead organisation: Project Management Team; Legal and Finance Department; Urban Planning and Energy Department

External partners: Gabrovo Pilot Team and energy experts; legal consultants; Ministry of Energy; Technical Faculty Niš; EPC companies

Funding source: Travel and workshop budget; staff time and consulting fees; technical audit budget (~€7,000)

First milestones



- Transfer roadmap and signed cooperation agreement with Gabrovo
- Official model of the energy community adopted
- List of selected public and residential rooftops finalised



Piloting and implementation phase - Months 6-18

Lead organisation: PR and Social Services; Technical Department; IT and Energy Department

External partners: Resident associations (e.g. Magdon) and NGOs; certified solar contractors; EPS (utility); software developers; Gabrovo mentors

Funding source: Promotional costs; investment capital (grants plus co-financing); software development and licensing fees

First milestones



- 50+ households registered for the pilot
- First solar PV system connected to the grid
- Energy monitoring platform operational, with Impact Report and Expansion Plan delivered



» Future areas of collaboration between the cities

- Exchange of AI/IoT best practices for real-time energy-sharing monitoring.
- A "Green Manager" certification programme for building managers on energy billing and solar maintenance.
- Extending Gabrovo's model for direct energy distribution to social housing and vulnerable groups.

- Joint pilot on recycling solar components and thermal energy storage.
- A "Green Academy" youth exchange on climate-neutral urban solutions.



Newcastle upon Tyne

United Kingdom



Helsinki (Finland)

Transferable practices

Coherent heat network approach and communication to stakeholders

Newcastle's heat network system is fragmented across Helix, and multiple communal networks delivered by disparate, non-outward-facing entities. Helsinki's strong, trusted heat network brand gives residents and businesses a clear understanding of purpose, benefits and providers, offering a direct model for tackling Newcastle's fragmentation, low public awareness, and competitive heating choices. As an Advanced Zoning Programme city, Newcastle will first establish a **coherent internal approach**, then translate it into clear, consistent **communication for residents and businesses** — using existing channels such as Climate Change Forums, business forums and site visits, currently under-used and lacking a unified message — to prepare consumers ahead of **statutory zoning-led network expansion** and respond to **competitive heating choices** with clearer, evidence-based messaging.

Expected impact

- Unified, trusted heat network approach and public narrative across Helix, Byker and communal networks
- Improved resident and business understanding of heat network benefits and providers
- Stronger consumer preparedness ahead of statutory zoning-led network expansion

Newcastle's climate action is guided by the Net Zero Newcastle: 2030 Action Plan, targeting net zero by 2030 across energy, transport, waste, and adaptation. Stationary energy is the largest emissions source, with domestic heating alone contributing over a third of citywide emissions. Heat decarbonisation is a central priority: the city's heat network landscape remains limited and fragmented, reliant mostly on individual gas boilers, while high fuel poverty levels demand a fair, affordable transition.



AI-enabled heat network demand/supply modulation

Newcastle is **exploring AI to improve efficiency** at the **Helix Energy Centre**, **reducing costs**, **energy use** and **emissions**. Helsinki's operator, Helen, is piloting a "just-in-time" supply model in which AI **learns from demand patterns** and **modulates supply** to avoid overgeneration. Newcastle aims to explore transferring this approach to its own network operations to close a **comparable efficiency gap**.

Expected impact

- Reduced energy costs, consumption and emissions at the Helix Energy Centre
- Optimised supply-demand matching through AI-enabled network management
- Evidence base to inform wider AI deployment across Newcastle's heat networks

Coherent heat network approach and communication to stakeholders

Mapping, Planning & Assessment Phase - Q1 2026 - Q1 2027

Lead organisation: Sustainability Team, Major Projects

External partners: Bring Energy; Anchor institutions

Funding source: Officer time, underpinned by DESNZ funding

First milestones



- Newcastle City Council establishes structure to develop the approach **Q3 2026**
- Approach developed and shared for internal circulation **Q4 2026**
- Approach finalised, becoming business-as-usual under the zoning coordinator role **Q1 2027**



Piloting and implementation phase - Q1 2027 - Q3 2027

Lead organisation: Sustainability Team, Communications Team

External partners: Bring Energy; Anchor institutions; customers in prioritised zones

Funding source: Officer time, partially underpinned by DESNZ funding

First milestones



- Prioritised zones and target audiences determined **Q2 2027**
- Communication plan for the heat network approach and prioritised zones completed **Q3 2027**



» Future areas of collaboration between the cities

- Community engagement and public understanding of heat networks, drawing on Helsinki's strong identity regarding heat networks through co-designed materials, shared behavioural insights and joint surveys.
- Strategic planning for heat network expansion, including zoning, feasibility assessments and governance approaches, supported by peer learning and a scenario workshop with Helsinki.
- Scaling up AI-enabled demand/supply optimisation tools through joint technical workshops and shared datasets, potentially supported by Innovate UK funding.



AI-enabled heat network demand/supply modulation

Mapping, Planning & Assessment Phase - Q2 2026 - Q3 2027

Lead organisation: Sustainability Team, Major Projects

External partners: Bring Energy

Funding source: Officer time; ~£120k anticipated for feasibility consultancy

First milestones



- Feasibility study scoped out Q3 2026
- Helix AI feasibility study completed Q3 2027



Piloting and implementation phase - Q3 2027 – Q2 2028

Lead organisation: Sustainability Team, Major Projects

External partners: Bring Energy

Funding source: Officer time, partially underpinned by DESNZ funding

First milestones



- Business case to operationalise feasibility findings completed Q2 2028



»» Future areas of collaboration between the cities

- Joint activities and knowledge exchange within the Balkan40 cities network.



Plymouth

United Kingdom



Lund (Sweden)

Plymouth (275,000 inhabitants) declared a Climate Emergency in 2019 and pledged to become carbon neutral by 2030, delivered through a whole-council approach and an open, collaborative governance model with strong stakeholder and citizen engagement, including inclusive decision-making, digital consultation platforms and regular public engagement events. The city's Net Zero Action Plan and Local Energy Plan span energy, transport and waste, with a current priority on developing a 5th generation district heat network to decarbonise heating across the city.

Transferable practice

5th Generation Heat Network

Plymouth is developing a **5th generation district heating network** and is drawing on Lund's Ectogrid system, delivered by E.ON, as a reference model. Site visits to Lund and the Alfa Laval factory provided direct insight into **technical design, the use of standardised components, and the potential to license E.ON's network management software**.

These lessons are being shared with Plymouth City Council's heat network Development Partner to inform the design and delivery of the city's own scheme.



Expected impact

- Faster, better-informed design of Plymouth's 5th generation heat network
- Reduced technical and delivery risk through direct knowledge transfer
- Stronger partnership between Plymouth City Council and its Development Partner



5th Generation Heat Network

Mapping, Planning & Assessment Phase

Lead organisation: Plymouth City Council

External partners: Vital Energi (Development Partner)

Funding source: Internal council resources; regulatory frameworks for large-scale infrastructure delivery still to be established

First milestones



- Insights from Lund shared with the Development Partner, including 4th- and 5th-generation heat network models
- Regulatory requirements for delivering large-scale heat network infrastructure identified



Piloting and implementation phase

Lead organisation: Plymouth City Council

External partners: Vital Energi; Lund Municipality / Alfa Laval

Funding source: Secured through the Development Partner's investment (Vital Energi) and a government grant

First milestones



- Visit to Lund's Ectogrid system and the Alfa Laval factory arranged for the Development Partner
- Infrastructure modifications needed to accommodate the District Heat Network installation assessed



»» Future areas of collaboration between the cities

- Nature-based solutions and climate adaptation, including habitat banking approaches, for cross-city knowledge exchange.
- Behaviour change and citizen engagement practices to support public participation in climate action.
- Innovative green financing approaches to help unlock investment for future decarbonisation projects.





Treviso

Italy



Trikala (Greece)

Treviso (86,113 inhabitants) has pursued climate action since joining the Covenant of Mayors in 2011, adopting its Sustainable Energy and Climate Action Plan in 2021 and becoming the first Italian city to win European Green Leaf in 2025. Priorities include renewable energy, with photovoltaics already covering around 6.6% of demand and mandatory panels for new buildings, alongside sustainable mobility through its 2024 PUMS and the development of local energy communities to reduce emissions and energy poverty.

Transferable practice

Energy Service Office

Treviso is setting up a **free Energy Desk for private citizens, professionals and property managers**, inspired by Trikala's experience with its own energy desk. The Desk will offer **guidance on reducing household energy consumption** and **improving efficiency, assess thermal issues** in buildings through indoor and outdoor thermal imaging, **support residents in accessing tax reliefs and financing** for renovations and heating upgrades, and **inform citizens** about renewable energy opportunities, including joining Renewable Energy Communities.

Aimed primarily at vulnerable groups such as elderly and low-income households, the initiative is part of Treviso's European Green Leaf 2025 activities and combines environmental protection with tangible financial savings for families.



Expected impact

- Lower utility bills and reduced energy poverty for vulnerable households
- Increased citizen awareness of energy-saving and renewable opportunities
- Faster, more accessible advisory service and stronger institutional trust
- Reduced environmental emissions through wider uptake of renewables





Energy Service Office

Mapping, Planning & Assessment Phase - October – December 2026

Lead organisation: Public Funding, Environmental Sustainability and University City Sector

External partners: Voluntary associations; consumer protection organisations; professional orders; REC "Priula"; external energy service providers and training bodies

Funding source: Internal municipal resources (staff costs)

First milestones



- Needs assessment and funding availability mapping document completed
- Service catalogue defining offered services and delivery methods identified
- Junior technician trained (40 hours), qualified for the Energy Desk support role



Piloting and implementation phase - March – September 2027

Lead organisation: Public Funding, Environmental Sustainability and University City Sector, with the Public Relations Office (URP)

External partners: Consumer associations; professional associations; REC "Priula"; communication agencies

Funding source: Internal municipal resources (staff costs and external communication services)

First milestones



- Physical Desk and booking/case-tracking system fully set up
- Multichannel communication campaign launched
- Pilot advisory services launched, tested and fully implemented, with ongoing KPI and satisfaction monitoring

» Future areas of collaboration between the cities

- **Energy Desk:** to support energy transition initiatives.
- **Energy Poverty:** Developing strategies and measures to address and mitigate energy poverty.
- **Valorization of Urban Green Areas:** Enhancing urban green spaces with a specific focus on climate change mitigation and adaptation





Veszprém

Hungary



Lappeenranta (Finland)

Veszprém is working towards its “Carbon Neutral Veszprém 2030” objectives, with a strong focus on decarbonising its district heating system. The city aims to reduce dependence on fossil fuels and improve energy efficiency through building renovation, renewable energy integration, smart energy management systems, and the development of local energy communities. A key priority is the transition towards a more flexible and low-emission urban energy system that supports long-term climate neutrality.

Transferable practice

Real-time Heat Demand Management

Real-time heat demand management in district heating systems focuses on **optimizing heat production and consumption based on actual demand** rather than estimated supply. The approach builds on the premise that existing systems often produce more heat than is strictly needed, and that improved calibration and data use can reduce inefficiencies. Key elements include improving building insulation, upgrading heating systems, and using existing but underutilised control technologies in heat centres.

The practice also relies on **identifying optimization potential** through better data collection, including sensor data analysis, GIS-based mapping of building and network topology, and classification of heat demand across buildings. **Operational improvements** include remote monitoring, valve and pump upgrades, and system adjustments to better match heat supply with real consumption patterns. For Veszprém, this approach supports **reducing energy waste and improving the efficiency of its district heating network** in line with its carbon neutrality goals.



Expected impact

- Improved efficiency of district heating production and reduced energy waste
- Lower greenhouse gas emissions through better demand-based heat management
- Improved building-level energy performance through better system coordination
- Enhanced data-driven management of the district heating network
- Progress towards a more efficient and lower-emission urban energy system supporting carbon neutrality objectives



Real-time Heat Demand Management

Mapping, Planning & Assessment Phase - November 2026 - May 2027

Lead organisation: District Heating Service

Funding sources: Municipal resources, external project funding (grants) and loans

External partners: Apartment building representatives, cost allocation companies, and property management organisations

First milestones



- Development of cooperation framework with consumers and preparation of user guidance materials
- Updating of GIS system with building and heat centre topology and equipment data
- Establishment of methodology for real-time heat demand calculation and calibration
- Analysis of sensor data and determination of actual heat demand and temperature profiles



Piloting and implementation phase - From May 2027

Lead organisation: Human Resources and Well-being Unit, Civil Engineering Department, and City Corporate Administration

Funding sources: Municipal resources, external project funding (grants) and loans

First milestones



- Classification of buildings and development of heat demand models
- Infrastructure upgrades including valve actuators, pumps, and remote monitoring systems
- Implementation of secondary-side heating system improvements



» Future areas of collaboration between the cities

- Transition to low-temperature district heating through joint EU applications, online knowledge exchange, and in-person meetings between Veszprém and Lappeenranta cities and universities when progress indicates it.



Finance and business model

In this section:

- Climate Budget - *Tomar (Portugal) x Trondheim (Norway)* 55

Other relevant practices:

- Participatory budgeting for sustainability & circularity - *Kronoby (Finland) x Helsingborg (Sweden)* 20



Tomar

Portugal



Trondheim (Norway)

Tomar (36,949 inhabitants) was among the first Portuguese municipalities to join the national network for local climate adaptation, embedding climate change into policy through an ongoing planning process. Recent extreme weather, including storm Kristin's storm train, exposed the territory's vulnerability and sharpened the urgency of climate action. Exchanges with Trondheim focused on climate budgeting, circular economy, waste management, energy transition and citizens assemblies as priority areas.



Transferable practices

Climate Budget

Tomar is introducing a **Climate Budget**, drawing on Trondheim's model, as a strategic **instrument for integrating the climate dimension into municipal decision-making**. Recent extreme weather, including the "storm train" of which storm Kristin was part, exposed the territory's vulnerability, underscoring the need for structured, evidence-based action. Anchored in Tomar's Municipal Plan to Combat Climate Change (PMAC), the Climate Budget will enable **systematic, transparent prioritisation of climate interventions**, strengthen departmental accountability and make explicit the costs of inaction.

Expected impact

- More systematic, transparent integration of the climate dimension into municipal budgeting
- Stronger departmental accountability for climate interventions
- Clearer prioritisation of climate actions and their costs of inaction

Circular Economy & Bulky Waste Management

Tomar is developing a **circular economy initiative**, inspired by Trondheim's Brokum model, to **tackle bulky waste** that still largely follows a linear path to disposal. The initiative will create a **dedicated space** where bulky items are repaired, refurbished and made available to the community at symbolic prices, extending product lifecycles; items beyond repair will be prioritised for material recovery, including reuse in construction. A complementary **"repair café"** will empower citizens to repair their own belongings, **fostering a culture of reuse, skills-sharing and community involvement**.

Expected impact

- Reduced disposal of reusable bulky waste and extended product lifecycles
- New community space offering affordable repaired goods and repair skills
- Increased citizen awareness and engagement in circular economy practices



Climate Budget

Mapping, Planning & Assessment Phase - May 2026 – February 2027

Lead organisation: Environmental Department (Financial Department joins from Feb 2027)

External partners: MédioTejo21; Trondheim Municipality (technical consulting)

Funding source: Internal staff time only; no direct costs

First milestones



- Climate Budget tool presented to all decision-makers
- At least 3 Department Climate Champions identified across finance, environment and construction
- Draft adapted Climate Budget framework and 5–10 priority indicators finalised



Piloting and implementation phase - June 2027 – July 2028

Lead organisation: Environmental and Financial Departments, with Municipal Board approval

External partners: Trondheim Municipality (peer support)

Funding source: Integrated into the annual budget cycle; no separate funding needed

First milestones



- List of priority climate actions approved by the Municipal Board
- Adapted Climate Budget implemented and integrated into every subsequent municipal budget



» Future areas of collaboration between the cities

- Continued exchange on environmental data collection and monitoring ("Environmental Persona") with Trondheim's Climate Office, through shared digital workspaces and joint events.
- Peer learning on citizens' assemblies, exchanging facilitation methodologies and joint publications with Trondheim's Citizens Assembly team and local NGOs.
- Ongoing technical consulting and peer-review on Climate Budget implementation, including shared indicator templates, with Trondheim's Climate Budget team.



Circular Economy & Bulky Waste Management

Mapping, Planning & Assessment Phase - May - November 2026

Lead organisation: Environmental Department, with Financial Department input

External partners: Trondheim Municipality / Brokum representatives; MédioTejo21

Funding source: ~24h staff time; up to €1,800 for design consultancy

First milestones



- Circular economy project officially launched internally
- Funding lines identified and applications submitted (LIFE, Horizon Europe, PRR, Fundo Ambiental, Centro 2030)
- Project design completed via participatory sessions with civil society



Piloting and implementation phase - July 2027 - March 2028

Lead organisation: Construction, Financial, Human Resources and Social Action Departments

External partners: Subcontracted consultants; IEFP; CIRE; local media and schools

Funding source: Estimated €44,000–115,000 for site preparation; recruitment costs

First milestones



- Top 3 candidate sites surveyed and ranked; staff recruited
- Partnership agreements signed with at least 2 social institutions
- Space renovated and operational; project launched to citizens via a communication campaign





Governance and policy

In this section:

- Integrated Neighbourhood Approach for Sustainable Urban Development - Cascais (*Portugal*) x 59
Aarhus (*Denmark*)
- Mayor's Climate Challenge - Gaziantep (*Türkiye*) x Košice/Bratislava (*Slovakia*) 61
- Milton Keynes City Climate Partnership - Milton Keynes (*United Kingdom*) x Lyon (*France*) 65

Other relevant practices:

- External Communication of Climate Data & Actions - Reggio Emilia (*Italy*) x Munich, Dortmund, 116
Heidelberg (*Germany*)



Cascais

Portugal



Aarhus (Denmark)

Cascais is advancing its climate neutrality pathway through integrated urban transformation approaches that combine climate mitigation, adaptation and territorial planning. The municipality has a strong climate agenda focused on translating strategic objectives into local-scale action through participatory governance and cross-sectoral coordination. Cascais took inspiration from Aarhus' Energy Park Spørring as a place-based integrated project rather than a set of separate measures. The municipality aims to combine energy, waste, land use and community participation within one coordinated plan. The approach focuses on developing new urban development areas or existing areas foreseen to have a spatial transformation plan.

Transferable practice

Integrated Neighbourhood Approach for Sustainable Urban Development

The transferable practice is Aarhus' integrated approach in Spørring, where **energy, circular resource use, land planning and stakeholder co-creation are developed together** within one place-based pilot.

The model combines **renewable energy, waste-to-resource solutions** and **community participation** in a single coordinated project rather than through separate sectoral interventions.

A key element is the early involvement of municipal teams, technical experts, citizens and private partners in the planning and design process.

For Cascais, the practice offers a model to develop a visible climate innovation area that combines energy, mobility, circularity and land use within **one integrated framework supported by technical studies, spatial planning and blended financing**.



Expected impact

- Develop an integrated pilot combining energy, waste, land use and participation in one project
- Strengthen cooperation between municipality, citizens, businesses and private partners
- Improve integration of climate objectives into urban and spatial planning
- Create a demonstrator area to test and scale climate solutions





Integrated Neighbourhood Approach for Sustainable Urban Development

Mapping, Planning & Assessment Phase - 2026

Lead organisation: Climate Action Department (with Mayor and deputy Mayor's office, Urban development Department)

Funding source: Explore European innovation funding (e.g. Horizon Europe) for co-financing.

External partners: Re-Value Partners, SECAP Partners, Waste related and real estate partners, residents' associations

First milestones



- Information session for the local ecosystem
- Political outreach
- Definition of pilot project
- Strategy development



Piloting and implementation phase - 2026 – 2027

Lead organisation: Climate Action Department (with Mayor and deputy Mayor's office, Urban development, Participatory Policy Communication Departments)

Funding source: Explore European innovation funding (e.g. Horizon Europe) for co-financing.

External partners: Waste related and real estate partners, residents' associations

First milestones



- Outreach communication actions
- Participatory consultation sessions
- Project implementation and follow-up



»» Future areas of collaboration between the cities

- **Continued exchange on Aarhus' integrated approach in Spørring:** future dialogue with Aarhus can help sharpen the design of a pilot that is realistic, locally grounded, and able to attract partners and funding. Continued collaboration focus on practical peer learning, regular technical exchanges, and joint reflection on what works for both cities.
- **Collaboration within Horizon Europe** building on the twinning cooperation





Gaziantep

Türkiye



**Košice/Bratislava
(Slovakia)**

Gaziantep's climate ambition is anchored in its SECAP and its EBRD (European Bank for Reconstruction and Development) Green Cities Programme membership, both targeting 2050 climate neutrality. As Türkiye's leading industrial centre, the city identifies buildings as its largest emissions source and decarbonisation priority. Its action plan combines three levers: public-private energy efficiency collaboration, institutional climate governance, and citizen-driven innovation.

Transferable practices

Mayor's Climate Challenge

This practice adapts Bratislava's **structured voluntary commitment and performance-tracking framework to accelerate energy efficiency** across Gaziantep's private and commercial building stock. It establishes a platform where **industrial stakeholders and building owners pledge carbon reduction targets**, backed by municipal technical guidance and open data monitoring. The innovation lies in using **reputation management and open data** to bridge technical gaps, moving beyond traditional mandates toward a public-private partnership model.



Expected impact

- Increased transparency and accountability in energy performance
- Reduced emissions through coordinated public-private commitments and faster building retrofits

Establishment of a Climate Office

This practice institutionalises **a dedicated Climate Office within Gaziantep Metropolitan Municipality**, ensuring high-level **political ownership, mainstreaming climate action** across all departments, **transitioning from a siloed approach to a unified governance structure**. The model extends to **green public procurement**, embedding low-carbon criteria into municipal tender specifications.



Expected impact

- Climate action integrated as an institution-wide priority, with improved cross-departmental coordination
- Reduced embodied carbon through systematic green procurement criteria

Climathon-Based Citizen and Innovation Engagement Model

Gaziantep's strong university base, active NGO sector and young population provide a solid foundation for scaling this into a **sustained climate innovation ecosystem**.



Expected impact

- Increased citizen experience of car-free space, driving behavioural change in mobility
- Strengthened public-private collaboration and an evidence base for long-term public space redesign

Mayor's Climate Challenge (Public–Private Collaboration for Building Energy Efficiency)

Mapping, Planning & Assessment Phase: June 2026 - December 2027

Lead organisation: Department of Information Technology

Funding source: National & International Incentives / Grants

External partners: National ministry for environment and climate change; regional development agency; industrial zone directorate; private sector organisations

First milestones



- After exchanging with Bratislava on data integration methodologies, digitise 80% of municipal data sets (carbon, water, energy)
- Launch first beta version of the Gaziantep Energy Climate Portal & Open Data Platform to the public and stakeholders



Piloting and implementation phase: August 2026 - March 2029

Lead organisation: Directorate of Energy Management and Climate Change

Funding source: National & International Incentives or Municipal Internal Resources

External partners: Košice Strategic Development Unit; local Technopark; national ministry for environment and climate change

First milestones



- Complete Digital Twin models and AI-driven analyses of idle public buildings
- Initiate energy-efficient renovation in a pilot building Smart Asset Management and Building Transformation (SAM-SUD)



Establishment of a Climate Office (Bratislava Municipal Climate Governance Model)

Mapping, Planning & Assessment Phase - June 2026 – December 2027

Lead organisation: Directorate of Energy Management and Climate Change

Funding source: Municipal Internal Resources

External partners: District municipalities; national ministries for environment, family and social policies; relevant NGOs; regional development agency; disaster and emergency management authority

First milestones



- Obtain official approval for the establishment of the Climate Office within the municipality
- Sign inter-departmental coordination protocols with municipal utilities and transport operators (water, sewerage, public transport)

Piloting and implementation phase - July 2026 – December 2027

Lead organisation: Department of Support Services (Procurement Branch Directorate)

Funding source: National & International Incentives or Municipal Internal Resources

External partners: National ministry for environment and climate change; regional directorate for environment and climate change; Košice Strategic Development Unit

First milestones



- Integrate green criteria guide into municipal tender specifications
- Select low-carbon footprint products in at least 3 pilot tenders



Climathon-Based Citizen and Innovation Engagement Model

Mapping, Planning & Assessment Phase - June 2026 - December 2027

Lead organisation: Department of Environmental Protection, Zero Waste and Climate Change

Funding source: National & International Incentives or Municipal Internal Resources

External partners: Local universities; NGOs; national ministry for environment and climate change; regional development agency; private sector organisations

First milestones



- After exchanging with Bratislava on the Climathon model, define local challenge themes and co-design the event format with universities and NGOs
- Organise the first Gaziantep Climathon event and integrate at least 2 award-winning solutions into municipal projects

Piloting and implementation phase - September 2026 – June 2027

Lead organisation: Department of Youth and Sports Services

Funding source: National & International Incentives or Municipal Internal Resources

External partners: Provincial directorate of national education; national ministry for environment and climate change; provincial directorate for environment and climate change

First milestones



- Install meteorological stations and air quality sensors in 10 pilot schools
- Complete Climate Data Literacy training for students



»» Future areas of collaboration between the cities

- **Digital Twin & AI Energy Modelling:** Joint AI development for peak-load and consumption forecasting, combining Bratislava's data governance with Gaziantep's building data; EU funding: Horizon Europe, Digital Europe Programme.
- **Green Hydrogen & Industrial Decarbonisation:** Feasibility studies and benchmarking for industrial hydrogen, leveraging Bratislava's R&D and Gaziantep's industrial scale; EU funding: Clean Hydrogen Partnership, LIFE.
- **Circular Economy & Green Procurement:** Exchange of practices on circular construction and green procurement, including a digital materials marketplace; EU funding: LIFE, Interreg Europe.
- **Investment Readiness & Blended Finance:** Peer mentoring on bankable project structuring and EU Taxonomy-aligned reporting; EU funding: EBRD, InvestEU.



Milton Keynes

United Kingdom



Lyon (France)

Following the declaration of a climate emergency in 2019, Milton Keynes City Council adopted the Milton Keynes Sustainability Strategy 2019-2050 and accompanying Action Plan with ambitions to be carbon neutral by 2030 and carbon negative by 2050. Updated in 2026 to reflect the latest evidence, challenges and opportunities, the strategy is structured around five key themes: economy, energy, emissions, environment and engagement. Recognising that achieving net zero will require collaboration across the city, Milton Keynes has identified stronger stakeholder engagement and coordination as a key priority.

Transferable practice

Milton Keynes City Climate Partnership

Inspired by Lyon's Agora initiative, the Milton Keynes City Climate Partnership will be a **city-wide governance mechanism** designed to **strengthen coordination and accelerate collective climate action**. The Partnership responds to identified needs for stronger alignment between ongoing sustainability activities across the city and the requirement for enhanced cooperation between the City Council, residents, public institutions, businesses and community organisations to achieve the 2030 net zero target.

Coordinated by **Milton Keynes City Council (MKCC)**, the Partnership will bring together up to 15 external representatives in a Board acting as a strategic advisory body, supported by five thematic sub-groups aligned with the city's five sustainability themes: **economy, energy, emissions, environment and engagement**. It aims to improve coordination, amplify existing initiatives, support knowledge sharing and develop a shared pipeline of climate projects across Milton Keynes. While it has no formal decision-making power, it will provide guidance, **strengthen engagement**, improve **monitoring of city-wide activity**, and help **identify opportunities for collaboration**.



Expected impact

- Strengthened city-wide coordination of climate and sustainability actions across public, private and community sectors
- Improved alignment and visibility of existing sustainability initiatives
- Enhanced stakeholder engagement and shared ownership of climate objectives
- Creation of a structured mechanism for knowledge exchange, innovation sharing and project pipeline development
- Improved ability for MKCC to monitor, support and amplify actions beyond direct council delivery

Milton Keynes City Climate Partnership

Mapping, Planning & Assessment Phase - April – June 2026

Lead organisation: Milton Keynes City Council (MKCC) – Sustainability Team

External partners: Arriva; Camphill MK; Milton Keynes University Hospital; MK Business Improvement District; MK College; Network Rail; Open University; The Parks Trust; Santander; SUEZ; Woodmansterne Publications.

Funding source: Internal municipal resources

First milestones



- Draft scope, objectives and structure of the City Climate Partnership developed
- Refinement of scope and objectives with external stakeholders
- Finalisation of Terms of Reference, governance structure and operational framework

Piloting and implementation phase - June – September 2026

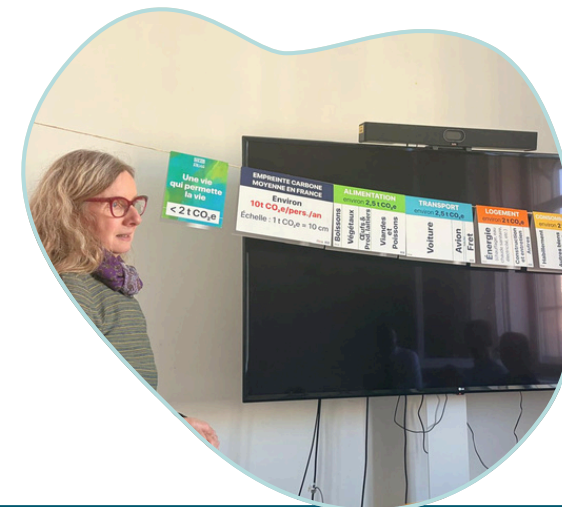
Lead organisation: Milton Keynes City Council (MKCC) – Sustainability Team/ Cabinet

Funding source: Internal municipal resources

First milestones



- Recruitment and confirmation of Partnership Board members
- Official launch of the Milton Keynes City Climate Partnership



» Future areas of collaboration between the cities

- **Council climate adaptation** – MKCC learning from Lyon's approach to engaging council officers on climate
- **Schools-based climate adaptation and education approaches**, including student-led perspectives and low-tech solutions
- **Public-private sector collaboration models**, focusing on governance, risk management and joint working frameworks
- **City-wide stakeholder engagement strategies for climate and sustainability**, including participatory governance and communication tools



Learning and capabilities

In this section:

- [Municipal Low-Carbon Implementation Hub](#) - *Larissa (Greece) x Izmir (Türkiye)* 68

Other relevant practices:

- [Micro-credentials and behavioural sciences for climate policy](#) - *La Rochelle (France) x Dublin/Cork (Ireland)* 106



Larissa

Greece



Izmir (Türkiye)

The Municipality of Larissa has made climate neutrality a strategic priority, aiming to achieve net-zero emissions by 2050. According to its Municipal Emission Reduction Plan (2025), municipal operations generated 10,002.09 tCO₂e in 2019, with waste management, buildings and public lighting identified as the main emission sources. The city has committed to reducing emissions by 15% by 2025 and 35% by 2030 through a portfolio of 24 measures targeting energy efficiency, waste management, renewable energy and climate resilience.

As an active participant in initiatives such as the Covenant of Mayors, the EU Mission for Climate Adaptation, the Intelligent Cities Challenge and European LIFE and Horizon projects, Larissa has developed significant experience in climate planning and innovation. However, the municipality recognises the need to strengthen its capacity to move from climate strategies to concrete implementation.

Transferable practice

Municipal Low-Carbon Implementation Hub

Larissa has focused on the **Municipal Low-Carbon Implementation Hub**, inspired by Izmir's approach, as a transferable practice to improve **technical capacity**, **coordinate climate investments** and **accelerate the delivery of its pathway towards climate neutrality**. The practice aims to bridge the gap between climate ambitions and implementation by creating a **dedicated structure that supports project preparation, funding access, stakeholder coordination and the delivery of low-carbon actions**.

For Larissa, the establishment of such a hub represents an opportunity to **strengthen municipal capacity**, **build local expertise** and **create the technical foundation needed to scale green investments**. The model will complement the city's existing innovation ecosystem and support the implementation of its Municipal Emission Reduction Plan, helping position Larissa as a regional leader in climate transition.



Expected impact

- Strengthen the municipality's technical and organisational capacity to implement climate projects.
- Accelerate the delivery of the Municipal Emission Reduction Plan and progress towards climate neutrality by 2050.
- Increase the municipality's ability to attract and manage European and national funding for green investments.
- Foster collaboration between public authorities, the innovation ecosystem and local stakeholders.
- Generate environmental, economic and social benefits through reduced emissions, lower operating costs and more resilient urban infrastructure.



Municipal Low-Carbon Implementation Hub

Mapping, Planning & Assessment Phase - M1-15

Lead organisation: Department of Operational & Digital Planning with Departments of Technical Services, Waste Management, Greenery, Department of City Depot, Urban Mobility, Municipal Water & Sewage Company

External partners: Region of Thessaly, JOIST Innovation Hub, Thessalian Industries Association, Urban Bus Company

Funding source: Internal municipal resources and external expert support, with exploration of national and European funding opportunities



First milestones



- Completion of technical, economic, legal and operational feasibility assessments
- Development of a cost-benefit analysis, including the cost of inaction scenario
- Establishment of the governance structure, including legal arrangements, steering committee and identification of initial projects
- Preparation and approval of the technical framework

Piloting and implementation phase - M16+

Lead organisation: Municipality of Larissa with Departments of Technical Services, Waste Management, Greenery, Department of City Depot, Urban Mobility, Municipal Water & Sewage Company

External partners: Region of Thessaly, JOIST Innovation Hub, Thessalian Industries Association, Urban Bus Company.

Funding source: Internal municipal resources and external expert support, with exploration of national and European funding opportunities

First milestones



- Launch of pilot projects
- Assessment of pilot results and identification of opportunities for scaling up



» Future areas of collaboration between the cities

- Exchange of training materials and capacity-building methodologies.
- Sharing of platform testing results, datasets and stakeholder feedback.
- Cooperation on nature-based solutions and climate adaptation projects.
- Exchange of experiences on digitalisation and smart city initiatives.
- Collaboration on citizen engagement and participatory governance initiatives, including the University of Citizens.



Mobility and transport

In this section:

- Electrification of heavy-duty/freight transport - *Holbaek (Denmark) x Oslo (Norway)* 71
- Active mobility promotion (cycling & walking) - *Jakobstad (Finland) x Reykjavik (Iceland)* 74
- Sustainable Transport Maps Co-designed with Schools (Mental Modal Mapping) - *Limerick (Ireland) x Tampere (Finland)* 76
- Network of air quality sensors - *Szombathely (Hungary) x Pécs and Miskolc (Hungary)* 78
- Electrification of public transport - *Szombathely (Hungary) x Pécs and Miskolc (Hungary)* 78
- Pedestrian connections & walkability - *Tønder (Denmark) x Ioannina (Greece)* 80
- Integrated mobility data platform for sustainable urban mobility planning - *Urbino (Italy) x Kalamata (Greece)* 84
- Sustainable mobility policy for city employees - *Vasaa (Finland) x Gävle (Sweden)*

Other relevant practices:

- Open Streets - *La Rochelle (France) x Dublin/Cork (Ireland)* 106



Holbæk

Denmark



Oslo (Norway)

Holbæk Municipality has made climate action and the green transition a strategic priority, with a particular focus on sustainable mobility and reducing greenhouse gas emissions. While the municipality already has an active Climate Action Plan, there is growing ambition to communicate climate initiatives more effectively and build stronger support among citizens, businesses and decision-makers. Against this backdrop, Holbæk focused its twinning experience on Oslo's work on heavy-duty vehicle charging infrastructure and climate communication, two complementary practices that can accelerate the municipality's green transition.

Transferable practices

Electrification of heavy-duty/freight transport

Oslo has demonstrated that **large-scale electrification of heavy transport** is feasible and can deliver significant environmental and air-quality benefits. For Holbæk, where **publicly accessible charging infrastructure** for heavy-duty vehicles is currently lacking, this experience offers a practical model for supporting the **transition to zero-emission freight transport**. The municipality is already deploying around **420 public charging points** for lighter vehicles and sees heavy-duty charging as the next step in its sustainable mobility strategy.



Expected impact

- Strengthen political support and leadership for climate action.
- Improve citizen engagement and participation in the green transition.
- Enhance communication and visibility of the municipality's Climate Action Plan.

Communication & visibility of Climate Action Plan

Climate action has been a priority in Holbæk for several years, resulting in a comprehensive Climate Action Plan. However, the municipality sees a need to **communicate climate initiatives** more effectively and strengthen their **political and public visibility**.

The visit to Oslo highlighted the value of dedicated climate communication capacity and inspired Holbæk to explore the **creation of a dedicated communication function**. Strengthening communication and public engagement is expected to improve awareness of climate initiatives, increase political support and facilitate the implementation of other actions, including the transition to sustainable mobility.

Future areas of collaboration between the cities

- Climate communication.
- Heavy-duty vehicle charging infrastructure.
- Zero-emission mobility and low-emission zone policies.
- Transition financing and climate funding opportunities.



Electrification of heavy-duty/freight transport

Mapping, Planning & Assessment Phase - July - November 2026

Lead organisation: Mobility Department with the Economic Department and relevant municipal services.

Funding source: Internal municipal resources

First milestones



- Internal dialogue and cross-departmental coordination.
- Market dialogue with operators, businesses and charging providers.
- Planning phase completed.
- Political consideration and decision.

Piloting and implementation phase - Until Summer 2027

Lead organisation: Mobility Department, with Economic Department.

External partners: Contractors and infrastructure operators

Funding source: Internal municipal resources

First milestones



- Launch of procurement and tender procedures.
- Construction and installation phase completed.
- Deployment of the first publicly accessible charging facilities.





Communication & visibility of Climate Action Plan

Mapping, Planning & Assessment Phase - 2026 – 2027

Lead organisation: Climate and Sustainability Department with municipal communications services.

Funding source: Internal municipal resources

First milestones



- Assessment of existing communication activities.
- Internal discussions on organisational needs.
- Mapping of key target groups.
- Development of a proposal outline.

Piloting and implementation phase - 2026 – 2027

Lead organisation: Climate and Sustainability Department with municipal communications services.

Funding source: Internal municipal resources

First milestones



- Development of a communication strategy.
- Launch of targeted communication campaigns.





Jakobstad

Finland



Reykjavik (Iceland)

Jakobstad is a Finnish municipality that, together with the surrounding municipalities of Larsmo, Pedersöre, Nykarleby and Kronoby, has developed a joint climate strategy with a commitment to achieving climate neutrality by 2035. Since early 2024, the municipalities have a shared climate coordinator, a joint climate working group and a separate climate working group within the Town of Jakobstad. As part of this work, Jakobstad is developing clear climate targets across municipal departments. Sustainable mobility has been identified as an important area for further action, with the city working to improve conditions for cycling and walking through the development of its pedestrian and cycling network towards 2040.

Transferable practice

Active mobility promotion (cycling & walking)

Inspired by Reykjavik's approach to improving attitudes towards sustainable mobility, including cycling, walking and public transport, Jakobstad will further develop its own approach to **promoting active mobility**. The city identified the importance of **combining infrastructure improvements** with stronger resident involvement. Building on its pedestrian and cycling network development plan towards 2040, Jakobstad will focus on **improving cycling and walking conditions** while increasing **opportunities for residents to contribute through surveys, qualitative interviews and resident forums** linked to future infrastructure projects.

Expected impact

- Increase the attractiveness and accessibility of cycling, walking and public transport as everyday mobility options.
- Improve public acceptance of sustainable mobility measures through stronger resident participation and communication.
- Support the achievement of Jakobstad's regional climate neutrality target for 2035 by contributing to reduced transport-related emissions.





Active mobility promotion (cycling & walking)

Mapping, Planning & Assessment Phase - May 2026

Lead organisation: Town of Jakobstad

External partners: Residents of the Jakobstad region

First milestones



- Kick-off cycling event
- Information session organised for politicians
- Regional cycling bingo organised during Cycling Week
- Survey conducted on two recently built bicycle lanes to understand residents' attitudes towards cycling and gather feedback on new infrastructure.



Piloting and implementation phase - 2026-2030

Lead organisation: Department of Municipal Engineering within the Centre for Technical Services

External partners: Residents of the Jakobstad region and consultants

Funding source: Internal municipal resources with possible use of external expertise where needed

First milestones



- Implementation of recurring resident surveys twice a year in connection with significant bicycle lane infrastructure projects to monitor perceptions and experiences.
- Assessment of the possibility of organising more in-depth qualitative interviews with residents or resident forums in connection with future significant infrastructure projects involving extensions of the bicycle and pedestrian network.



»» Future areas of collaboration between the cities

- Continued knowledge exchange with Reykjavik on sustainable mobility policies, including citizen engagement methods, mobility surveys and approaches
- Monitoring and evaluating the impact of sustainable mobility measures, including follow-up on changes of transport use
- Participation in European projects and funding opportunities, including initiatives such as the ICEAR project



Limerick

Ireland



Tampere (Finland)

Limerick, home to 102,000 people in the city centre and 162,000 across the metropolitan area, is aligned with Ireland's national target of net-zero emissions by 2050 and a 51% reduction in greenhouse gas emissions by 2030. The city is advancing the National Sustainable Mobility Policy through three core themes: safe and green mobility, people-focused mobility, and better integrated mobility. Driving this work is a dedicated, multidisciplinary Active Travel Team, funded by the National Transport Authority, which has already delivered around 200km of new walking, wheeling and cycling infrastructure to enable modal shift and grow sustainable transport trips.

Transferable practice

Sustainable Transport Maps Co-designed with Schools (Mental Modal Mapping)

Tampere **co-designs adventure maps** with **schoolchildren**, who identify destinations they value while the local authority overlays the best walking and wheeling routes to reach them. Maps are then taken home, extending route awareness to parents and building lasting mental models of car-free navigation across two generations. Limerick will adapt this practice to address a key barrier to modal shift: **new cyclists and pedestrians** often default to car-based mental models of the city, unaware of safer, quieter routes on the emerging active travel network.



Expected impact

- New mental models of car-free navigation developed among schoolchildren and their families
- Increased trust and familiarity with the emerging active travel network among new cyclists and pedestrians
- Reduced dependency on car-based route knowledge, supporting lasting modal shift





Sustainable Transport Maps Co-designed with Schools (Mental Modal Mapping)

Mapping, Planning & Assessment Phase - Q3 2026

Lead organisation: Active Travel, Limerick City and County Council

External partners: National Transport Authority; third-party mapping tool suppliers

Funding source: Mayor of Limerick Fund; National Transport Authority (€50k secured target); €30k for resourcing; €10k for mapping tool procurement

First milestones



- Funding secured and dedicated project resource appointed *October 2026*
- Professional mapping tool procured *October 2026*

Piloting and implementation phase - Q1-Q2 2027

Lead organisation: Active Travel, Limerick City and County Council

External partners: National Transport Authority – Green Schools; Transport Mobility Forum; Strategic Policy Committee

Funding source: Internal resources (€1k demo; €1k promotion; €8k school trial)

First milestones



- In-house demonstration of process/concept delivered with feedback collected *February 2027*
- Senior-level project backing secured through Transport Mobility Forum and Strategic Policy Committee *March 2027*
- Sustainable travel map co-design trial delivered in schools through the Safe Routes to School Team *May 2027*



»» Future areas of collaboration between the cities

- Sharing of platform testing results, datasets and stakeholder feedback.



Szombathely

Hungary



*Pécs and Miskolc
(Hungary)*



Szombathely's climate ambition is anchored in its Sustainable Energy and Climate Action Plan (SECAP), developed under the Covenant of Mayors, which sets a target of 36% CO₂ emissions reduction by 2030.

The city's decarbonisation efforts are focused on two priority sectors: buildings, covering both municipal and residential stock, where the emphasis is on increasing energy efficiency; and mobility, where the city is pursuing fleet electrification, expanding public transport use and promoting cycling as a low-carbon alternative.

Transferable practices

Network of air quality sensors

This practice establishes a **reliable, city-wide network of air quality sensors to support evidence-based decisions on environmental and climate issues**. Its urgency grew after an April 2026 emergency, when authorities discovered asbestos in crushed stone used on unpaved roads and parking areas, with follow-up measurements showing fibre concentrations up to 300 times above safe health limits. The sensor network will provide **continuous data on contamination levels** and **evolving health risks**, turning what was already a strategic priority into an immediate public health necessity.

Expected impact

- Real-time, evidence-based monitoring of air quality and climate conditions, directly supporting management of the ongoing asbestos contamination crisis
- Stronger institutional capacity for environmental decision-making, backed by reliable local data

Electrification of public transport

The practice centres on introducing **electric buses into the city's bus network**, operated by Blaguss Hungary Kft., which foresees full fleet renewal by 2029, with two electric midi buses planned by 2028. A 2026 test phase yielded mixed results: the chosen model performed well on city routes, but insufficient mid-route charging infrastructure prevented it from completing its daily schedule. Blaguss is now evaluating models with **greater battery capacity**; if none is found, additional charging stations will be needed. The Twinning experience highlights that **fleet electrification and charging infrastructure must be planned as an integrated system**.

Expected impact

- A progressively electrified public transport fleet, with evidence-based decisions on routes, charging infrastructure and procurement driven by real operational data, contributing directly to Szombathely's mobility decarbonisation targets under its SECAP.



Network of air quality sensors

Mapping, Planning & Assessment Phase - End 2026

Lead organisation: IT Department and Office for Environment Protection, under the coordination of Councillor Ákos Németh

External partners: Municipality of Miskolc, Miskolc University ELTE SEK faculty, Regional Authority for Environment Protection

Funding source: Internal municipal resources (around EUR 15,000 across assessment actions)

First milestones



- Assessment document identifying the appropriate type, quantity and quality of data needed
- Assessment of the optimal size and technical specifications of the sensor network
- Mapping of sensor locations across the city
- Assessment of possible uses of the data produced for decision-making purposes



Piloting and implementation phase - Q2–Q4 2027

Lead organisation: IT Department and Office for Public Procurements

External partners: Regional Authority for Environment Protection; Miskolc University and ELTE SEK for business model development

Funding source: Active search for external funding (target: EUR 100,000 to cover full implementation); parallel development of a data commercialisation business model to ensure long-term financial sustainability

First milestones



- Procurement process launched and contract signed with sensor supplier **Q2 2027**
- Business model developed for data sales to sustain network maintenance **Q4 2027**
- Funding secured to cover all installation and operational costs



» Future areas of collaboration between the cities

Experience exchange and future funding calls, with Miskolc on the following topics:

- **Green agency** – setting up a new unit for collecting and tackling environmental and energy issues, open for the public
- Green – blue infrastructure development projects



Electrification of public transport

Mapping, Planning & Assessment Phase - 2028

Lead organisation: Public Utilities and Mobility Office, Urban Management and Development Department, Office for Environment Protection

External partners: Blaguss Hungary Kft (municipally operated company), external experts

Funding source: Internal municipal resources + Blaguss contribution (EUR 6,000)

First milestones



- Analysis of optimal bus routes identifying which routes midi e-buses can complete on a single charge
- Identification of optimal charging station locations to maximise operational capacity
- Market research report on available bus models, subsidies and funding opportunities launched



Piloting and implementation phase - 2028-2032

Lead organisation: Urban Management and Development Department and Office for Environment Protection

External partners: Blaguss Hungary Kft., Municipality of Pécs / Tükebusz, external experts

Funding source: Embedded in city budget for contract extension; ongoing market research for subsidies and external funds (EIR 5,000 for research; EUR 500/year for peer exchange)

First milestones



- Operational analysis of the 2 midi e-buses reported annually from 2028
- Funding and suitable bus models identified for fleet scale-up by 2032
- Continuous peer exchange established with Pécs/Tükebusz from 2028





Tønder

Denmark



Ioannina (Greece)

Tønder Municipality, in southern Denmark, combines rich cultural heritage with strong local communities and an ambitious sustainability agenda. As a DK2020-certified municipality, Tønder is implementing a climate action plan aligned with the Paris Agreement, targeting a 55% CO2 reduction in agriculture and 70% in other sectors by 2030, with climate neutrality by 2050. Its strategy is built around close cooperation with citizens, businesses and local stakeholders, recognising the green transition depends on active community engagement and behavioural change.



Transferable practices

Pedestrian connections & walkability

The city draws inspiration from Ioannina's work to **improve pedestrian connections and create safer, more attractive urban routes through neighbourhood renewal**. Tønder will strengthen collaboration with local initiative SAMMEN ("Together") to make existing pedestrian shortcuts more visible, attractive and accessible, encouraging residents to **choose walking over private cars** for short journeys into the town centre. The project will map existing shortcuts, improve signage and lighting, and integrate beautification and energy-efficient design, promoting behavioural change and strengthening local identity and public space quality.

Expected impact

- Increased share of short trips made on foot, through more attractive and accessible pedestrian routes
- Improved quality of public spaces through placemaking and urban regeneration, strengthening community engagement

Citizen participation & climate awareness events

The city aims to strengthen citizen participation and raise climate awareness through **community events and local partnerships**, reinforcing collaboration with SAMMEN during the annual Week of Sustainable Development Goals and the National Day of Climate Action. The goal is to **make climate action more visible in everyday life** and encourage communities, businesses and organisations to participate in the transition to a zero-emission society. Through **workshops and outreach activities**, the municipality will create new opportunities for citizens to **engage with climate issues and build shared responsibility for the green transition**.

Expected impact

- Foster stronger partnerships between the municipality, businesses, community organisations and residents in support of the green transition
- Increase public awareness of climate challenges and opportunities, contributing to long-term behavioural change





Pedestrian connections & walkability

Mapping, Planning & Assessment Phase

Lead organisation: Climate Team Tønder Municipality, with relevant departments, including Facility Management and Legal Department.

External partners: Property owners, Tønder Business Council, Disability and Senior Councils and Chamber of Commerce Association.

First milestones



- Mapping of existing shortcuts, including ownership structures and legal constraints.
- Internal coordination meetings
- Assessment of infrastructure requirements
- Identification of opportunities to integrate energy-efficient solutions



Piloting and implementation phase

Lead organisation: Climate Team Tønder Municipality, with relevant departments, including Facility Management and Legal Department

First milestones



- Negotiation and conclusion of agreements with private property owners
- Completion of permitting procedures and technical approvals.
- Procurement and tendering of infrastructure works.
- Implementation of pilot improvements in selected shortcuts



» Future areas of collaboration between the cities

- Sustainable urban mobility and walkability initiatives.



Citizen participation & climate awareness events

Mapping, Planning & Assessment Phase - May- November 2026

Lead organisation: Climate Team Tønder Municipality, Youth, Community and Culture Consultant, Nature Guides and the Tønder Business Council

Funding sources: Internal municipal resources and possible external funding

External partners: Toender Chamber of Commerce, Green Neighbour community, Youth Council, The Library, The Art museum, Toender Supply, Local climate active citizens, Løgumkloster Højskole

First milestones



- Organisation of information sessions with internal and external stakeholders.
- Definition of ideas and activities for Climate Action Week
- Preparation of an outreach and communication strategy to increase public awareness and participation.



Piloting and implementation phase - December 2026 - April 2027

Lead organisation: Climate Team Tønder Municipality and Nature Guides

Funding sources: Internal municipal resources and possible external funding

External partners: Local Business Association, Green Neighbour Community, youth council library, Art museum Løgumkloster Højskole

First milestones



- Development of a coordinated programme of activities for the National Day of Climate Action.
- Launch of a communication campaign promoting local events and citizen participation.
- Implementation of community-led activities and awareness events across the municipality.
- Follow-up meetings with stakeholders and participating communities to assess participation and identify opportunities for future editions.



» Future areas of collaboration between the cities

- Citizen engagement and participatory approaches to climate action.
- Climate awareness campaigns and community-led behavioural change programmes.



Urbino

Italy



Kalamata (Greece)

Urbino's climate strategy is anchored in its SECAP, developed under the Covenant of Mayors, targeting a 42.84% GHG reduction by 2030 and climate neutrality by 2050. Priority sectors include buildings, with energy efficiency upgrades and renewables integrated in respect of the UNESCO World Heritage Site's Outstanding Universal Value, and sustainable mobility, advancing public transport, active mobility and low-emission vehicles, coordinated with the UNESCO Management Plan, the new General Urban Plan (PUG) and Sustainable Urban Mobility Plan (PUMS).



Transferable practices

Integrated mobility data platform for sustainable urban mobility planning

As a historic hill town with a UNESCO-listed centre, Urbino requires detailed mobility data to balance accessibility with heritage conservation and environmental protection. The city is building a **comprehensive mobility database**, to be integrated into its Digital Twin, to **analyse travel patterns, accessibility** and **mobility demand** across the territory. It will bring together data on the road network, public transport routes and schedules, pedestrian and cycling infrastructure, parking facilities, traffic volumes, population distribution, land use, and major trip generators such as the university, schools, hospitals and tourist attractions, forming the evidence base for Urbino's Sustainable Urban Mobility Plan.

Expected impact

- Comprehensive, evidence-based mobility data supporting sustainable planning
- Approved SUMP balancing heritage conservation with accessibility
- Stronger pedestrian, cycling and public transport connections to the historic centre

Improving public spaces for wellbeing and heritage preservation

In line with the World Health Organization definition of quality of life, Urbino aims to **improve public spaces and buildings and how citizens and city users perceive them**, applying **UNESCO's Historic Urban Landscape approach** to culture, heritage, environment, society and economy. For the agri-food system, in line with Food and Agriculture Organization of the United Nations (FAO) guidelines, the city will promote a **"One Health"** approach to comprehensively **improve the health of people, animals, plants and the environment**. This approach, which involves a wide range of stakeholders, will be applied across the city's cultural, environmental, economic and social spheres.

Expected impact

- Public spaces and buildings better aligned with citizens' needs and perceptions
- Integrated approach to cultural, environmental and social wellbeing
- Stronger cross-sector collaboration on quality of life and heritage protection



Integrated mobility data platform for sustainable urban mobility planning

Mapping, Planning & Assessment Phase - Months 1 – 18

Lead organisation: Urban Planning - World Heritage - Sustainable Development Department

External partners: University of Urbino; Public Transport Operator; Marche Region; Digital Twin technology partners

Funding source: Partially financed

First milestones



- Inventory of mobility datasets completed (80%+ collected and validated)
- Data model, interoperability standards and database developed and integrated into the Digital Twin
- Additional data collected via sensors and surveys, feeding a mobility assessment report with accessibility and congestion indicators



Piloting and implementation phase - Months 15 – 36

Lead organisation: Urban Planning - World Heritage - Sustainable Development Department, with Mobility and Communication Offices

External partners: Marche Region; University of Urbino; local stakeholders, citizens, businesses and tourism organisations

Funding source: Partially financed

First milestones



- At least three sustainable mobility scenarios simulated through the Digital Twin
- Stakeholder workshops held and feedback integrated; data governance protocol approved
- Operational dashboard supporting ongoing evidence-based mobility decisions



» Future areas of collaboration between the cities

- Inclusion of citizens and young people in decision-making processes, explored through joint research into European funding opportunities.
- Digitalisation of municipal services and planning tools, also pursued via European funding research.
- Organic farming and sustainable mobility, as further shared priorities for future European-funded collaboration.



Improving public spaces for wellbeing and heritage preservation

Mapping, Planning & Assessment Phase - Months 1 – 20

Lead organisation: Urban Planning - World Heritage - Sustainable Development Department

External partners: Local NGOs and citizens' associations; local architects and designers; Local schools; tour operators; trade associations for industries, artisans, farmers, commerce, and tourism

Funding source: To be financed

First milestones



- Cartographic identification of the areas to be implemented
- Integrated HUL / One Health Assessment Framework adopted; Design and develop the above-identified areas in accordance with HUL and One Health principles, with the objective of enhancing citizens' well-being and promoting integrated, healthy, resilient, and sustainable urban environments.
- At least 2 workshops involving young people and students, 4 World Cafés with relevant stakeholders, and 1 Open Space event open to all citizens.

Piloting and implementation phase - Months 12 – 36

Lead organisation: Urban Planning - World Heritage - Sustainable Development Department, with Culture, Tourism and Social Services Offices

External partners: European project partners; International Universities; cultural associations, schools and NGOs; Regione Marche

Funding source: To be financed

First milestones



- Quality-of-life digital dashboard operational within the Digital Twin
- Annual programme of cultural and community activities implemented
- Adoption of a planning instrument identifying public areas dedicated to citizens' well-being and heritage preservation.





Vaasa

Finland



Gävle (Sweden)

Vaasa has a compact structure, where services and workplaces are close by. The city has set an ambitious target to achieve carbon neutrality by the late 2020s and is positioning itself as a frontrunner in local climate action. The largest share of greenhouse gas emissions originates from the transport sector, mainly due to a strong car-oriented culture and high levels of private vehicle use. As a result, reducing transport emissions is a key priority, with a focus on shifting mobility behaviours towards more sustainable alternatives such as public transport, cycling, and walking, alongside accelerating electrification and smart mobility solutions.

Transferable practice

Sustainable mobility policy for city employees

Inspired by the mobility policy for city employees developed in Gävle, Vaasa aims to strengthen its own approach to sustainable mobility within municipal operations for city employees. The practice introduces a clear “**sustainable first**” **principle for all work-related travel by municipal employees**, where walking, cycling, public transport and shared city vehicles are prioritised over private car use. For long-distance travel, **rail and rail–ferry** combinations will be encouraged as **low-emission alternatives** to air travel, even when travel times are longer.

The approach combines restrictive and enabling measures, including charging for employee parking, alongside **positive incentives** such as **public transport benefits**, improved **cycling facilities** and recognition for departments reducing car use. It will also promotes **eco-driving practices** and clear guidance on the use of **shared electric vehicles**. This model supports embedding low-carbon mobility as the default choice in city employee travel and encourages **behavioural change** within municipal operations.

Expected impact

- Reduced greenhouse gas emissions from municipal and commuter transport
- Increased use of walking, cycling, public transport and shared mobility among city employees
- Behavioural shift towards low-carbon mobility choices in both work-related and commuting travel
- Strengthened institutional role of the municipality in leading by example on sustainable mobility



Sustainable mobility policy for city employees

Mapping, Planning & Assessment Phase - Q3 2026 - Q2 2027

Lead organisation: Human Resources (with all relevant departments)

Funding source: Internal municipal resources

First milestones



- Development of mobility guidelines for city employees prioritising sustainable transport and funding allocation
- Integration of low-carbon long-distance travel options into updated mobility guidelines
- Approval of updated mobility guidelines by the City Board
- Provide mobility guidelines and offer eco-driving training for citizens



Piloting and implementation phase - Q3 2027 - Q4 2029

Lead organisation: Human Resources and Well-being Unit, Civil Engineering Department, and City Corporate Administration

Funding source: Internal municipal resources and external project funding (grants)

First milestones



- Introduction of incentives for sustainable mobility, such as recognition schemes and employer-supported benefits
- Implementation of eco-driving training and mobility efficiency guidelines for employees with high travel volumes
- Monitoring of participation in training and fuel use in city-owned vehicles
- Implementation of parking policy reform removing free parking for employees



» Future areas of collaboration between the cities

- Cycling infrastructure improvements, including dedicated cycling lanes and use of esplanades
- Traffic separation measures such as bollards and winter cycling maintenance strategies
- Priority-based infrastructure investments (e.g. scoring systems)

- Citizen engagement through workshops and communication campaigns
- Synergies and exchange of best practices between Vaasa Climate Commitment and Gävle Klimatavtal



Nature (NBS, biodiversity)

In this section:

- Participatory courtyard greening for climate adaptation - Poznań (Poland) x Zagreb (Croatia) 90



Poznań

Poland



Zagreb (Croatia)

Poznań is a signatory of the EU Covenant of Mayors for Climate & Energy since 2023, committed to reducing greenhouse gas emissions by 40% by 2030 and 80% by 2050. The city's emissions are primarily driven by stationary energy use in buildings, industry, and district heating, followed by transport as the second largest sector. In response, Poznań is prioritising the decarbonisation of heat and electricity systems, the expansion of renewable energy, and improved energy efficiency, alongside measures to strengthen urban climate resilience. Its updated Climate Change Adaptation Plan (2030) focuses on reducing heat stress, managing flood risks, and improving institutional preparedness for extreme weather events, while also increasing public awareness and community engagement.

Transferable practice

Participatory courtyard greening for climate adaptation

The City of Poznań will transfer the ActGREEN project (“Activating Green Courtyards for Carbon Neutrality”) from the pilot experience of Zagreb to the local context. ActGREEN is a **participatory urban greening initiative** that supports residents in transforming private and semi-public courtyards into climate-resilient green spaces through municipal technical and financial assistance. The city will adapt this approach to **activate courtyard-level transformation in densely built neighbourhoods**, combining municipal financial support, technical guidance, and resident engagement to implement nature-based solutions such as tree planting, rain gardens, permeable surfaces, biodiversity habitats, and small-scale green infrastructure.

For Poznań, this is crucial as it directly addresses the challenges of highly sealed inner-city areas, where limited green space intensifies heat stress, flood risk, and environmental degradation. By enabling resident-led courtyard greening, the city aims to **strengthen urban climate resilience, improve stormwater management, reduce urban heat island effects, and foster stronger community ownership** of climate adaptation measures.



Expected impact

- Reduced urban heat island effects and improved rainwater retention in densely built neighbourhoods through increased courtyard greening and nature-based solutions.
- Stronger community engagement and awareness, encouraging residents to actively participate in climate adaptation and the management of their local environment.
- Enhanced urban resilience and biodiversity, while supporting the city's broader climate neutrality and sustainability objectives.





Participatory courtyard greening for climate adaptation

Mapping, Planning & Assessment Phase - Year 1 – early Year 2

Lead organisation: Climate and Environment Department with Project Coordination and Urban Regeneration Office, Municipal Roads Board, Municipal Greenery Board and Financial Department

Funding source: Internal municipal resources and approximately EUR 11,740.12 allocated for the pilot implementation of one courtyard project

External partners: Civil Dialogue Commission

First milestones



- Concept development of the “Green Renewal” courtyard greening subsidy programme
- Continuous mapping of potential external funding sources
- Securing municipal budget allocation for pilot implementation
- Development of subsidy framework, including application, agreement and reporting templates
- City Council resolution endorsing the pilot programme



Piloting and implementation phase - Year 2

Lead organisation: Climate and Environment Department with Municipal Greenery Board, Municipal Roads Board and City Auxiliary Units Support Department

Funding source: Municipal budget, with additional exploration of external co-financing mechanisms

External partners: Property owners and managers

First milestones



- Resident workshops for co-design of courtyard greening projects
- Launch of pilot call for applications under the “Green Renewal” programme
- Selection and approval of applications based on programme criteria
- Contracting and partial pre-financing agreements signed
- Implementation of courtyard greening works
- Pilot settlement and programme closure
- Long-term durability monitoring and contract compliance checks



»» Future areas of collaboration between the cities

- Development and expansion of renewable energy sources and local energy transition solutions
- Nature-based solutions (NBS) implementation, monitoring, evaluation, and scaling in urban environments
- Strengthening civic dialogue mechanisms and cooperation between local authorities, NGOs and residents
- Sustainable mobility and behavioural change to increase the share of low-emission transport modes in daily travel patterns



Participation, culture and democracy



In this section:

- Mobilising citizens and create a common governance - Assen (Netherlands) x Paris (France) 94
- Young Assembly for Climate Change - Dos Hermanas (Spain) x Athens (Greece) 96
- Citizen Engagement Strategy for Climate Action - Elefsina (Greece) x Klagenfurt (Austria), Vilnius (Lithuania) and Gozo (Malta) 99
- Participatory Governance for Climate Transition - Girona (Spain) x Bordeaux (France) 101
- Citizen Participation and Co-Creation - Heraklion (Greece) x Angers (France) 103
- Stories of Change - La Rochelle (France) x Dublin/Cork (Ireland) 106

Other relevant practices:

- Climate City Contracts / business engagement - Amersfoort (Netherlands) x Espoo (Finland) 29
- Climate Governance and Citizen Participation Platform - Bandirma (Türkiye) x Dunkirk (France) 32
- Climate Task Force in city renewal projects - Fuenlabrada (Spain) x Copenhagen (Denmark) 35
- Climathon-Based Citizen and Innovation Engagement Model - Gaziantep (Türkiye) x Košice/Bratislava (Slovakia) 61

Participation, culture and democracy



Other relevant practices:

- Communication & visibility of Climate Action Plan - *Holbaek (Denmark) x Oslo (Norway)* 71
- Social Hubs - *Kronoby (Finland) x Helsingborg (Sweden)* 20
- Open Streets - *La Rochelle (France) x Dublin/Cork (Ireland)* 106
- Young Energy Ambassadors and Community-Based Participation - *Mentese (Türkiye) x Elbasan (Albania)* 40
- Citizen participation & climate awareness events - *Tønder (Denmark) x Ioannina (Greece)* 81
- Improving public spaces for wellbeing and heritage preservation - *Urbino (Italy) x Kalamata (Greece)* 84



Assen

Netherlands



Paris (France)

Assen is committed to climate neutrality by 2050, with a 55% CO₂ reduction target by 2030 under its SECAP, prioritising buildings, energy supply, local economy and mobility. Mobility is now the critical sector for future reductions, targeted through an 18% cut before 2030 via behavioural change, active mobility and EV charging infrastructure. The Mobility Vision 2040 prioritises walking, cycling, public transport and shared mobility, using mobility as a lever to improve air quality, reduce noise and reclaim public space.

Transferable practices

Mobilising citizens and create a common governance

Inspired by Paris' Pilot city Activity: NEAR (Neighbourhoods' Engagement for Accelerated carbon Reductions), the transferable practice. Combines **targeted outreach to underrepresented residents with a shared governance structure linking citizens, organisations and the municipality**. Its key innovation is the "selection of topics" approach, where complex challenges – climate adaptation, mobility, energy transition – are translated into **concrete neighbourhood themes** that **residents can collectively prioritise**, shifting from consultation to **co-creation**.

This directly strengthens Assen's existing Wijkagenda (Neighbourhood Agenda) and Wijkplan (Neighbourhood Plan) phases, building local ownership and aligning municipal ambitions with residents' daily concerns on safety, accessibility and liveability.



Expected impact

- Stronger public support for mobility and climate measures at neighbourhood level
- Contribution to CO₂ reduction and improved air quality
- Reusable governance model, scalable to other neighbourhoods and policy domains
- Evidence based to inform future participatory policy

Mobilising citizens and create a common governance

Mapping, Planning & Assessment Phase - Q2 – Q4 2026

Lead organisation: Mobility (policy department), Neighbourhood Approach team, European Affairs

Funding source: Existing staff costs

First milestones



- Adaptation framework translating the Paris approach to Assen's neighbourhood context completed
- Kick-off meeting with partners and colleagues to create interest
- Bilateral meetings with departments and stakeholders to build commitment
- Implementation plan for the participatory process

Piloting and implementation phase - Q1 2027 – Q1 2028

Lead organisation: Neighbourhood Approach team, Mobility (policy department), Team Traffic

Funding source: Existing staff costs

First milestones



- New questions integrated into the neighbourhood survey
- Concrete agreements and division of actions between departments and external stakeholders
- Pilot governance structure operational; first Neighbourhood Agenda
- Neighbourhood Plan (Wijkplan) completed via participatory prioritisation of topics



» Future areas of collaboration between the cities

- Participatory methodology and event design, covering voting systems and activity formats, through city-to-city exchange (EUI) with neighbourhood coordinators and the participation department.
- Inclusive neighbourhood design, piloted via a Horizon Europe project, funded through the New European Bauhaus Facility, involving knowledge institutes and other pilot cities.
- Bottom-up democracy, through knowledge exchange with other European cities, with potential CERV (Citizens, Equality, Rights and Values) funding.



Dos Hermanas

Spain



Athens (Greece)

Dos Hermanas' climate action is anchored in its Urban Agenda and Municipal Climate Change Plan, which establishes local mitigation and adaptation measures, climate governance mechanisms and monitoring tools to accelerate the transition to a low-carbon, resilient municipality. Priority sectors include municipal buildings, urban mobility, water and waste management, with growing focus on heatwave and drought resilience typical of Southern Spain. The city is particularly focused on improving data collection and evidence-based decision-making, alongside stronger citizen engagement through participatory governance.

Transferable practices

Young Assembly for Climate Change

Inspired by Athens' youth climate assembly model, brings together **students from existing local participation groups and the municipal Environmental Schools network** in dedicated working sessions to develop concrete **climate actions across energy, water and green infrastructure**, presented directly to the Councilor of Urban Habitat and the technical team. Directly fed into Dos Hermanas' Municipal Plan against Climate Change, embedding youth-proposed actions into its final draft, with the Assembly now continuing as a tool to follow up and review those actions.

Expected impact

- Growth in youth participation and climate awareness across age groups
- Youth-proposed actions embedded as a concrete planning tool in the Municipal Plan against Climate Change
- A standing youth mechanism for ongoing monitoring and review of Plan actions



Integrated urban data system

Inspired by Athens' GIS department, this practice introduces a unified, **evidence-based monitoring platform to support better-informed municipal decision-making across climate, mobility and urban planning**. It is implemented through the Dos Hermanas Urban Observatory, run jointly with Pablo de Olavide University, which collects data and tracks progress across climate, mobility, resource management, social cohesion and digitalisation, strengthening institutional capacity and transparency while supporting implementation of the Urban Agenda.

Expected impact

- A unified, geolocated database of urban assets and Urban Agenda actions
- Improved data-driven monitoring of climate, mobility and resource management
- Stronger institutional capacity for evidence-based municipal decision-making





Young Assembly for Climate Change

Mapping, Planning & Assessment Phase - September 2025 – March 2026

Lead organisation: Management Office, Urban Habitat and Education departments

Funding source: Existing staff/resources

First milestones



- Young Assembly meetings held with both age groups; concrete climate actions developed and presented to the Councilor of Urban Habitat and technical team

Piloting and implementation phase - July 2026 – November 2028

Lead organisation: Management Office and Urban Habitat, with Education department

Funding source: TExisting staff/resources

First milestones



- Municipal Plan against Climate Change approved with youth-proposed actions included; Youth Assembly continues as a standing tool for monitoring and reformulating Plan actions through 2028



»» Future areas of collaboration between the cities

- School-to-school twinning between Spain and Greece on green schools and climate skills, through Erasmus+ funded projects with primary and secondary schools, plus online youth climate assemblies between Spanish and Greek students.
- University-to-university collaboration between Dos Hermanas and Athens on social mobility research, through agreements for shared research and tools.
- Water infrastructure knowledge transfer between the Athens and Dos Hermanas water management companies, targeting an INTERREG-funded consortium project on water reduction, reuse and recycling.
- Joint press and communication initiatives between the two cities to publicise the twinning partnership.



Climate Governance and Citizen Participation Platform

Mapping, Planning & Assessment Phase - January 2025 – December 2027

Lead organisation: Economic Promotion, Development Department, Management Office, Urban Habitat

Funding sources: €30,000 (Urban Agenda Observatory); existing resources for data collection

First milestones



- Collection of data on Urban Agenda actions already carried out; database creation with Pablo de Olavide University



Piloting and implementation phase - May 2026 – May 2028

Lead organisation: Department of Computer Science, Mobility, Management Office

Funding source: €15,000 (Municipality App); €500,000 (Smart City data collection)

First milestones



- Municipality App launched to identify and geolocate urban furniture via incident reporting; Smart City tools deployed to collect urban mobility data on roads



Elefsina

Greece



*Klagenfurt (Austria),
Vilnius (Lithuania) and
Gozo (Malta)*

Elefsina, an industrial city undergoing a green transition, builds on its strong culture of civic participation and its momentum as European Capital of Culture to advance climate neutrality. Citizen engagement is central to this transformation, ensuring local communities become active participants in the shift. Awareness campaigns and environmental initiatives exist, but the municipality needs more structured, continuous mechanisms for citizens to contribute to climate solutions.



Transferable practice

Citizen Engagement Strategy for Climate Action

Inspired by the Vilnius Climate Fund, the Citizen Engagement Strategy for Climate Action introduces a **participatory approach** that enables residents to actively **contribute to the design and implementation of local climate initiatives**. Through open calls, community voting and co-creation processes, citizens will be encouraged to propose, select and support small-scale climate projects at neighbourhood level, becoming active partners rather than solely beneficiaries of municipal policies.

The approach builds on the municipality's previous experience with participatory initiatives developed during Elefsina's year as European Capital of Culture 2023, reinforcing the city's tradition of **civic participation** and supporting stronger collaboration between the municipality, schools and community groups.

Expected impacts

- Increased citizen participation in local climate action and decision-making processes
- Stronger collaboration between the municipality, schools, community organisations and local stakeholders
- Increased ownership of climate initiatives through community-led solutions
- Strengthened local capacity for long-term climate engagement and behavioural change
- Improved capacity to develop future climate projects and access EU and national funding





Citizen Engagement Strategy for Climate Action

Mapping, Planning & Assessment Phase - Months 1 – 5

Lead organisation: Municipality of Elefsina Environment and Circular Economy Department (with the Environmental, Education, IT, Human Resources and Social Services Departments, Participation Unit, Communication Office, and other relevant services)

External partners: Pilot city experts, specialised experts, NGOs, schools, local community organisations, trainers and facilitators

Funding source: Internal municipal resources

First milestones



- Review of the Vilnius Climate Fund model and adaptation of the practice for Elefsina
- Stakeholder mapping and first engagements
- Design of citizen participation mechanisms and engagement tools
- Capacity-building and training sessions for municipal staff and local partners

Piloting and implementation phase - Months 6 – 10

Lead organisation: Municipality of Elefsina Environmental and Social Departments, Education and Technical Services, EU Projects and Monitoring Unit, and all relevant departments

External partners: Schools, NGOs, citizens, specialised external experts and evaluators

Funding source: Internal municipal resources

First milestones



- Launch and implementation of pilot citizen-led climate actions
- Collection of participant feedback and monitoring of pilot activities



Future areas of collaboration between the cities

- Citizen engagement and participatory climate governance
- Community-led climate action initiatives
- Climate awareness and behavioural change campaigns



Girona

Spain



Bordeaux (France)

The city of Girona has committed to the Covenant of Mayors' target of reducing its carbon emissions by 42% by 2030. To achieve this goal, the Climate and Sustainable Energy Action Plan (CSEAP) was drafted and approved by the City Council Plenary on 10 April 2017. The plan prioritises actions in the two sectors requiring the greatest decarbonisation efforts: sustainable mobility and energy efficiency. In 2025, the Girona City Council Plenary approved a new motion submitted by various local entities to review the 2019 Climate Emergency Declaration and strengthen participatory democracy in the ecological, energy and social transition. The motion establishes permanent participatory structures to support the monitoring, evaluation, review and development of public policies, ensuring greater citizen involvement in shaping Girona's transition towards climate neutrality.

Transferable practice

Participatory Governance for Climate Transition

The city is drawing inspiration from Bordeaux Métropole's ABCD project, which uses **structured citizen participation methods, including the Science Shop model, to co-create climate solutions by bringing together citizens, academia and local government**. This approach strengthens engagement with residents, enabling local knowledge, perspectives and needs to be systematically captured and integrated into policy and project development. Girona will adapt and implement this methodology through two institutional channels: the Municipal Sustainability Office, which will lead direct citizen engagement activities, and the Climate Action Chair, which will foster collaboration with academia to support the co-production of climate research and strategies.

Expected impact

- More effective identification and integration of citizen needs into municipal climate projects
- Strengthened collaboration between local government, academia, and civil society on eco-social transition
- Institutionalised participatory framework replicable across municipal departments beyond the two pilot spaces





Participatory Governance for Climate Transition

Mapping, Planning & Assessment Phase - June – October 2026

Lead organisation: Climate Action Department, Girona City Council

External partners: University of Girona; environmental NGOs and entities; Climate Action Chair partners; post-growth collaboration agreement members (Research & Degrowth Association, Dark Matter Labs)

Funding source: Municipal internal resources (no extra funding required at this stage)

First milestones



- After exchanging with Bordeaux on the ABCD methodology, present transferable practices to local stakeholders via a dedicated info session (June 2026)
- Develop work methodology document for Sustainability Office staff incorporating the adapted good practice *September 2026*
- Complete staff training at the Office for Sustainability *October 2026*



Piloting and implementation phase - February 2027 – July 2028

Lead organisation: Climate Action Department, Girona City Council

External partners: University of Girona; citizens; environmental NGOs and entities; post-growth collaboration agreement members; Climate Action Chair partners

Funding source: Municipal internal resources + Climate Action Chair initial funding (approx. €30,000); additional funding sought (Horizon Europe, DUT, NEB)

First milestones



- Complete first pilot project through the Sustainability Office incorporating citizen vision and participation *February 2027*
- Validate and finalise methodology; identify improvement actions *April 2027*
- Adapt methodology for the Climate Action Chair academic context *June 2027*
- Complete first pilot project through the Climate Action Chair *April 2028*
- Share learnings across City Council departments and identify synergies with the Chair *July 2028*

Future areas of collaboration between the cities

- **Carbon budget implementation:** Exchange of tools and experience developed by Bordeaux for the creation and monitoring of carbon budgets, to be integrated into the work of Girona's Climate Action Chair; relevant EU funding: Horizon Europe, DUT.

- **Territorial food systems and food sovereignty:** Ongoing knowledge exchange on sustainable local food strategies, drawing on Bordeaux's mature food projects to support Girona's emerging "Less Waste, More Sovereignty" initiative; relevant EU funding: Horizon Europe (Mission Food Systems), LIFE.
- **Food as social security:** Targeted knowledge share on food-as-social-security policy approaches, linking Bordeaux's experience to Girona's degrowth agreement and local food network actors; relevant EU funding: ESF+, URBACT IV.



Heraklion

Greece



Angers (France)

Heraklion, with 179,302 inhabitants, is committed to climate neutrality by 2030. Its SECAP targets at least 40% CO2 reduction by 2030 against a 2011 baseline, prioritising buildings, public lighting, transport, water management, renewable energy and green infrastructure. Paired with Angers Loire Métropole, Heraklion exchanges know-how on low-emission mobility, renewable energy, water systems and smart-city/digital-twin tools.



Transferable practices

Citizen Participation and Co-Creation

Heraklion is transferring a **structured framework for continuous, digital and co-creative citizen engagement**, inspired by Angers Loire Métropole's approach. Engagement in Heraklion is currently occasional and project-based, managed independently by departments, without **systematic coordination or dedicated digital participation tools**. While political support for greater transparency is strong, the city lacks a regulatory framework, cross-departmental coordination and dedicated digital platforms for continuous dialogue. Transferring this practice would move Heraklion from ad hoc consultation toward an **open, permanent participatory governance model**, directly supporting its ongoing city-centre regeneration agenda.

Digital Twin City Model (GIS Methodology)

Heraklion is transferring Angers Loire Métropole's **methodology for building an integrated, GIS-based digital twin**, combining spatial, infrastructure, mobility and environmental datasets into a single, continuously updated model. Heraklion's GIS data, software and responsibilities are currently fragmented across departments, with no formal structures for systematic data sharing, and existing infrastructure insufficient to support an integrated, real-time digital twin. Building this capability would give the city a **unified, data-driven basis for infrastructure planning, mobility management and environmental monitoring**, aligning with the smart-infrastructure focus of its Twinning exchange with Angers.

Expected impact

- Shift from ad hoc consultation to a permanent, digitally-enabled participatory governance model, backed by a unified data-driven basis for infrastructure, mobility and environmental monitoring
- Stronger cross-departmental coordination and data-sharing culture

» Future areas of collaboration between the cities

- Peer-learning on citizen participation and co-creation methodologies, through study visits, staff mobility and a joint handbook
- Interoperability of digital twin models, shared data standards and a cross-city KPI observatory across partner cities
- Joint EU funding proposals and capacity-building for smart, sustainable and participatory urban transformation, covering climate resilience, green-blue infrastructure and mobility data

Citizen Participation and Co-Creation

Mapping, Planning & Assessment Phase - Months 1 – 12

Lead organisation: Legal Service and General Secretariat; Mayor's Office; HR Unit

External partners: Region of Crete; Ministry of Digital Governance; University of Crete; Hellenic Mediterranean University; National Centre for Public Administration & Local Government (EKDDA)

Funding source: €15,000–25,000 for regulatory drafting; ~€30,000–45,000 for staff training

First milestones



- Local data-governance and participation regulation adopted by the Municipal Council *M6*
- Cross-departmental coordination unit constituted *M3*
- 60+ municipal staff trained and certified *M12*



Piloting and implementation phase - Months 6–18, ongoing quarterly

Lead organisation: IT/GIS Unit; Directorate of Citizen Service; Communication Office

External partners: Software providers; civic-tech NGOs; Chamber of Commerce and Industry; schools; cultural associations

Funding source: €80,000–120,000 for the platform; ~€25,000/year for co-creation events

First milestones



- Digital participation platform piloted (M14) and fully released with digital-twin API (M18)
- Quarterly co-creation cycle launched, reaching 70%+ participant satisfaction



Digital Twin City Model (GIS Methodology)

Mapping, Planning & Assessment Phase - Months 1 – 12

Lead organisation: IT/GIS Unit, with University of Crete and Hellenic Mediterranean University; Programming Unit

External partners: Region of Crete; Hellenic Cadastre; Chamber of Commerce and Industry; S.A.N.I. (Architects' Association); EU managing authorities

Funding source: ~€60,000–90,000 for data collection; ~€20,000–35,000 for proposal-writing support

First milestones



- Validated baseline geodatabase delivered, harmonising cadastral, infrastructure, mobility and environmental datasets *M12*
- At least 2 EU funding proposals submitted, with one project secured



Piloting and implementation phase - Months 9–27, with monitoring ongoing to M36

Lead organisation: IT/GIS Unit, jointly with University of Crete and HMU; Programming Unit

External partners: S.A.N.I. (3D modelling); GIS specialists; sensor providers; Region of Crete; URBACT/EU networks; partner cities

Funding source: ~€250,000–400,000 for the pilot; ~€20,000/year for evaluation and dissemination

First milestones



- Fully operational digital twin pilot demonstrated for the selected city-centre district *M27*
- KPI framework adopted and first annual progress report published





La Rochelle

France



Dublin/Cork (Ireland)

La Rochelle Urban Community is committed to climate neutrality by 2040, implementing its "Territoire Zéro Carbone" strategy across mobility, buildings, energy production and economic activities. Beyond technical solutions, it prioritises behavioural change, citizen participation and cultural engagement as core transition drivers, with a key challenge being to deepen stakeholder mobilisation and build municipal capacity to match its climate ambition.

Transferable practices

Stories of Change

Dublin's "Stories of Change" is a **participatory storytelling approach** mobilising personal narratives from citizens, public servants and local stakeholders to foster emotional engagement with climate action. Centring lived experience over institutional messaging, it creates **peer-to-peer learning** and makes the transition more tangible. La Rochelle will adapt this practice to **strengthen its climate communication strategy**, drawing on its cultural ecosystem, citizen networks and academic partnerships to broaden engagement with diverse audiences.



Expected impact

- Broader citizen engagement through narrative-driven climate communication
- Stronger municipal alignment and more effective communication combining technical action with public resonance

Micro-credentials and behavioural sciences for climate policy

Cork's micro-credentials programme delivers structured, short-form **capacity-building for public servants**, combining academic input, practical application and peer learning with a strong emphasis on behavioural sciences. It equips staff to understand how individuals and organisations respond to change and to **design more effective, user-centred policies**. La Rochelle will adapt this model to **upskill municipal staff** at all levels, integrating behavioural insights into operational practice and policy design.



Expected impact

- Faster organisational transformation and stronger internal learning through a behavioural science community of practice
- Design user-centred, behaviour-informed climate policies

Open Streets

Inspired by Cork's Open Streets practice, La Rochelle will pedestrianise temporarily selected streets to **create car-free public spaces for social, cultural and climate-related activities**. This practice promotes active mobility, local economic vitality, and community interaction while testing long-term public space redesign. "Open Streets" will serve both as a communication tool and a real-life laboratory to **inform long-term public space redesign**.



Expected impact

- Accelerate behavioural change in mobility and strengthen collaboration with local stakeholders.
- Enabling residents to experience alternative uses of urban space
- Evidence base for reducing car dependency and redesigning urban spaces



Stories of Change

Mapping, Planning & Assessment Phase - Q2-Q3 2026

Lead organisation: Zero Carbon Department

External partners: Professional facilitators; theatre companies; pilot city storytelling team (Dublin)

Funding source: Zero carbon budget (€2,000–5,000); internal resources

First milestones



- Design storytelling workshop cycle for participants **Q2 2026**
- Complete at least 10 participants trained through workshop cycle **Q3 2026**



Piloting and implementation phase - Q4 2026 – 2028

Lead organisation: Zero Carbon Department / Communication Department

External partners: Theatre companies; zero carbon stakeholders; audiovisual studios; local media; NGOs

Funding source: Zero carbon budget + ADEME + EU calls (Creative Europe, URBACT); €15,000–30,000 for pilot event; €5,000–10,000 for digital production

First milestones



- First "Stories of Change – La Rochelle" pilot event delivered with over 100 participants **Q4 2026**
- At least 5 digital stories (videos, podcasts, articles) produced and published **2027**
- Storytelling integrated into long-term climate communication strategy **2027–2028**



Micro-credentials and behavioural sciences for climate policy

Mapping, Planning & Assessment Phase - Q4 2026

Lead organisation: Change Management Support Team

External partners: La Rochelle University; behavioural science experts; Cork team (methodology exchange)

Funding source: Internal resources + €10,000 (expert support)

First milestones



- Define behavioural sciences training framework tailored to climate transition (content, target groups, objectives) **Q4 2026**
- Training framework validated; priority skills identified

Piloting and implementation phase - Q1 2027 – 2028

Lead organisation: Change Management Support Team / Training Department / HR

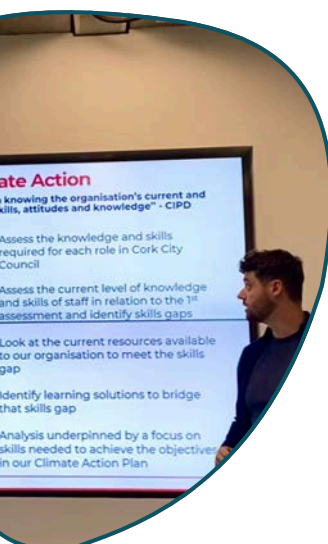
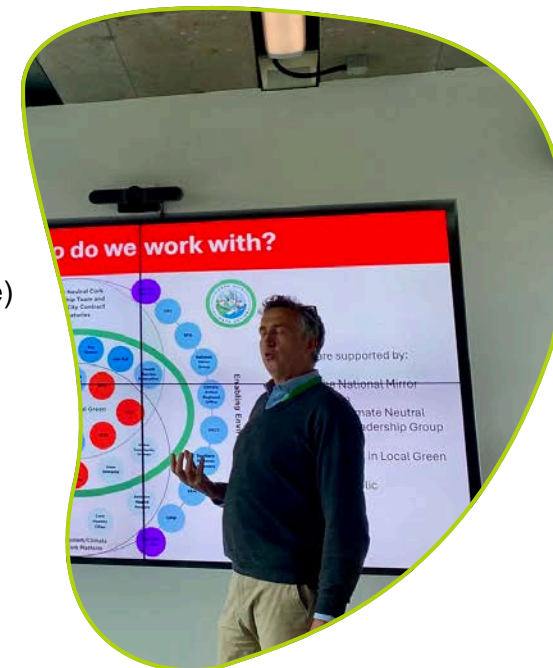
External partners: La Rochelle University; specialised training providers; CNFPT (National Centre for Local Government); behavioural science consultants

Funding source: €20,000–30,000 (pilot module); €15,000–25,000 (first cohort training); €15,000–20,000 (manager module); CNFPT; internal resources

First milestones



- Pilot training module integrating behavioural insights delivered with participant feedback **Q1–Q2 2027**
- First cohort of at least 15 municipal staff trained **Q3–Q4 2027**
- Dedicated manager module on behavioural-informed policy design delivered; applied to at least 1 policy **2027–2028**
- Internal community of practice on behavioural sciences launched **2028**



Open Streets

Mapping, Planning & Assessment Phase - Q4 2026

Lead organisation: Mobility & Public Space Department

External partners: Neighbourhood committees; retailers' associations; Cork team (methodology exchange)

Funding source: Internal resources

First milestones



- Define pilot perimeter, objectives and governance structure *Q4 2026*
- Co-design event format and calendar with residents, businesses and associations *Q4 2026–Q1 2027*



Piloting and implementation phase - Q2 2027 – 2028

Lead organisation: Mobility & Public Space Department

External partners: Event providers; retailers' associations; cultural actors; NGOs; volunteers; neighbourhood associations

Funding source: €10,000–20,000 (logistics, communication, signage); ADEME; Région funding

First milestones



- 3–4 pilot Open Streets events delivered across different city areas *Q2–Q3 2027*
- Open Streets integrated into long-term public space and mobility planning documents; scaling strategy defined *2028*



»» Future areas of collaboration between the cities

- **Tactical urbanism and green public spaces** — Exchange of expertise with Dublin on creating peaceful, green and car-reduced public spaces, drawing on participatory and tactical urbanism approaches; relevant EU funding: European Urban Initiative – Innovative Actions.
- **Energy retrofitting** — Study visits and peer exchange on building energy renovation strategies and financing; relevant EU funding: European Urban Initiative – City to City.
- **Food, health and climate-related themes**



Technology and infrastructure

In this section:

- Community digital platform for carbon & water footprint monitoring - *Antalya (Türkiye) x Bucharest (Romania)* 111
- Urban Digital Twin for Integrated Climate Planning - *Pescara (Italy) x Leipzig/Dresden (Germany)* 113
- Data Governance and Cross-Sector Collaboration - *Pescara (Italy) x Leipzig/Dresden (Germany)* 113
- Data mapping & management for integrated urban governance - *Reggio Emilia (Italy) x Munich, Dortmund, Heidelberg (Germany)* 116
- Local platform for environmental monitoring and sustainable behaviour tracking - *Valongo (Portugal) x Thessaloniki (Greece) and Porto (Portugal)* 119

Other relevant practices:

- Integrated urban data system - *Dos Hermanas (Spain) x Athens (Greece)* 96
- Digital Twin City Model (GIS Methodology) - *Heraklion (Greece) x Angers (France)* 103



Antalya

Türkiye



Bucharest (Romania)

Antalya Metropolitan Municipality is a leading local authority in climate action and sustainable urban development in Türkiye. As a signatory of the Covenant of Mayors, Antalya prepared its Sustainable Energy Action Plan (SEAP) in 2021 and its Sustainable Energy and Climate Action Plan (SECAP) in 2022, setting targets to reduce carbon emissions by 40% by 2030 and to achieve carbon neutrality by 2050. The SECAP identifies priority sectors including buildings and energy, transport, waste and wastewater management, agriculture, water management, green areas and environmental awareness.

Within the Twinning Learning Programme, Antalya focused on improving data-driven climate management, digital monitoring tools and citizen engagement mechanisms to strengthen the local implementation of mitigation and adaptation actions.

Transferable practice

Community digital platform for carbon & water footprint monitoring

The selected practice is a community-oriented digital platform model that enables the **measurement, monitoring and evaluation of carbon and water footprint in a pilot residential area**. The platform is developed to support **data collection and monitoring** at local level, and to promote **behavioural change** through awareness-raising activities and information campaigns. It aims to make resource use visible and to increase citizens' participation in climate action.

For Antalya, this practice is aligned with the data-driven climate management approach of the SECAP and supports the municipality's capacity to monitor, report and implement climate targets.

It serves as a tool for **strengthening awareness**, behavioural change and **shared responsibility in apartment buildings, neighbourhoods** and similar living environments.

The practice is linked with **energy efficiency, renewable energy, water management, waste management, environmental education and stakeholder engagement**. In this respect, it is considered a complementary tool that supports both mitigation and adaptation actions and strengthens local-scale implementation of the **SECAP**.



Expected impact

- Improve visibility and understanding of carbon and water footprint at neighbourhood and building scale
- Strengthen behavioural change through awareness-raising and citizen engagement
- Increase capacity of the municipality to monitor, report and implement SECAP actions
- Improve coordination between municipal departments and external actors



Community digital platform for carbon & water footprint monitoring

Mapping, Planning & Assessment Phase

Lead organisation: Climate Change and Zero Waste Department, IT Department (with Parks and Gardens, Press and Public Relations, Social Services departments)

Funding source: Internal municipal resources and external/technical funding requirements

External partners: Neighbourhood mukhtars (elected neighbourhood representatives), housing managers, district municipalities, public utilities, Akdeniz University, ATSO and professional chambers, private sector partners

First milestones



- Defining the scope of the practice and pilot area
- Establishing the internal coordination structure
- Running the stakeholder engagement and cooperation mechanism
- Technical needs analysis and platform design

Piloting and implementation phase

Lead organisation: Climate Change and Zero Waste Department and IT Department (with Press and Public Relations, and social media/digital design units)

Funding source: Internal municipal resources; potential external funding opportunities (EU programmes, national/regional grants)

External partners: Housing managers; Mukhtars, district municipalities, ASAT (water and wastewater authority), private sector, universities NGOs, ATSO and professional chambers.

First milestones



- Developing and testing the pilot implementation
- Awareness-raising and information activities
- Evaluating results and developing improvement recommendations
- Establishing the scaling-up and forward-looking implementation framework



»» Future areas of collaboration between the cities

- **Community-scale digital monitoring and data-driven climate management:** sharing methods and jointly developing tools for monitoring carbon and water footprints, collecting data, defining indicators, and implementing local digital platforms.
- **Supporting SECAP implementation and joint pilot development:** Development of practices focused on residential energy efficiency, renewable energy integration, water efficiency and behavioral change, addressing both mitigation and adaptation.



Pescara

Italy



Leipzig/Dresden
(Germany)

With a population of 118,487, Pescara is pursuing climate neutrality through a governance framework based on Local Green Deals, which brings together institutions, utilities, universities, and civil society. Priorities include the energy transition via the Renewable Energy Community (CER Pescara), sustainable mobility through the Urban Mobility Plan and Mobility as a Service, and improving the energy efficiency of public buildings. The city is also strengthening digital governance through the development of an Urban Digital Twin, in anticipation of the future Greater Pescara area.



Transferable practices

Urban Digital Twin for Integrated Climate Planning

Pescara will develop an **Urban Digital Twin** as an **integrated decision-support platform** connecting **energy, mobility, environmental** and **planning data** for **evidence-based governance**. Rather than replicating a specific technology, the city will adapt the **governance principles** observed in Leipzig and Dresden to its own context, progressively integrating datasets on energy, building efficiency, mobility, environmental monitoring and climate indicators to strengthen coordination and strategic decision-making across policy areas.

Expected impact

- Evidence-based, data-driven urban planning and policy monitoring
- Stronger integration across municipal sectors and services
- Increased institutional readiness for full Digital Twin deployment

Data Governance and Cross-Sector Collaboration

Pescara will strengthen **internal coordination among departments** responsible for **planning, mobility, energy, environment and digital innovation**, drawing on the **data governance** and **cross-departmental cooperation models** observed in Leipzig and Dresden. The approach will progressively improve **interoperability between datasets across municipal services**, laying the organisational groundwork for the future Urban Digital Twin and easier integration with regional and national information systems, strengthening capacity to manage complex climate challenges.

Expected impact

- Improved collaboration and data interoperability across municipal departments
- More reliable, evidence-based climate decision-making
- Stronger institutional foundation for future regional and national data integration

Urban Digital Twin for Integrated Climate Planning

Mapping, Planning & Assessment Phase - Q3 2026 – Q1 2027

Lead organisation: UEAM Office

External partners: Leipzig, Dresden, NetZeroCities experts; universities and technical partners

Funding source: Internal municipal resources

First milestones



- Internal technical report on Twinning knowledge completed
- Local needs and opportunities for the Digital Twin approach identified
- Governance framework for future implementation drafted



Piloting and implementation phase - Q1 2027 – Q2 2027

Lead organisation: ICT Office

External partners: Utilities, technology partners, European partners

Funding source: Municipal resources and future funding opportunities

First milestones



- Priority datasets and pilot applications identified
- Implementation roadmap for the Digital Twin approved



» Future areas of collaboration between the cities

- Continued exchange on Urban Digital Twin implementation through online meetings, workshops and technical exchanges.

Data Governance and Cross-Sector Collaboration

Mapping, Planning & Assessment Phase - Q3 2026 - Q4 2026

Lead organisation: Municipality of Pescara (cross-departmental coordination)

External partners: Universities and technical partners; utilities

Funding source: Internal municipal resources

First milestones



- Internal technical report on Twinning knowledge completed
- Cross-departmental collaboration needs assessed
- Governance arrangements for data coordination drafted

Piloting and implementation phase - Q1 2027 - Q2 2027

Lead organisation: ICT Office

External partners: Utilities, technology partners

Funding source: Municipal resources and future funding opportunities

First milestones



- Priority datasets identified across departments
- Implementation roadmap for cross-sector data governance approved



»» Future areas of collaboration between the cities

- Peer learning on data governance and interoperability via technical discussions and study visits.
- Knowledge sharing on climate-neutral urban planning and networking within European city initiatives, through workshops, webinars and participation in European events.



Reggio Emilia

Italy



*Munich, Dortmund,
Heidelberg (Germany)*

Reggio Emilia (172,917 inhabitants) is committed to cutting CO2 emissions by 55% by 2030 and reaching climate neutrality by 2050, guided by its 2023 SECAP covering 40 mitigation and 20 adaptation actions across buildings, industry and transport. This is complemented by a General Urban Plan targeting zero soil consumption by 2050 and a Sustainable Urban Mobility Plan promoting cycling and public transport, reinforced by the RE_ACTS initiative (Reggio Emilia per Aria, Clima, Terra e Salute) targeting climate, air quality and community health.

Transferable practices



Data mapping & management for integrated urban governance

Reggio Emilia is exploring adoption of a unified data platform for **integrated urban governance**, inspired by the Climate City Dash pilot, a ClimateOS-based dashboard through which Munich, Heidelberg and Dortmund publish climate data and pathways to neutrality for stakeholder-based governance. Rather than starting with technology deployment, Reggio Emilia is focusing first on enabling conditions: **mapping internal and external data sources** to build a picture of its current data ecosystem, and **reviewing internal collection processes** to strengthen inter-departmental coordination and ensure data reliability and accessibility.

Expected impact

- More reliable, interoperable climate data across departments, laying the foundation for a future integrated data platform
- Improved evidence base for climate policy design and monitoring

External Communication of Climate Data & Actions

Reggio Emilia is developing a strategy to improve **how climate data and actions are communicated to citizens, businesses and other stakeholders**, building transparency and engagement around local climate policy. The practice underpins a **broader governance ambition**: evolving the city's Sustainable Energy and Climate Action Plan into a multistakeholder Climate City Pact, a territorial governance instrument in which **local actors become co-responsible partners in pursuing climate neutrality**. Clear, accessible, credible communication of climate data is the foundation for this shift and for durable co-ownership of climate goals.

Expected impact

- Greater transparency and public trust in local climate policy, with stronger stakeholder co-ownership of climate goals
- Groundwork laid for a territorial governance instrument engaging local actors as co-responsible parties in pursuing climate neutrality



Data mapping & management for integrated urban governance

Mapping, Planning & Assessment Phase - 2026 – Q2 2027

Lead organisation: Municipality of Reggio Emilia - RE_ACTS (Air, Climate, Land and Health) Unit

External partners: Sustainable development agency, local multiutility and other participated companies

Funding source: Internal municipal resources

First milestones



- Map of internal environmental data developed
- External data sources listed and assessed
- List of data visualization tools assessed
- Priority data and key messages defined



Piloting and implementation phase - Q2 2027 – Q3 2028

Lead organisation: Municipality of Reggio Emilia - RE_ACTS (Air, Climate, Land and Health) Unit

External partners: Sustainable development agency, Emilia-Romagna Region; Italian Mission cities

Funding source: Internal municipal resources

First milestones



- SECAP monitoring updated and documentation refreshed
- Data flows mapped and integration requirements defined
- Environmental balance data integrated into the observatory backend
- Frontend visualisation tool piloted and made available
- Stakeholder engagement event held on data governance for a future City Climate Pact





External Communication of Climate Data & Actions

Mapping, Planning & Assessment Phase - Q1 2027 – Q2 2027

Lead organisation: Municipality of Reggio Emilia - RE_ACTS (Air, Climate, Land and Health) Unit

Funding source: Internal municipal resources

First milestones



- List of candidate data visualisation tools assessed
- Priority data and key messages for climate communication defined



Piloting and implementation phase - Q2 2028 – Q3 2028

Lead organisation: Municipality of Reggio Emilia - RE_ACTS (Air, Climate, Land and Health) Unit

External partners: Sustainable development agency, Emilia-Romagna Region; Italian Mission cities

Funding source: Internal municipal resources

First milestones



- Visualisation interface tested and made available to the public
- Stakeholder engagement event held on data governance for a future Climate City Pact



» Future areas of collaboration between the cities

- Reaching beyond already-engaged groups: joint EU projects and international exchanges targeting vulnerable populations, with welfare departments and local non-profits.
- Engaging youth, schools and universities as strategic multipliers, through exchange of good practices and joint EU projects.
- Unlocking digitalisation potential for climate policy governance and impact assessment, through exchange of good practices and sessions with tech providers and IT departments.





Valongo

Portugal



*Thessaloniki (Greece)
and Porto (Portugal)*

Valongo (98,930 inhabitants) advances climate action through an integrated set of municipal plans, including its Climate Action Plan, covering green spaces, biodiversity and territorial sensorization, its Sustainable Energy Action Plan for reducing emissions and promoting energy efficiency, and its Climate Change Adaptation Plan. Priorities include environmental monitoring, energy efficiency, and land-use planning across green, protected and agricultural areas, alongside strengthening citizen participation and public awareness on sustainability.

Transferable practice

Local platform for environmental monitoring

Valongo is developing a **local environmental monitoring platform** inspired by two pilot cities: **Thessaloniki's ENIGMA system**, which aggregates **territorial data across mobility, emissions and energy** to support cost-benefit analysis, and **Porto's WakeUp! app**, which engages citizens in tracking sustainability performance. In its initial phase, Valongo's platform focuses on **environmental monitoring accessible to citizens**, addressing current gaps in environmental sensing; citizen behaviour tracking, as piloted in Porto, is envisaged as a future development. The platform will bring together priority indicators for the territory to inform evidence-based public policy and decision-making.

Expected impact

- Comprehensive, evidence-based overview of the territory across mobility, emissions and energy
- Improved cost-benefit analysis for municipal projects
- Public access to environmental monitoring data for citizens
- More informed, data-driven public policy decisions



Local platform for environmental monitoring

Mapping, Planning & Assessment Phase - 2025 – 2028

Lead organisation: Valongo Municipality

External partners: Enxamio (environmental engineering and consultancy company) for technical support associated with Eixo Atlântico do Noroeste Peninsular (Association of Municipalities of Galicia and Northern Portugal); academia; regional agencies and utilities (Network of Cities for Climate, Be Water, STCP, UNIR, LIPOR, EDP, AdEPorto, CCDD-N)

Funding source: Municipal budget; technical support from Eixo-Atlântico do Noroeste Peninsular; pending application for weather stations and air quality sensors

First milestones



- Priority indicators and data sources identified
- Equipment and installation locations identified for environmental sensors
- Data access requirements and authorisations addressed



Piloting and implementation phase - 2025 – 2027

Lead organisation: Valongo Municipality

External partners: Environmental sensing and platform development companies; Enxamio; citizen associations; local and regional media

Funding source: Municipal budget; EU funding programmes to be secured

First milestones



- First draft of the platform developed
- Platform tested with internal users and the general public
- Platform launched, reaching its first 100 users; user satisfaction survey conducted



» Future areas of collaboration between the cities

- Continued exchange on the ENIGMA monitoring system with Thessaloniki, through online meetings and shared resources.
- Peer learning on governance models with Porto Mountain Park and the Leça River Corridor municipalities.
- Joint development of energy and mobility projects and EU funding proposals across Porto, Valongo and Thessaloniki.
- Exchange on community engagement approaches and best practices.



Looking ahead

Europe's transition to climate neutrality will ultimately be delivered in cities and communities. It requires not only ambitious targets, but practical solutions that can be adapted to different local realities, institutional capacities and levels of resources.

The Twinning Learning Programme has shown how **city-to-city collaboration makes this transformation tangible**. From one-stop-shops supporting residential energy renovation to community-oriented digital platforms enabling citizens to engage in local climate action, the Action Plans in this Booklet translate learning from one context into **concrete opportunities for actions** in another.

This is why the Twinning Learning Programme sits at the heart of the Cities Mission's second objective: **ensuring that the knowledge, solutions and experience generated by Mission reach a much broader ecosystem of municipalities across Europe and Horizon Associated Countries**.

Replication is particularly important for cities with limited financial, technical or organisational resources, which can benefit from tested approaches by adapting them to their own circumstances.

By making knowledge more accessible and enabling cities to learn directly from one another, the Mission can help ensure that the transition is both faster and more inclusive.

The 40 Action Plans show that cities are identifying multiple levers for implementation:

- **Culture, participation and social innovation**: strong citizen engagement, co-design and community-based governance are among the most consistently activated levers.
- **Technology**: digital tools, data platforms and digital twins are supporting evidence-based planning, implementation and monitoring.
- **Governance and policy**: new coordination structures, cross-departmental frameworks and formal partnerships are helping to embed practices institutionally.
- **Finance and business models**: cities are combining municipal resources alongside continued efforts to mobilise external and EU funding.
- **Capacity and capability building**: developing and sustaining the technical expertise and organisational readiness needed for implementation.



Looking ahead

These priorities suggest that Twin cities are using participation and technology as important entry points for change, while governance consolidation, financing and capacity building are essential to sustain implementation over time.

Importantly, the 40 Twin cities developed their Action Plans without dedicated implementation funding attached to their participation in the Programme. Their plans were developed on the strength of ambition and interest in the learning journey connected to their own city priorities. Several cities, including Milton Keynes (UK) and Poznań (Poland), have already begun moving forward with early implementation steps from their Action Plans, a preview of the impact still to come as more Twin cities follow suit.

Participating in the Twinning Learning Programme had allowed Reggio Emilia to test its own ambitions for integrated data climate governance against the concrete experience of peer cities. The exchange proved especially valuable in clarifying the enabling conditions, infrastructure and capacity our city will need to make this transition work locally.

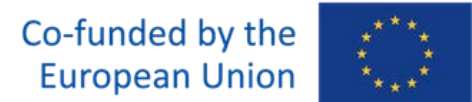
– Reggio Emilia (paired with German Multi-city Pilot)

For many other cities, the next challenge is **securing the financing** needed to move from planning to implementation. This underscores the importance of the **next EU Multiannual Financial Framework (MFF)** ensuring adequate, accessible funding for climate action at the local level, particularly for medium and smaller municipalities. Without appropriate funding and financing, even strong, locally-owned Action Plans risk stalling at the design stage.

The Action Plans gathered in this Booklet demonstrate how the Twinning Learning Programme can turn peer exchange into concrete, locally owned pathways towards climate neutrality. More importantly, they show the potential of cities learning from, adapting to and building on one another's experience, creating lasting connections and laying the foundations for climate-neutral and smart European cities built together.



Partners & Twinning facilitators



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