

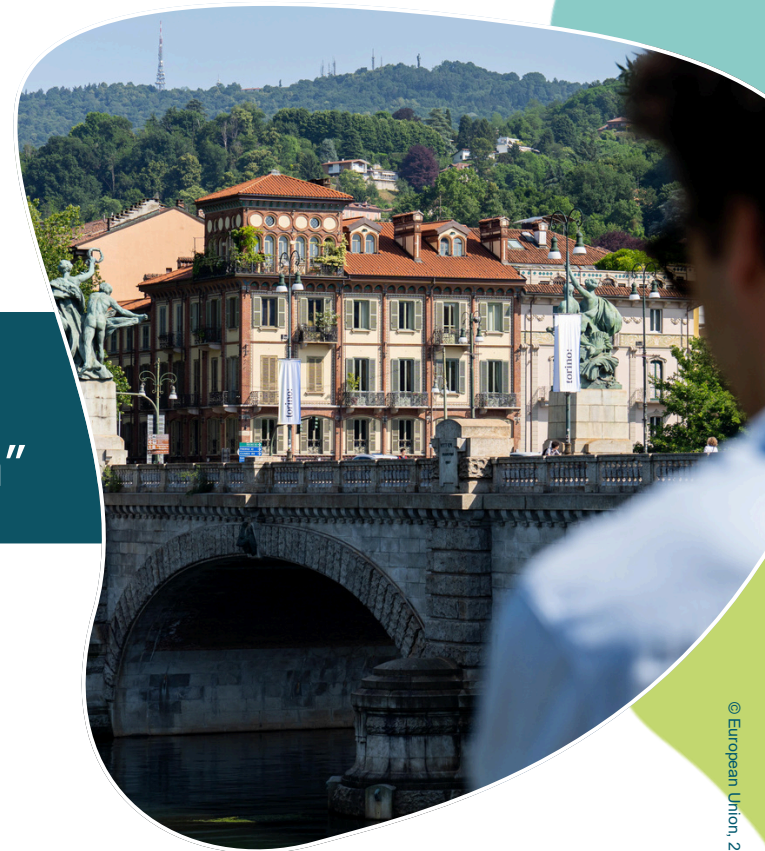
# Conference Action Brief

Cities Mission Conference 2026  
"Delivering Europe's Urban Climate Transition"

An event by



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# Editorial



One of the great hallmarks of the Cities Mission is the commitment and energy on full display whenever we all come together. This year's Cities Mission Conference in Torino was no exception. You - Mission Cities and the partners supporting you, from national governments to the private sector and the wider community of practice – made again the most of this unique opportunity to share your experiences and learn from one another at a Europe-wide level and to an unprecedented level of depth. You, as local government representatives, carry the strongest commitment to climate action among all levels of government. Your operational responsibilities mean you understand every element of effective climate action and community resilience, and your closeness to citizens creates a shared sense of accountability. This year, that energy carried a new maturity: if previous conferences were about setting ambition, Torino was about delivery, and what it really takes to make it stick. Nothing matches the feeling of spending time with you at a moment like this.

In 2026, the takeaway we will carry longest relates to how hard you are working, in a challenging environment, to find the resources needed to rise to meet this moment, from funding to build your teams to unlocking private investment for your projects. This is exactly where our four themes (i.e. our "Tracks") met you this year: in finance, the constraints are not just capital, but trust, transparency, and the capacity to structure investable pipelines; on delivery, you are reorganising from the inside out to keep pace with the transition; in strategic engagement, you are beginning to actively shape markets and national Mission ecosystems, not just respond to them; and on impact, we saw the Climate City Contract evolving into a living tool that enables iteration, learning, and embeds climate justice at its core. What transpires across all four themes is a shared challenge: finding a common language, between city halls and the private sector, between city halls and the financial sector, across different levels of government, and with citizens and local communities. Much work remains to be done, but we are encouraged by the progress made to date, and we believe that being in the same rooms, time and again, will help us overcome these barriers in the years ahead.

Europe is in the midst of a great deal of change, confronting new uncertainties both internally and externally. We are facing new shocks to the system, and we have to understand new challenges alongside very different responses. Economics, culture and climate resilience are intertwined in ways that will always be hard to fully reconcile. Our world is a complicated place. But you are showing, again and again, that Europe's cities are motivated and capable of rising to the moments we face. It is an honour to work alongside you.

**Thomas Osdoba, NetZeroCities Programme Coordinator**



# Table of contents



## Plenaries

All Hands on Deck: Cities Regions and Governments Delivering Together	4
From Commitment to Action: Celebrating Cities' Climate Leadership	5
From Plans to Investment: Cities Advancing Implementation	6
Closing Plenary — Insights to Action	7

## Tracks

Tracks Summary	8
----------------	---

## 1 - Innovative finance

	9
--	---

Cities in action	10	Toolbox	12
------------------	----	---------	----

## 2 - Deploying Solutions

	13
--	----

Cities in action	14	Toolbox	16
------------------	----	---------	----

## 3 - Strategic Engagement

	17
--	----

Cities in action	18	Toolbox	21
------------------	----	---------	----

## 4- Mission Impact & CCC iteration

	22
--	----

Cities in action	23	Toolbox	26
------------------	----	---------	----

## City Dives

	27
--	----

Connections to conference tracks	29
----------------------------------	----

City dives description	30
------------------------	----

## Acknowledgements

	34
--	----

# Plenary

## All Hands on Deck: Cities Regions and Governments Delivering Together

The opening plenary set the tone for CMC2026 by framing multilevel governance as the central condition for climate delivery. With Mission Cities moving from planning into implementation, the session examined what it takes for cities, national governments, regions and European institutions to genuinely align priorities, financing and decision-making — and showcased concrete models of cooperation from across Europe.



- Gilberto Pichetto Fratin - Minister, Ministry for Environment and Energy Security, Italy
- Stefano Lo Russo - Mayor of Torino
- Claudio Albanese - Vice President, Fondazione CRT (welcome from venue)
- Patrick Child - EU Cities Mission Manager, European Commission
- Stefania Crotta - Director General, Ministry for Environment and Energy Security, Italy
- Attila Péterffy - Mayor of Pécs, Hungary
- Elisa Rivera - Director General, Ministry of Science, Innovation & Universities, Spain
- Paulo Ferrão - Chair, EU Cities Mission Board
- Ekaterina Zaharieva - Commissioner for Startups, Research and Innovation, European Commission

**Climate neutrality delivery is only possible through sustained cooperation across levels of governance. National governments, regions and EU institutions must become active enablers — not just policy backdrops — for cities to turn Climate City Contracts into real investment and action.**



*Young people today are asking institutions a very simple question: Are you capable of thinking beyond the next election? Beyond the next crisis, beyond the next headline? This programme gives us the opportunity to answer with concrete action.”*

**Stefano Lo Russo - Mayor of Torino**

### Challenges

- Vertical alignment between city, regional and national policy remains structurally weak in most Member States.
- Cities carry delivery responsibility but lack commensurate fiscal authority and regulatory flexibility.
- National governments slow to translate EU climate commitments into enabling frameworks for cities.
- CCC momentum remains vulnerable to political cycles when not embedded in administrative structures.
- Private capital will not flow at scale without clear, predictable directionality from public actors.

### Key insights

- Cities deliver fastest where national governments are active enablers — providing targeted funds, regulatory flexibility and coordination structures.
- Cross-ministerial platforms (e.g. [Spain's CitiES 2030](#), [Portugal's Cidades pelo Clima](#)) help insulate climate delivery from electoral volatility.
- Climate neutrality must be framed as a competitiveness, energy security and quality-of-life agenda — not only an environmental burden.
- Public money's primary role is directional: aligning resources and de-risking variables so private investment follows with confidence.
- Mission Cities advancing fastest share one ingredient: motivated people working together across all levels of governance over time.



*If cities provide direction, if the government leads with direction, the private sector will trust. Most of the investment that needs to be done is from the private sector. Trustworthiness needs direction.*

**Paulo Ferrão - Chair of the EU Cities Mission Board**



# Plenary

## From Commitment to Action: Celebrating Cities' Climate Leadership

Plenary 2 marked a fundamental threshold for the EU Cities Mission — the formal shift from commitment to delivery. The session celebrated newly labelled Mission Cities before asking the harder question: have cities built the political and institutional conditions for long-term, self-sustaining CCC implementation? Panellists from Albania, Cyprus, Poland and Norway shared honest lessons about what works, what blocks progress, and what needs to change.



- Patrick Child - EU Cities Mission Manager, European Commission (award ceremony + panel)
- Glendan Llatja - Mayor of Elbasan, Albania (award ceremony + panel)
- Yiannis Arneftis - Mayor of Limassol, Cyprus
- Katarzyna Szymczak-Pomianowska - Director of Strategy and Sustainable Development Department Municipality of Wroclaw
- Merethe Baustad Ranum - Commissioner for Environment, Business Development & Transportation, Trondheim, Norway

**EU Mission Label recipient: Dortmund, Elbasan, Podgorica, Sarajevo FUA**

**Sustained CCC delivery requires embedding climate commitments into the concrete day-to-day governance structures of the city — never leaving them as mere political declarations if momentum is to outlast any single administration.**

*Sustained CCC delivery requires deeply embedding our climate commitments into the concrete day-to-day governance structures of the city — never leave them as mere political declarations if you want momentum to outlast a single administration.*

**Yiannis Arneftis - Mayor of Limassol, Cyprus**

### Challenges

- CCC momentum too often depends on individual political champions rather than embedded institutional structures
- Smaller cities face a structural gap between local CCC ambition and operational deployment capacity
- National legal and financing frameworks frequently do not match what local CCC commitments require
- Cities outside the EU (pre-accession contexts) lack binding regulatory incentives to sustain momentum
- Organisational silos and limited local technical capacity slow down cross-departmental delivery

### Key insights

- Hardcoding carbon budgets into multi-year municipal financing plans makes CCCs resilient to political transition
- Institutional design — who owns what, who can unblock bottlenecks — matters as much as political will
- The Mission framework is a credible roadmap for pre-accession cities: Elbasan (Albania) shows CCCs are achievable beyond EU borders
- Cross-departmental governance audits (as in Trondheim) are replicable: embed climate KPIs into every municipal spending line
- The next CCC iteration must shift from commitment to deep, sustained delivery — with targeted Mission support for smaller cities

*Effective contract delivery is fundamentally a challenge of institutional design. We have to map out exactly who owns what, who is legally empowered to unblock administrative bottlenecks, and integrate climate targets directly into municipal spending plans.*

**- Merethe Baustad Ranum, Commissioner for Environment, Business Development and Transportation, Trondheim, Norway**



# Plenary

## From Plans to Investment: Cities Advancing Implementation



Plenary 3 placed city leaders in direct dialogue with institutional and private investors, using a live pitch format where five cities presented concrete next-step climate actions and received real-time orientation on aggregation, de-risking and replication pathways. The session challenged the assumption that capital automatically follows a good plan — and explored what cities must change to become genuinely investment-ready.

- Alberto Francesco Anfossi - Chair, Compagnia di San Paolo, Torino
- Gilles Badot Director - Lending Operations — European Investment Bank (EIB)
- Elena Gordeeva - Director, Infrastructure Banking Europe — EBRD
- Delphine Queniart - Director, Climate City Capital Hub
- Simon Castres San Martin - Meridiam Asset Management
- Sam Verbelen - City of Antwerp — District Heating Network
- Dalila Zecic - City of Sarajevo — public transport investment
- Alberto Martins / Paulo Machado - City of Guimarães — Green Radial Strategy
- Erika Lukšė - City of Vilnius — Community Climate Fund

**The biggest misconception is that capital follows good ideas. Investors look for clear governance, low execution risk, speed of deployment and predictable returns. Cities must shift from only describing transformational plans to also demonstrating bankable projects with credible governance and revenue structures.**

*The biggest misconception is that cities tend to think that capital follows good ideas first. In fact, investors look for clear governance, clarity of execution, low execution risk, speed of deployment, and returns.*

- Delphine Queniart, Director - Climate City Capital Hub



## Key insights

- Cities presenting concrete, costed next-step actions — not visions — attract significantly more useful investor engagement.
- Aggregating project pipelines across cities can flip power dynamics and capture economies of scale (e.g. joint e-bus procurement).
- Nature-based adaptation can be financed by capturing non-traditional value: reduced heat islands, lower public health costs, land value appreciation.
- Vilnius's community-driven Climate Fund (micro-grants up to €10K, 100% private/philanthropic) shows public budgets are not the only lever.
- EIB's €31 billion sustainability pipeline and the Capital Hub exist — but cities must restructure pitches around governance, execution risk and revenue.

*Heat networks are long-lived infrastructure requiring high upfront capital. The mismatch is simple: we are trying to fund mission-critical infrastructure with tools built for short-term projects. We need programmatic long-term risk sharing, not one-off support.*

- Sam Verbelen - City of Antwerp

## Challenges

- Infrastructure timelines outlast short-term municipal political cycles, breaking investor confidence.
- Cities and investors speak different languages: technical plans rarely translate into bankable governance structures.
- Nature-based adaptation projects lack explicit direct income streams or revenue cash flows making conventional finance structures unworkable.
- Mismatched asset lifecycles: 30-40 year infrastructure funded with short-term project instruments.
- Joint multi-city procurement reduces cost but introduces technology standardisation and shared default risks.



# Plenary

## Closing Plenary — Insights to Action

The closing plenary synthesised key takeaways across all four conference tracks, with each track opened by graphic recorder visuals and interactive Mentimeter moments. The integrated panel — spanning finance, city delivery, strategic engagement and both host cities — moved from reflection to commitment, before the formal handover from Deputy Mayor Chiara Foglietta (Torino) to Stefana Hoti (Malmö) marked the road to the 2027 conference.



- Anna Lisa Boni - Deputy Mayor of Bologna; Vice-Chair, Mission Advisory Group
- Gilles Badot - Director, Lending Operations — European Investment Bank (EIB)
- Cllr. Fergal Dennehy - Lord Mayor of Cork
- Chiara Foglietta - Deputy Mayor for Environment, City of Torino (outgoing host 2026)
- Stefana Hoti - First Deputy Mayor of Malmö and Urban Planning commissioner (incoming host 2027)
- Raffaele Fitto - European Commission (closing video message)
- Philippe Froissard - European Commission — DG RTD

**Mission and Mission-Minded cities know what they want to do and where they want to go — and we have already come a long way. Turning collective insights into concrete action over the next 12 months means bringing in new partners at all levels, committing to next steps, and building on co-benefits — health, affordability, resilience, jobs — in every climate transition conversation.**

*Cities are ready to scale up and turn policy change into concrete action. The main takeaway is not what we still lack — it is recognising how far the Mission has come, and committing to use that momentum.*

**- Stefana Hoti - First Deputy Mayor of Malmö and Urban Planning commissioner**

### Challenges

- Translating conference energy into concrete 12-month commitments — accountability gap between events.
- Co-benefits of climate action (health, air quality, jobs, affordability) remain underused as political and investment levers.
- Risk that faster implementation drives new development and new emissions if mitigation and adaptation are not pursued together.
- Finance approaches still too often limited to grant-seeking rather than structured, investable pipelines.
- Peer-to-peer learning infrastructure between conferences remains underdeveloped relative to city needs.

### Key insights

- Shared commitments across tracks converge on three priorities: co-creation, investment readiness, and multilevel coordination.
- Co-benefits — health, mobility, public space, lower bills — are not add-ons; they are the lever that builds political support for difficult climate decisions.
- Bologna's PPPP framing (public, private, philanthropy, people) reframes finance as a coalition-building challenge, not only a funding gap.
- Cork's WHO partnership shows that the most powerful climate allies are sometimes outside the traditional climate ecosystem.
- The road to Malmö 2027 must show Climate City Contracts visibly delivering outcomes that citizens feel — not just ambition on paper.

*One useful idea to take home is PPPP: public, private, philanthropy and people. Finance is not only about money — it is about who you bring into the room and how you structure what you are asking them to support.*

**- Anna Lisa Boni - Deputy Mayor of Bologna**





# Tracks Summary

## Track #1 Innovative Finance

Mission Cities are moving from climate ambition to funded, implementable projects. This track showcased the full financing chain - from climate budgeting and internal funding governance to public-private vehicles, green bonds and philanthropic partnerships. The Climate City Capital Hub is a key instrument Mission Cities can access for project preparation and capital facilitation. Although challenges remain, cities are starting to build replicable structures: standing financing vehicles, coordinated funding management, and district-scale approaches - using capital creatively and systematically, moving beyond a list of projects.

## Track #2 Deploying Solutions

The hardest part of climate delivery isn't technology — it's governance. This track focused on how cities are reorganising to get things done: breaking down departmental silos, embedding researchers and citizens as co-designers, and integrating mitigation and adaptation in a single planning logic. Cities shared what it takes to move from coordinated intent to coordinated action — across institutions, communities, and the governance levels in which cities operate.

## Track #3 Strategic Engagement

Even well-organised cities hit walls they didn't build. Track 3 explored how cities shape the conditions around them — using procurement to move markets, forging structured industry partnerships, steering EU funds, and building national Mission ecosystem relationships that convert local ambition into regulatory headroom. The central finding: cities that aggregate their demand and engage outward with confidence — on equal terms with industry, government, and investors — unlock what internal reorganisation alone cannot.

## Track #4 Mission Impact & CCC iteration

What is the Cities Mission actually changing — and how do we measure it? Track 4 brought impact into focus: from GHG reductions and co-benefits to CCC iterations, monitoring methodologies, Scope 3 approaches, and negative emissions. Cities shared how they leverage national Mission ecosystems, engage citizens, and align tools to scale implementation. The goal: turning collective ambition into measurable, lasting transformation.

# Innovative Finance

## Why this matters now

Mission Cities need to mobilise hundreds of billions of euros over the next five years. The cities that have got finance moving are not the ones with the cleverest deals; they are the ones that built standing structures. These structures can be replicated by other cities.

*The basic problem is this: the projects cities want to deliver are good for people and the environment, but they often do not make enough money on their own to attract private investors. Across the sessions, the same obstacles came up repeatedly: responsibilities split across too many bodies, projects that are not yet ready for investors, and a shortage of financial know-how in city halls. But what else was evident was a hopeful message — none of these obstacles are permanent. All three can be overcome with the right support, the right approach to organising, and the right financial tools.*

## What cities can act on

- Set up a **lasting financing structure** — such as a joint company with a private partner, or a dedicated city fund — so you do not have to negotiate funding from scratch for every project.
- Use your **Climate City Contract as your pitch to investors**: line up real, ready-to-fund projects behind it, so investors see a firm commitment and not just good intentions.
- **Fund several projects together** — across whole areas or as one portfolio, rather than one project at a time.
- **Sort out the internal hold-ups** in your own administration — who decides what, and which rules get in the way, before you approach investors.
- **Look beyond the city's own budget**: engage with the Capital Hub for neutral advice on the most relevant additional funding sources, whether public or private.
- **Consider engaging philanthropy as a strategic partner** on projects that are not commercially profitable on their own, for catalytic, flexible funding and the technical support and advocacy that come with it — matching each project to the right type of foundation.

*Green bonds are not only a financing tool, they are also a communication tool.*

- Mikael Edelstam, City of Lund

*“The bottleneck is not capital, it’s investable projects” -  
Matīss Paegle, Mission Board member*

## Recommendation



Move from one-off projects to replicable financing vehicles and area-based investment plans.

## Links to existing Mission work

- Connects to the EIB’s €2B pre-approved fast-track lending facility for Mission Cities, accessible via regional offices or national promotional banks.
- Supports cities in translating their Climate City Contract investment plans into structured, financeable projects – the gap that the Capital Hub and EIB technical assistance are designed to close.
- Connects to the Capital Hub for philanthropic funding support and engage with Philea’s group, the Funders Forum for Transitioning Cities, to leverage foundations as Climate City Contract signatories and co-designers of city climate strategies.

*Aggregation is key. You have one project that is maybe a little too small, or with no revenue. Instead of trying to finance it by itself, aggregate at portfolio level, five, ten different projects. The most profitable one will pay for the last one. That kind of thing works.*

- Simon Castres-Saint-Martin, Meridiam



## Cities in action

### Bristol, Dijon, Leuven, Meridiam Session 1.1

#### Financing the climate transition: public-private investment vehicles

**Dijon set up a joint company with a private investor to roll out solar power and heating across the city**, instead of looking for funding one project at a time. The first projects start in 2026. *"Each time we develop a project, we have to find the balance between three stakeholders: the private partner, the public authority, and the final customer — and that balance has to be discussed upfront, project by project."* — Nicolas Aumar, Dijon Métropole

In **Bristol, the city signed a 20-year deal in which a private partner takes on the financial risk** of delivering heat networks, solar power and home energy upgrades — over €500m of investment so far. Other UK and European cities are now looking to copy the approach.

### Lund, Pécs, Porto, EIB session 1.2

#### Using the Climate City Contract as a financing instrument

This session looked at how a city's climate city contract can be turned into projects that banks, funds and investors will back. **Pécs** built its own tool, ZÁF, to move from strategy to delivery, matching each project to finance and tracking results. **Porto** launched a fund with public money and won investors' confidence by measuring the energy savings achieved. **Lund** showed that "green bonds" tell the city's story as much as they raise money, provided its financial reputation is strong. The **EIB** helps cities bundle their investment needs into financeable programmes through advice and framework loans. The shared message: the hard part is no longer finding things to invest in, it is packaging them well.

### Compagnia di San Paolo, Cariplo, Paris, CNCA, Capital Hub session 1.3

#### Unlocking philanthropy's potential for fair urban climate solutions



Philanthropy as a strategic partner — bringing more than money to a fair city transition.

**Philea** (Philanthropy Europe Association) is the voice of European philanthropy, connecting cities to foundations across 30+ countries that can fund early-stage, higher-risk climate work. **Foundations can offer cities much more than money — practical advice, a stronger voice for change, help building skills, and the power to bring people together.** They will not close the investment gap on their own, but they can provide flexible, early support that public budgets often cannot. The session set out practical ways for cities and foundations to work together.

**Across Europe, dozens of foundations have now signed up to Climate City Contracts**, though most are not yet closely linked to Mission Cities. Examples ranged from foundations backing climate plans in small Italian cities (pairing grants with hands-on advice) to Paris setting up a dedicated fund with Capital Hub support. The recurring message: match each project to the right foundation, start the conversation locally, and give it time — "trust needs time". The Capital Hub is the first point of contact for any city exploring philanthropic or blended funding. Philea represents and unites philanthropic funders across Europe; the Capital Hub helps Mission Cities structure their projects and connect with specific philanthropies.

### Kozani, Paris, Leuven, and Limassol + Capital Hub session 1.4

#### Make It Work. Make It Scale.




This session explored how cities engage the **Climate City Capital Hub** to de-risk project preparation and move from one-off wins to scalable, replicable investment models, through blueprint case studies: **district heating (Kozani)**, **green bonds (Paris)**, **fund structuring (Leuven)**, and **green-belt/cycling adaptation (Limassol)**. The key takeaway: when a city puts a dedicated team in place - climate, budget and finance decision-makers coordinating closely, drawing on peers and the Capital Hub's investment lens - it gains clarity on its investment strategy, the diversified capital it can attract, and the gaps needing support. Financing the climate transition is then within every city's reach.



## Cities in action

### Amsterdam, Klagenfurt, Mannheim, Umeå session 1.5


#### City Governance Approaches to Climate Action

 How cities organise themselves to manage climate money well — from city climate funds to coordinating different sources of funding.

Four cities shared how they organise themselves internally to make climate spending work. **Mannheim brings its different funding sources together**, so funds are coordinated and used to best effect. **Klagenfurt runs a city fund** that backs climate projects led by local residents and businesses. **Umeå in cooperation with Helsingborg** is finding better ways to line up investment across its different departments. **Amsterdam uses a “carbon budget”** — a cap on the emissions it allows itself — to guide decisions, track progress and keep the whole city on course.

### Milan, Parma, Prato, Reggio Emilia Session 1.6

#### Area-based approaches to decarbonisation

 Paying for improvements across a whole neighbourhood at once, so a single financing plan can carry a full package of changes rather than one project at a time.

These cities looked at how to pay for cutting emissions across a whole neighbourhood, rather than building by building. **Milan, Prato, Parma and Reggio Emilia shared how they bring residents and businesses on board, combine public and private money, and support small local firms.**

The shared lesson: there is no single recipe — each plan has to fit the place and the way the city is run. What matters most is having a trusted local body to coordinate, grouping projects together where it helps, and mixing public and private funding.

## Key insights

- **The strongest financing models are not one-off deals, but structures that can be reused.**

Dijon’s SEM Energies and Bristol’s City Leap worked because they created clear, long-term delivery vehicles — a mixed-economy company in Dijon and a long-term concession in Bristol. These structures give investors confidence because they clarify who is responsible, how projects will be developed, how risks will be managed and how investment can be repaid. The discussion in Plenary 3 confirmed the same point: capital does not move because an idea is good; it moves when projects are well prepared, properly sized, financially credible, governed clearly, delivered quickly and seen as low risk. *“The biggest misconception is that cities would tend to think that capital follows good ideas first”* - Delphine Queniart, Capital Hub

- **A Climate City Contract can help attract finance only if it is translated into a clear pipeline of projects.**

The example of Pécs shows how this can work in practice: its [ZÁF tool](#) (a green transition framework) helps the city move from a broad strategy to concrete implementation by prioritising projects, assessing risks, identifying suitable financing options and tracking progress through KPIs.

- **Bundle, do not scatter: group small, separate projects into one bigger plan for whole neighbourhoods, and pitch that to investors.**

Milan, Prato, Parma and Reggio Emilia are testing this approach by choosing the area first, designing what needs to change there and then finding the right financing model. The working tables in #1.6 discussed that this also needs strong local coordination. A committee or board is needed to bring people together, build trust and make sure the plan is effectively delivered.



### ✓ Resources to use now

- [Climate City Capital Hub](#) (project preparation and capital facilitation support)
- European Investment Bank ([advisory](#) and [€2B EUR fast-track facility for Mission Cities](#))
- [Finance Guidance Tool](#) (NetZeroCities Portal)
- Focus on: Financing ([NZC Knowledge Repository](#))

### ✓ Cities to learn from

- Dijon (SEM model)
- Bristol (City Leap concession)
- Pécs (ZÁF tool and Urban Development Fund)
- [Lund](#) (Green bonds)
- [Leuven](#) (Climate City Fund)
- [Milan](#) (area-based financing)
- Porto (Energy Fund)
- Amsterdam (Climate Budgeting)
- [Vilnius](#) and [Klagenfurt](#) (Climate City Fund)
- [Umeå and Helsingborg](#) (Industry Engagement)
- [Mannheim](#) (Strategic Funding Management)

### ✓ What to do next

- **Audit** your investment plan and project pipeline. Identify one project or financing instrument you need support (project preparation, structuring or capital access) and use it as your entry point into the Capital Hub.
- **Map** the governance and institutional bottlenecks inside your city hall that block private capital from engaging.
- **Engage** the Capital Hub, through your City Finance Specialist, for project preparation or capital facilitation support.
- **Connect**, through NZC, with Mission cities running similar financing instruments or projects, through peer-learning activities, city twinning or the NZC Portal.



# Deploying Solutions

## Why this matters now

As it transpires, one of the biggest obstacles to climate neutrality is not the technology—it is how city halls are organised and run. The cities making the fastest progress are the ones rebuilding how they work — new capabilities, new ways of working, new partnerships with citizens, researchers and the built environment.

*Even Nordic cities that once felt geographically insulated are now facing this: Helsinki recorded over 30 consecutive days above 25°C last summer. Legal liability for failing to adapt is now arriving faster than governance can respond – courts are beginning to hold local authorities accountable. The bottleneck is not tools or funding but the internal capacity to coordinate across silos, act on evidence and bring people with you.*

## What cities can act on

- **Reorganise across silos:** build cross-departmental delivery teams or a dedicated transition unit within the municipality.
- Move **citizen engagement** from one-off consultation to long-term partnership infrastructure.
- Treat **scientists** as co-design partners, not external advisors.
- Connect with other cities via existing networks.
- Address **mitigation and adaptation** together — cities cannot afford to plan them separately.
- Build a **dedicated intermediary capacity** – a team or role that bridges research, city departments and citizens. This is what turns tools and partnerships into delivery.



*We have to think about these things together: by failing to mitigate, we will at the same time have to plan for adaptation. And what we are building now needs to be something that it is still good fifty years from now.*

- Lina Lindgren, Helsinki

*Cities moving fastest have made co-creation a delivery tool, not a consultation step.*

## Recommendation



Treat delivery as an organisational practice.  
Restructure for it; partner for it; embed it.

## Links to existing Mission work


- Builds on the [Pilot Cities Programme](#) and [Twinning Learning Programme](#).
- Aligns with the Cities Mission's emphasis on [portfolio approaches](#) and [systemic change](#).
- Connects to the EU's Just Transition framework and [Affordable Housing Plan](#).
- [Horizon-funded project networks](#) - including [SPINE](#) (public transport), [JUST STREETS](#) (mobility justice), [ASCEND](#) and [NEUTRALPATH](#) (Positive Energy Districts), and [TIPS4PED](#) (digital tools for Positive Energy Districts) among others — function as peer-learning and co-delivery vehicles and are accessible entry points for cities not yet involved.



## Cities in action


### Cork, Lund, Paris, Pécs, Turku session 2.1

#### Reorganising city halls for whole-city transformation — new capabilities, new ways of working

 **Cork, Lund, Paris, Pécs, and Turku** shared practical lessons on busting silos, introducing climate budgeting, and enabling neighbourhood-level delivery. The recurring lesson: organisational change is the prerequisite, not a side effect, of climate delivery.

### Amsterdam, Helsinki, Grenoble-Alpes, Oslo, Zaragoza session 2.2

#### Tackling mitigation and adaptation together — rethinking the design and management of the built environment, public space, and green infrastructure

 **Helsinki transformed the main street of Kaivokatu (20,000 cars/day) into a green car-free space** — integrating mitigation and adaptation in a single planning decision for the first time. Amsterdam's Systems Approach aligned all city departments before major infrastructure commitments, preventing costly lock-ins. **Zaragoza is delivering three parallel projects:** 700,000+ trees planting, annual schoolyard greening, and 2km of urban river restoration. **Oslo reopened a historic stream** (closed since 1959) to manage stormwater naturally.

### Lappeenranta, Nantes, Stavanger session 2.3

#### Engaging citizens and stakeholders as long-term partners — what participatory excellence looks like in practice in 2026

 **Lappeenranta, Nantes and Stavanger demonstrated what participation looks like** when it becomes a structural delivery function rather than a one-off consultation — with citizens as co-designers who test and evaluate alongside city staff.


### Torino, Ioannina, Leipzig, Spanish Ministry of Science and Innovation with Politecnico - session 2.4

#### Strengthening science-based decision-making in CCC implementation - using data, research and collaboration to achieve climate goals

 **Torino and Politecnico di Torino showed how CLICC** links strategy with project data to support Climate City Contracts and ongoing monitoring. **Leipzig** used digital twins for heat planning with climate modellers, AI specialists and city planners. **Ioannina** spent two years building its evidence base before selecting climate-neutral intervention areas. **Spain's IMPULSO Innovation Network** shows how national governments can support evidence-based policymaking through city–university–research collaboration.

### Aarhus, Bristol, Lahti, Kalamata, Kranj, Kozani, Reykjavík, Sønderborg session 2.5


#### Embedding, amplifying and replicating Net Zero solutions — lessons from the Pilot cohort.

 Embedded intermediary roles and sustained co-design infrastructure are the difference between solutions that are tested and solutions that are replicated. **Sønderborg: citizen ownership** accelerated district heating expansion, but regulatory barriers and misaligned incentives remain blockers. **Aarhus: intensive co-creation** built public support for renewables but requires sustained resource commitment. **Kranj: transition teams** resolved departmental silos. **Lahti: private sector** invests when policy is stable; regulatory uncertainty stalls implementation. **Bristol: climate finance** is vulnerable to policy change — diversified structures are essential.

### Energy Transition Lab

*Aarhus, Amsterdam, Leipzig, Dresden, Sønderborg, Trikala, Velenje, Utrecht, Riga, ASCEND, NEUTRALPATH, TIPS4PED, exPEDite, ARV, Climagen, EIB/ELENA - Lab 2.6*

#### Peer exchanges on energy independence, renewable deployment, digital tools, engaging citizens, energy communities, retrofits, governance, finance, district heating transition and electrification.

 **Velenje:** trust, not technology, is the biggest barrier to renovation — a one-stop-shop with neutral advisors and co-financing making it achievable. **Sønderborg:** supporting citizens to change into shared heat pump quotes. **Trikala:** early adopters and trusted intermediaries build credibility for funding energy communities. **Utrecht:** relieving grid congestion with flexibility, energy aware dwellings and e-charging. **Aarhus:** site-level citizen engagement turns acceptance into district heating co-investment. **Amsterdam:** a city taking a lead on critical raw materials stockpiling. **Leipzig** and **Dresden** are using digital tools to inform and activate citizens. **EIB:** finance advisory and instruments.



## Cities in action

### Lahti, Helsinki, Tampere, Bologna + JUST STREETS Session 2.7

**Peer exchanges on people-centred and place-based mobility solutions, co-creation for sustainable transport, and turning high-level commitments into concrete implementation.**



**Lahti (ZERO TRAIL project):** sustainable trail and outdoor mobility solutions. **Helsinki (MADLESS, Kaisa Juntunen):** reducing logistics-related emissions through cooperation with the logistics sector. **Tampere (MOBILITY MINDSHIFT):** motivating young adults to move sustainably now and in the future through playful game methods and cooperation between decision-makers, city experts, and youth — starting from the insight that youth already move sustainably, but habits risk changing in adulthood. **JUST STREETS:** just, equal, and active mobility through urban solutions across 12 cities (6 Mission cities), including a justice toolkit for streets; city examples ranged from Amsterdam (artists in street design), Kozani (school buffer zones), Riga (tactical urbanism), Milan (co-creation of inclusive SUMP), Vilnius (facilitating conflict), and Braga (constant engagement including children and parents). **SPINE/Bologna:** smart public transport across 11 cities using 9 integrated solutions in four pillars — physical infrastructure, digital, policies, and new logistics solutions — co-created with local citizens.

### Urban Greening and Renaturing Cluster cities session 2.8

**How can cities design green public spaces that serve both climate adaptation and community needs?**



Urban greening is increasingly treated as climate action: green spaces help cities adapt to heat and flooding, support neutrality goals, and improve quality of life. This session brought together cities and Commit2Green (C2G) fellow projects GreenInCities, URBREATH, ReGreenation and ClimaGen. The recurring lesson: involve communities early. C2G's work in the [Barcelona Metropolitan Area](#) showed the challenge of communicating that a site is not a conventional park but a space reconnecting people with nature, while supporting biodiversity, flood mitigation and ecological connectivity.



*Your climate city contracts are turning ambition into action, positioning your cities as innovation hubs where urban transformation drives new solutions in energy, mobility, buildings and governance."*

- Ekaterina Zaharieva, European Commissioner for Startups, Research & Innovation

## Key insights

- **Mitigation and adaptation are no longer sequential — cities are integrating them now.**

For instance, Zaragoza's river restoration, and Oslo's reopened stream each show how a single spatial decision can simultaneously cut emissions, manage stormwater, reduce urban heat, and prevent costly lock-ins.

- **Research partnerships only accelerate climate action when researchers and municipal planners work from the same table.**

Science works when it is embedded in delivery, not consulted after the fact. Torino's CLICC platform, Leipzig's digital twins for heating planning, and Ioannina's two-year data foundation each show that research accelerates delivery only when it runs in the same workflow as municipal decision-making.

- **Data gathered through participation also strengthens the political case for difficult decisions.**

Citizen and youth co-creation is becoming a delivery tool, not just a consultation step. Tampere's school surveys and youth co-design, and Aarhus' engagement around heat pump siting, each show that early participation reduces resistance and turns potential opposition into co-investment.



### ✓ Resources to use now

- [Solution Bundles](#) (NetZeroCities Portal)
- [Solution Outliner](#) — decarbonisation factsheet finder
- [Engagement Strategy Tool](#)
- [Focus on: Systemic Approaches](#)
- [Climate Transition Map](#): Take Action (Step 4)

***COKLIP project methodology (Leipzig)** — combines AI and climate modelling to develop standards for accelerating urban planning processes;*

*See also the **CATALYSE project** for the researcher-as-critical-friend model (#2.4): **Traffic Snake Game** — a school-based tool for measuring and shifting mobility behaviour, referenced across multiple cities in the Mobility Lab as a practical entry point for youth engagement (Mobility Lab #2.7).*

### ✓ Cities to learn from

- [Cork](#) (organisational restructuring)
- [Lappeenranta, Nantes, Stavanger](#) (citizen partnership)
- [Torino](#) (science co-design)
- [Reykjavik](#) (Pilot City lessons)
- All other cities mentioned in this document

***Tampere (youth co-design)** — LEGO workshops, 750-response school survey, and parking-to-social-space pilot.*

***Bologna (SPINE project)** — sustainable mobility planning with citizen co-design and mandatory mobility managers for large employers.*

### ✓ What to do next

- Map your city hall's silos. Where are the friction points blocking delivery?
- Audit your citizen engagement: ritual or infrastructure?
- Partner with a local research institution as co-designer.
- Explore the [NZC tools](#) to help you reach climate neutrality.
- Explore our [wider network of partner projects](#).

*Connect with the **ELENA facility and EIB advisory** services for project preparation — particularly for renovation, district heating or energy community projects not yet bankable at individual scale. Bundle adaptation and mitigation investments into aggregated proposals: discussions at the Energy transition lab session, and the European Commission both confirmed this improves access to EU and national financing instruments.*

### ✓ Where to plug in

- Urban Greening Toolkit
- Pilot Cities & Twinning Programmes
- Urban greening through NbS - [GreenInCities](#)
- Reimagining neighbourhoods for people and nature - [ReGreenation Europe](#)
- Improving climate neutrality of European cities - [URBREATH](#)
- Climate-resilient regeneration of vulnerable neighbourhoods - [ClimaGen](#)
- Participatory urban greening towards climate neutrality - [Commit2Green](#)
- See all the next [NZC events](#) and [resources](#)

***European Mobility Week 2026 theme is intergenerational justice.** Cities with active youth co-design programmes were encouraged to participate and showcase school-based engagement work and mobility survey findings. **SPINE and JUST STREETS projects** are also active channels for peer connection on urban mobility. **MADLESS final event**, September 2026 — Helsinki-led, open to cities working on logistics emissions.*



# Strategic Engagement

## Why this matters now

Climate neutrality is no longer something cities receive from above. The Mission Cities furthest ahead are using procurement, partnerships and policy dialogue to shape the conditions for the transition: aggregating demand, steering EU funds, and partnering with industry and academia as equals.

*Cities are making the case that procurement and industrial policy are the same conversation — yet internal silos and language barriers between public and private sectors remain the single biggest operational blocker. As raised in #3.2 and #3.3, the question is no longer whether to engage the private sector, but how to sustain that engagement beyond pilots.*

## What cities can act on

- Treat **procurement** as climate policy: collective demand can move whole markets.
- Build **structured private-sector collaboration**: sustained alignment between public and private climate objectives.
- Engage the **European Competitiveness Fund** and the **next MFF** as place-based instruments.
- Connect **campus to city hall**: city–university partnerships as transformation infrastructure.
- Use **multi-level governance** to align national strategies and local CCCs — the relationship with national Mission ecosystems is crucial.



*Public procurement is the natural instrument for delivering the projects included in investment plans.*

- Philippe Froissard, European Commission (#3.4)



*Cities are market-shapers. Procurement is your policy lever — use it together.*

## Recommendation



Procurement is a powerful market-shaping tool when cities act together.

Aggregate demand for climate-neutral solutions and replicate proven approaches in your city.

## Links to existing Mission work

- Connects to the **EU Affordable Housing Plan** via the High-Level Policy Dialogue (#3.8).
- Supports the **EIC matchmaking** and **Horizon Europe partnerships** (#3.6).
- Mobilises cooperation between stakeholders and government actors in the **National Mission Ecosystems** (#3.1).



## Cities in action

### Bologna, Valencia session 3.1

#### Strengthening Institutional & Relational Capacity Across Governance Levels for Climate-neutral Cities

Both cities demonstrated that national Mission ecosystems are the decisive governance lever. **Valencia's CitiES 2030** national platform was described as "the most useful and impactful support we got from the Mission so far". **Bologna built collective coordination capacity** with peer Italian cities before engaging national government, and established direct dialogue channels with ministries despite ongoing legal constraints on one-stop-shops and energy transition.

**Key blocker named:** National policy frameworks frequently misaligned with local implementation realities; regulatory and legal barriers slowing housing, energy transition, and district heating. Unblocked in Spain via participatory national consultation involving cities on housing and energy poverty.

### Dortmund, Grenoble-Alpes, Lund, Munich session 3.2

#### From Engagement to Action: Structuring City–Private Sector Collaboration for Climate Neutrality

**Grenoble presented its Local Economic Pact** — a triple/quadruple-helix model involving research, universities, large companies, and public authorities — built around a RARre (Risk and Resilience Report) methodology and a Partnership Charter requiring signatories to submit quantified individual climate action plans.

**Lund CoAction Lund unites 36 organisations and 40,000 employees** across thematic arenas, with a mandatory green travel plan as the baseline condition for membership.

**Munich and Dortmund Climate City Dash 2.0 exposed a concrete problem:** cities track emissions by geography and sector, companies track them by corporate scope and financial KPIs: the two do not map onto each other, so co-creation stalls. An AI Intervention Library is being piloted to surface actions that neither side would identify working alone.

### Mission cohort, Helsingborg, Pécs session 3.3

#### Cities as engines of competitive decarbonisation: linking urban innovation to Europe's industrial future



The City–Industry Dialogue process (started at COP, 3 years ago) moved into a structured phase.

**Helsingborg's HYDROSYM2030 / NetZero Accelerator Framework** built a 10-project industrial portfolio — biogas, syngas, waste heat, transport, industrial symbiosis — with each project strengthening the others as one connected carbon metabolism system.

**Pécs has been restructuring its energy system** since 2008 - the question now is how to turn that transition into economic opportunity. Their answer is an ecosystem where public authorities, industry, startups and academia work together toward a faster and stronger economy.

**Conclusion:** These dialogues are only useful if they produce concrete outputs and named next steps. Better data from CCC would help identify where real blockers such as funding gaps and regulatory barriers, so they can be addressed at the right level.

### Aachen, Košice, Oslo, Paris, Stockholm session 3.4

#### Scaling Green Procurement Together for Climate Neutrality & Market Transformation



**Paris** mobilises approximately €3 billion annually through procurement; target is 100% of contracts with environmental criteria. Paris piloted carbon criteria around Grand Palais redevelopment, scoring carbon reduction alongside price and technical quality, and is drafting its 2026–2032 Sustainable Procurement Plan to replicate this approach more broadly, building on the [DeCarb-Pro](#) partnership (13 partners, Northwest Europe).


**Stockholm** (with Gothenburg, Malmö, Swedish Transport Administration): 19% lower CO<sub>2</sub> in construction procurement at no significant cost increase or reduction in competition; influences €7–10 billion construction procurement market.

**Oslo (GRIP):** achieved a 30% reduction in citywide CO<sub>2</sub> since 2009 and 94% zero-emission construction on municipal sites in 2025, demonstrating this can be done with relatively low additional costs.



## Cities in action

### Aachen, Košice, Oslo, Paris, Stockholm session 3.4


 **Košice (GRIP):** created a community of practice across city-owned companies; piloted lifecycle costing and extended warranty in IT procurement as a starting point before scaling to construction.

**Aachen (GRIP):** Metzger Street pilot — 70% quality / 30% price model, lifecycle costing, carbon shadow pricing from project inception.

**Aggregated demand signal:** EU public authorities spend ~€2.5 trillion annually (16% of the EU GDP).

### Košice, Oslo, Tampere EIC Pitching 3.6

#### Powering the Future of Urban Mobility: AI & Smart Charging Innovations


 Two-part session: an EIC Pitching showcase (Navigato AI, Orbiwise, Plexigrid — AI/EV charging, IoT, digital twins) and a moderated panel on innovation procurement as strategic tool. **Oslo, Košice, and Aachen** each presented concrete urban mobility and charging challenges; connections made with EIC awardees for follow-up (#3.6).

Conclusion: procurement must be seen as a strategic tool, not administration (Vassilis Tzanidis, EIC). **Tampere** highlighted the complexity of pre-commercial procurement (PCP) and resource barriers. Oslo stressed building a culture that enables risk-taking and openness to new solutions.

**Matchmaking that progressed:** Oslo, Košice, Aachen exchanged with Navigato AI, Orbiwise, and Plexigrid on AI-driven charging optimisation, IoT urban data, and digital twin grid management; formal follow-up collaboration opportunities to be explored post-conference.

### Mission cohort + ERRIN + Energy Cities session 3.5

#### Place Matters: Steering cities into the European Competitiveness Fund

 Cities exchanged to utilise EU funds on local transition strategies. Facing similar challenges – from limited financial and human resources to implement climate strategies to complex access to EU funds-, the European Competitiveness Fund (ECF) offers opportunity to connect fragmented funds under a single umbrella.


**Dijon:** EU projects build local capacity for risk and innovation: the RESPONSE project. **Pécs:** Demonstrated how layering EU funding sources works in practice: LIFE to map building stock, ERDF to pilot renovation at scale, and Horizon Europe to develop smart grid solutions. **Eskilstuna:** Home to a world-leading company in electrification of construction machinery: a local industrial anchor that makes the city more competitive. **Tampere:** Technology alone is not enough; behavioural change, citizen engagement and long-term coordination are equally critical. Highlighting smaller cities and local actors still face significant barriers just to access EU funding. **Conclusion:** The ECF should move from funding isolated projects to building city-scale ecosystems; with a dedicated seed fund to local strategies for CCCs, a right to experiment, and funding designed around real city needs rather than pre-defined solutions.

” *Currently, the EU funding programmes and the national programmes are financing a piece of a mosaic; projects by projects to get the full mosaic, another approach is needed, otherwise there will always be gaps, holes in the climate strategy implementation*

- Attila Péterffy, Mayor of Pécs

### Rotterdam, Torino + AIT session 3.7


#### From Campus to City Hall: Designing Partnerships for Urban Transformation

 Cities are at the forefront of reaching climate neutrality and urban transformation - but they cannot do it alone. Strong partnerships between local governments and knowledge institutions are increasingly proving to be a critical success factor in delivering systemic change. Rotterdam (Catalyse project): shifting away from fossil-fuelled heating systems and testing private-social partnership for financing.




## Cities in action

### Rotterdam, Torino + AIT session 3.7

 Torino: through Green-inc/Politecnico di Torino, matched with a local NGO; added value through international student internship programmes.  
Key challenge surfaced: cities rarely have time to analyse all data collected or to translate research language into policy language.

### Budapest, Riga, Ghent, Porto, Bologna, Lyon + OECD, SEFA session 3.8

#### High-Level Policy Dialogue – Affordable, sustainable and quality housing

 Renovating building by building is too slow and too costly; and it tends to bypass those who need it most. The session made the case for district-scale collective approaches, which need three things to work: the right financial model, a one-stop shop for residents, and national policy that enables cities to act.

**Budapest:** Converting a former railway station into a neighbourhood of 10,000 apartments on positive clean energy district principles; free energy audits as the entry point for residents.

**Riga:** 1,600 renovation applications and 220 apartments in district-level pilots; but fragmented ownership and security concerns are pushing climate down the political agenda.

**Ghent (NEUTRALPATH):** long-standing one-stop shop for energy renovation in socio-economically complex areas with social housing; advocates for a clear fossil heating phase-out deadline to stimulate resident uptake.

**Porto (ASCEND):** renewable energy community in one mixed-use district achieving 30% savings on energy bills; plans to scale to 50 districts across the city (#3.8).

Lyon (ASCEND): city owns 80% of district land; rental model with 20% public funds reduces dependency on grants.

*Having a permanent dialogue with the national ministry to work on what national policy can do to enable these processes.* - Anna Lisa Boni, Deputy Mayor, Bologna

## Key insights

- **Cities that aggregate demand shape markets; cities that procure alone typically have a smaller impact on market development and supplier behaviour.**

Stockholm's four-city partnership (with Gothenburg, Malmö and the Swedish Transport Administration) now, through **environmental requirements in contracts**, influences a construction procurement market worth €7–10 billion annually and achieved 19% lower CO<sub>2</sub> emissions at no significant cost increase — illustrating what coordinated demand can unlock (#3.4). Across the track, aggregation repeatedly emerged as the critical mechanism for change - whether through procurement, city-industry dialogues, national Mission ecosystems or Mission-wide investment advocacy.

- **The language barrier between cities and companies is the real bottleneck.**

Across #3.2 and #3.3, every table raised the same friction: municipal emission inventories, corporate carbon footprints, and financial KPIs live in different registers. Bridging them — through shared dashboards, digital twins, and translated narratives — is a pre-condition for sustained private-sector commitment.

- **National Mission ecosystems are a critical governance lever for the Mission.**

Valencia's CitiES 2030 platform and Bologna's bilateral dialogue with national ministries both demonstrated that structured national-level engagement — not just peer learning — is what converts city ambition into regulatory headroom and budget alignment (#3.1)

- **Structured partnerships turn ambition into implementation.**

Mission delivery depends on sustained collaboration between cities, suppliers, investors, universities and national actors. Procurement provides the framework, but partnerships create the ecosystem needed to scale innovation and accelerate deployment.



### ✓ Resources to use now

- Focus on: Partnership and Policy
- [EU Climate Projects Navigator](#) (NZC Portal)
- [GRIP project](#) — green procurement resources
- [DeCarb-Pro](#) (Paris) — CO<sub>2</sub> pricing in procurement
- [Climate Transition Map](#): Build a Strong Mandate (Step 1)
- Joint [environmental requirements in contracts](#), in Construction Works (Stockholm/Gothenburg/Malmö/STA) — replicable multi-city procurement standard with verified 19% CO<sub>2</sub> reduction.

### ✓ Cities to learn from

- [Paris \(DeCarb-Pro\)](#)
- GRIP project (Oslo, Aachen, Košice)
- Stockholm (procurement requirements aggregation)
- Valencia, Bologna (multi-level governance)
- Ghent (NEUTRALPATH one-stop shop model) — cited by audience as immediately replicable for neighbourhood regeneration in socially complex areas
- Helsingborg

### ✓ What to do next

- Pull together your procurement specs. Where could you embed climate criteria?
- Identify two peer cities with overlapping demand. Aggregate one tender.
- Strengthen the link with your Mission ecosystem before the next CCC iteration.
- Submit a position to the European Competitiveness Fund consultation.
- Cities urged to actively advocate for their role at every EU institution platform - not wait for the Commission to bring solutions to them.

### ✓ Where to plug in

- [NetZeroCities Community of Practice](#)
- [DUT Partnership \(city-university\)](#)
- [EIC innovation procurement programme](#)
- [Cities Mission policy dialogues](#)
- [Mission Minded Cities network \(national Mission ecosystem\)](#)
- 8 September Deep Dive — [NetZero Accelerator programme, Helsingborg](#) (city-industry framework replication).



# Mission Impact & CCC Iteration

## Why this matters now

A CCC is never 'final'. It is a credible, iterated, evidence-grounded collaborative pathway.

## What cities can act on

- **Work with the imperfect data you have.** Make scoped, credible claims. Exploit existing data libraries and methodologies, building detail as you improve.
- **Track your impact!** Report at least on GHG emissions to official platforms, at least every two years. Create a public narrative, and use data to communicate about learnings, success stories, and failures, too.
- **Treat the Climate City Contract as a living governance and learning instrument** that you update to reflect your commitment and progress.
- **Use practical tools** (dashboards, NetZeroPlanner-type platforms, scenario modelling, decision-support tools) to translate CCCs into action.
- **Move citizen and stakeholder engagement from consultation to co-delivery** — reaching climate neutrality at urban scale also relies on their action.
- **Mainstream climate equity and just transition in your climate governance** — they are powerful mobilisation elements, in addition, sustainability transitions risk increasing inequalities if not designed against them.



*If your city reached net zero last night, your spreadsheets would not recognise it for another year — but the atmosphere would know by morning.*

- Charlotta Henry, ICOS

## Recommendation



Implementation is the challenge. The CCC is your governance framework — iterate it, use it, act now.



## Links to existing Mission work


- Directly informs the **next round of CCC iterations** and EU Mission progress reporting.
- Connects to Mission ecosystem through national Mission ecosystem structures.
- Aligns with the **Just Transition Mechanism** and the **Mission's evaluation framework**.



## Cities in action

### Munich and Paris session 4.1

#### From uncertain data to credible claims: emissions monitoring & carbon removal in cities


 The session reframed the data problem: **cities do not need perfect data, they need credible, timely, and trusted data.** Atmospheric monitoring (as presented by project ICOS) enables top-down validation of complementing bottom-up inventories.


Model-based approaches (presented by CLMS-Cities and SEI), provide ~100m resolution insights and can provide proxy values for cities with limited datasets. **Paris** was the first city to independently confirm a 25% reduction in GHG emissions using atmospheric monitoring — demonstrating that policies were working, not just planned. **Munich** used high-resolution monitoring to identify Oktoberfest as an unexpected emissions source. A CLMS case showed gradual pedestrianisation producing ~35% CO<sub>2</sub> reduction when modelled spatially. The key shift for cities is using digital tools to go from slow reporting and assumptions to real-time, evidence-based climate steering.

 *Uncertainty is unavoidable, but manageable with robust monitoring, reporting and verification.* - Giulia Ulpiani, JRC

### Bilbao, Limassol, Malmö, Vitoria-Gasteiz, Zaragoza session 4.2


#### Iterate, Replicate, Scale: Advancing Climate City Contracts

 **Malmö:** ~50% emissions reduction; uses annual plan reviews and explicitly analyses interactions between local, national and European policy frameworks.


 *It is important to understand the role of the local, national and European levels, because city emissions are shaped by decisions taken across all three.*  
- Jonas Kamleh, Malmö

**Zaragoza:** received a positive EC evaluation letter; expanded CCC from three to five pillars; single biggest iteration was integrating economic modelling, participation processes and monitoring indicators into one coherent structure.


**Limassol:** transitioning from planning to implementation through CCC Implementation Pathways; developed a portfolio of mature projects; uses a Digital Twin platform for monitoring.

 *Our focus is no longer on identifying actions, but on understanding which actions can actually be implemented*  
- Maria Englezou, Limassol

**Bilbao:** >60% emissions reduction; used the CCC to consolidate all previous climate work into a single framework aligned with Mission Cities.

 *The CCC provided an opportunity to reorganise and bring together previous climate work into a shared framework.* - Viktor Trimiño, Bilbao

**Platform structures (#4.2):** Romanian M100 Platform: six ministries formally involved; ten cities in direct CCC support. Spanish CitiES 2030: identified adaptation, just transition, Scope 3 and embodied carbon as priority themes from iteration; supports cities via NetZeroPlanner and Progress Tracker.

 *The CCC process cannot just be a document; it is a people process.*

- Åsa Minoz, Viable Cities






## Cities in action

### Cork, Dortmund, Munich, Prague session 4.3

#### City Tools in Action: Advancing climate neutrality together

 **Cork** decided to develop an existing tool and invest in customisation: the city just completed data preparation stage for monitoring using the NetZeroPlanner. The customisation resolved the misalignment between Cork and NZP's sectoral definitions. Cork acknowledged the need for this foundation work, despite the intense effort required (#4.3).

**Munich & Dortmund:** Dortmund partnered with Heidelberg and Munich for 24-month mutual learning to develop the Climate City Dash 2.0, an open portal for all audiences.

*When we communicate with citizens, this is the way to go. A dashboard with simplified graphics shows where we are, where we want to go, and how to get there.*


- **Christian Heck, Munich and Christopher Sadlowski, Dortmund**

**Opportunities:** include Scope 3 emissions in the dashboard, partnering with private companies. **Challenges:** technical language remains a point of contention, but it has been addressed (#4.3).

**Prague:** as a Mission-minded City, it developed an advanced urban data platform. Automated dashboards and visuals generation is a genuine upgrade. **Replication opportunities:** The model for the Prague data platform is open source: it can be downloaded and used by any city.

### Cascais, Dublin, Espoo, Grenoble, Guimarães, La Rochelle, Paris, Parma, Stockholm, Vaasa, Valladolid session 4.4

#### Community and citizen engagement in action: what mission cities have tested and learned

 Cities highlighted a shift from one-off consultation exercises towards long-term participation models that embed citizens, neighbourhoods and young people as partners in implementing climate neutrality. Across the discussions, cities stressed the importance of trust-building, institutional capacity, behavioural insights and governance structures that sustain engagement beyond individual projects.

**Valladolid:** climate and arts festival across ten civic centres using culture, performances, and community spaces to engage audiences who would not normally participate in climate discussions. **Key lesson:** behaviour change requires sustained, long-term engagement rather than one-off events.

**Grenoble:** network of ~200 climate ambassadors facilitating climate conversations with their own communities, alongside public debates and hands-on demonstrations on topics such as food systems and urban cooling. **Key lesson:** learning by doing and trusted community networks help translate awareness into action.

**La Rochelle:** shifted from event-based participation towards embedding behavioural insights across municipal departments, training staff to integrate behaviour change into policy design from the outset. **Key lesson:** behaviour change should be embedded in governance, not treated as a standalone communication activity.

**Stockholm (SCALE):** four pilot districts testing neighbourhood transition arenas where climate challenges intersect with social and health inequalities. Pilot included energy communities, circular economy initiatives, mobility projects and innovation arenas. **Key lesson:** invest time in stakeholder mapping and relationship-building before launching interventions.

**Paris (NEAR project):** neighbourhood-level approach combining carbon footprint analysis, quality-of-life data, and participatory prioritisation to co-design local climate actions. **Key lesson:** combine top-down climate objectives with bottom-up community priorities through trusted local actors, supported by an open-source toolkit and local governance mechanisms.



## Cities in action

### Cascais, Dublin, Espoo, Grenoble, Guimarães, La Rochelle, Paris, Parma, Stockholm, Vaasa, Valladolid - session 4.4

**Espoo:** eight COMET community pilots engaging vulnerable and underrepresented groups resulted in a Climate Participation Toolkit. Key lesson: municipalities need to overcome institutional silos and build on existing community relationships to strengthen long-term engagement.

**Cascais:** emphasised working through trusted community leaders and existing local institutions (such as theatres, sports clubs and associations) to build relationships before introducing climate objectives. Key lesson: trust and existing community networks are the foundation for successful engagement.

**Guimarães:** Long-running Eco-Parliament, school climate programme and Green Brigades demonstrate how youth participation can become embedded in municipal governance. Key lesson: meaningful youth engagement depends on long-term commitment and genuine ownership.

**Vaasa:** long-term partnerships with youth organisations enabled young people's priorities to directly shape city investments, including 15 km of new cycling infrastructure, alongside climate commitment scheme and energy education. Key lesson: youth participation should influence decisions, not simply provide consultation.

**Parma:** More than 200 students co-designed the European Youth Capital 2027 application; while a Citizens' Assembly included 50–60 young people aged 16–24. Key lesson: youth participation should be integrated into mainstream governance and climate decision-making, rather than organised through isolated initiatives.

### Bristol, Dortmund, The Hague, Vitoria-Gasteiz session 4.5

#### Everyone wants a just transition – so how do we get there?

Coordinated by the City of **The Hague**, with an opening contribution by Mario Calderini of **Cottino Social Impact Campus**, this session asked what it takes to close the gap between commitment and practice — to make justice a guiding principle in the climate transition, not just a stated value.

### Bristol, Dortmund, The Hague, Vitoria-Gasteiz - session 4.5

**Bristol's** three-layered approach pairs an activist-drafted Just Transition Declaration with community-led Climate and Nature Action Plans and cross-cutting conditions on equity, skills and communications. **Dortmund's** INCLU:DE project maps where climate vulnerability and social inequality overlap, with a checklist to keep municipal subsidies inclusive — targeting the areas where climate and social risks intersect. **Vitoria-Gasteiz** uses its urban master plan as a justice instrument, developed through a participatory process, with a 60% affordable / 40% market housing model and cross-subsidy. The common thread, and the message to the Cities Mission: closing the commitment–practice gap means treating justice as a concrete instrument — structured, mapped, and built into plans and budgets — not a principle stated and left aside.



*We understand urban planning not just as a technical tool but as an instrument for justice and equity.* - **Beatriz García-Moncó, Vitoria-Gasteiz**

## Key insights

- **The CCC was designed as a governance framework- cities are now demonstrating what this means in practice.**

Nine cities have now iterated their CCCs; four Mission-Minded Cities developed their first CCC with national Mission ecosystem support. The shift is from "what to do" to "how to govern delivery": cross-departmental ownership, monitoring, and multilevel political commitment are the key variables (#4.2).

- **Data uncertainty is not a reason to wait — start working with imperfect data and iterate once more granular data comes in.**
- **Justice must be designed in from the start, not added as a layer.**

About two-thirds of CCCs mention just transition, but mostly around participation rather than distributive impact. Bristol's just transition declaration, Dortmund's social-climate vulnerability mapping, and Vitoria-Gasteiz's justice-centred urban plan each demonstrate what it looks like to move justice from rhetoric to instrument (#4.5).



### ✓ Resources to use now

- [Guidance on Negative Emissions for Cities - Summary for Decision Makers](#)
- [Guidance on Negative Emissions for Cities – full report](#)
- [Focus on: Climate City Contracts](#)
- [Focus on: Impact Pathways & Monitoring](#)
- NetZeroPlanner (Cork's local adaptation)
- [Climate Transition Map: Learn & Reflect \(Step 5\)](#)
- [Twinning Replication Booklet — Cohort 1 patterns](#)
- [ICOS Cities](#) atmospheric monitoring network + [CLMS-Cities](#) model-based approach — both free-to-access scientific resources for cities wanting top-down validation of their emissions inventories.

### ✓ What to do next

- **Identify what your data lets you claim credibly.** Lead with the credible part — don't wait for perfect data (#4.1).
- **Schedule your next CCC iteration.** Set scope: what to sharpen, where to learn from (#4.2).
- **Pilot one tool to translate a CCC commitment into action** — start with a dashboard or NetZeroPlanner (#4.3).
- **Add a just-transition lens to one current project:** map where climate and social vulnerability overlap (#4.5).
- **Map your citizen engagement:** is it ritual or infrastructure? Move one initiative from consultation to co-delivery (#4.4).
- **Activate your national Mission ecosystem** connection before next CCC iteration (#4.2).

### ✓ Cities to learn from

- Malmö, Madrid, Vitoria-Gasteiz, Limassol (CCC iteration)
- Cork (NetZeroPlanner)
- Munich + Dortmund (shared data)
- The Hague (just transition)
- Vaasa — nationally recognised Youth Council model with participatory budgeting; concrete outcome of 15 km cycling infrastructure. Replicable youth governance structure for Mission Cities.

### ✓ Where to plug in

- [Mission Minded Cities \(national Mission ecosystems\)](#)
- [Climate City Contract iteration support](#)
- [Pilot Cities Programme \(Cohort 2\)](#)
- [ICOS Cities & CLMS Cities](#) — scientific monitoring partners (#4.1)
- [Dortmund's 24-month Mutual Learning partnership model!](#) (with Heidelberg and Munich) — bilateral city pairing around shared dashboard and data tools. Available as a twinning format.



” *Implementation is difficult and collaboration is the only way to overcome many of the barriers cities face.*

- Julio Lumbreras, CitiES 2030

# City dives

14 City Dives held across Torino  
on Wednesday 27 May 2026



## About the City Dives

Developed by the City of Torino and NetZeroCities as part of the Cities Mission Conference 2026 "Conferenza Diffusa" format. Each dive was hosted by local partners and facilitated by NetZeroCities moderators.

- **Energy Transition, data and innovation**  
*Dives 1-4*

- **Responsive Urban Regeneration**  
*Dives 5-7*

- **Nature, Adaptation & Circular Urban Systems**  
*Dives 8-10*

- **People, Place & Social Impact**  
*Dives 11-14*

## Cross-cutting themes

### 1. Governance and partnerships are as important as technical solutions.

Across almost every City Dive, participants heard that successful climate action depends on effective governance rather than technology alone. Whether discussing smart mobility (CD3–4), brownfield regeneration (CD5), social housing (CD6), impact investing (CD11–12), or climate shelters (CD13), speakers emphasised the importance of cross-departmental collaboration, long-term political commitment, public-private partnerships, and intermediary organisations capable of bringing together municipalities, businesses, academia, civil society and citizens.

### 2. Citizen participation is a prerequisite for successful implementation.

A recurring lesson was that climate-neutral solutions are more likely to succeed when citizens are involved from the outset. Multiple City Dives showcased participatory approaches, from co-designing climate shelters with schools (CD13), community engagement in autonomous mobility and Living Labs (CD4), neighbourhood committees during Parco Dora's regeneration (CD5), inclusive governance at Ex MOI (CD6), community gardens at Orti Generali (CD9), circular economy workshops (CD10), and people-centred street redesign (CD14). Several speakers noted that building trust and ownership is often more challenging, and more important, than delivering the physical infrastructure itself.

27



## Key learnings

### 1. Successful projects rarely belonged to a single municipal department.

Across nearly every City Dive, implementation relied on collaboration between planners, mobility teams, environmental departments, universities, utilities, foundations, businesses and local communities.

### 2. Citizen participation was presented as an implementation tool rather than a consultation exercise.

From Living Labs and climate shelters to neighbourhood regeneration and public asset management, participants saw examples where residents actively shaped projects, helping improve long-term ownership and acceptance.

### 3. Economic value was increasingly measured beyond financial return.

Several projects demonstrated new ways of recognising public value, including linking concession fees to social impact, using affordable housing as a regeneration tool, and combining public investment with measurable environmental and social outcomes.

# City dives

14 City Dives held across Torino on Wednesday 27 May 2026



## 3. Regeneration and reuse are central to climate neutrality.

Rather than expanding into new land, many examples demonstrated how cities can create climate, social and economic value by reusing existing assets. This included the regeneration of former industrial sites (CD5), the conversion of the Olympic Village into social housing (CD6), the adaptive reuse of cultural heritage buildings (CD7), public asset redevelopment through social impact frameworks (CD12), and the transformation of underused urban spaces into community gardens and climate shelters (CD9 & CD13). These examples reinforced the role of circularity and land reuse in achieving climate neutrality while avoiding additional land consumption.

## 4. Data and innovation are most valuable when linked to public value.

While several City Dives showcased advanced technologies—such as digital twins, AI, connected mobility infrastructure, LiDAR, traffic management systems and automated mobility (CD3, CD4 and CD14), a common message was that technology should serve broader public objectives rather than being an end in itself. Data was consistently presented as a tool to improve decision-making, safety, inclusion, accessibility and climate resilience, while speakers stressed that governance, standards, behavioural change and clear public benefits remain essential for successful deployment.

## What cities asked most?

### • How can these solutions be replicated in other cities?

Participants repeatedly asked which elements of the projects were transferable, what conditions were needed for success, and how approaches such as Living Labs, climate shelters, regeneration models or evaluation frameworks could be adapted to different local contexts.

### • How were the projects financed and made financially viable?

Questions consistently focused on funding sources, public-private partnerships, impact investment, grants, business models, long-term operating costs, and how cities could develop more "bankable" climate projects.



## Replicable elements

### 1. Create governance structures that outlast individual projects.

Permanent initiatives such as Torino City Lab, EnviPark, Torino Social Impact and neighbourhood partnerships illustrate the value of establishing long-term institutional platforms rather than relying solely on time-limited projects.

### 2. Implement projects incrementally while maintaining public use.

Several initiatives, including park regeneration and public space improvements, were delivered in phases to minimise disruption, maintain public access and allow continuous learning during implementation.

### 3. Use Living Labs and real-world experimentation to test solutions before scaling.

Rather than implementing projects at full scale immediately, Torino uses Living Labs, pilot projects and regulatory sandboxes to test technologies, governance arrangements and citizen acceptance before wider deployment. This approach was evident across mobility, circular economy, climate shelters and innovation projects.

### 4. Transform former industrial sites into mixed-use districts rather than single-purpose developments.

Projects such as Spina 3, Ex MOI and EnviPark combined housing, parks, innovation spaces, cultural facilities and community services within the same regeneration programme, increasing both financial viability and long-term urban value.

### • How were citizens and stakeholders engaged throughout implementation?

Across mobility, regeneration, public space and social housing projects, participants wanted to understand how residents, schools, NGOs, businesses and local communities were involved, how resistance was managed, and how long-term ownership was built.

### • How were governance and cross-sector collaboration organised?

Cities frequently asked who led the projects, how responsibilities were shared across municipal departments and external partners, how political support was maintained over time, and what governance arrangements enabled implementation.

## Connections to conference tracks



### Track #1 Innovative Finance

- **Mobilising investment through partnerships and blended finance.**

City Dives on Ex MOI (CD6), impact investing (CD11) and public assets (CD12) demonstrated different approaches to combining municipal leadership, foundations, private investors and public funding to unlock projects that deliver both financial and social value.

- **Using financial incentives to reward public value.**

Beyond traditional grants, Torino showcased mechanisms such as outcome-based finance, concession fee reductions linked to social impact, and cross-subsidy models that help make climate and regeneration projects financially viable.

### Track #2 Deploying Solutions

- **Climate action translated into tangible neighbourhood projects.**

From brownfield regeneration (CD5), green and blue infrastructure (CD8), community gardens (CD9) and climate shelters (CD13) to circular economy initiatives (CD10), participants saw practical examples of how climate strategies are implemented through visible interventions in public spaces and buildings.

- **Testing and scaling innovation through pilots**

Several City Dives illustrated how Torino uses demonstration projects, whether Digital Twins, nature-based solutions, creative reuse or social housing, to experiment with new approaches before wider deployment.

### Track #3 Strategic Engagement

- **Participation as an implementation tool rather than a one-off consultation.**

Across projects such as Parco Dora (CD5), Ex MOI (CD6), Orti Generali (CD9), climate shelters (CD13) and Just Streets (CD14), long-term engagement with residents, schools, community organisations and local stakeholders helped shape projects, build trust and improve acceptance.

- **Building ecosystems instead of isolated projects.**

Many City Dives highlighted the importance of sustained collaboration between municipalities, universities, NGOs, businesses and citizens to deliver complex urban transformations.

### Track #4 Mission Impact & CCC iteration

- **Integrated projects delivering multiple Climate City Contract objectives simultaneously.**

Rather than addressing climate mitigation in isolation, Torino's projects combined emissions reduction with adaptation, biodiversity, social inclusion, affordable housing, mobility, culture and economic development, illustrating the integrated approach promoted through Climate City Contracts.

- **Learning through monitoring, experimentation and continuous improvement.**

Several City Dives showcased tools and governance approaches, such as Digital Twins, monitoring systems, evaluation frameworks and pilot projects, that support evidence-based implementation and provide feedback for refining future Climate City Contract actions.

# City dives

14 City Dives held across Torino  
on Wednesday 27 May 2026



## Next steps & follow ups

### 1. Several cities expressed interest in adapting Torino's tools and methodologies to their own contexts.

Discussions highlighted follow-up interest in approaches such as the MAVT public asset evaluation framework, Living Lab methodologies, Digital Twins, climate shelters, and neighbourhood-scale circular economy initiatives.

### 2. Participants identified opportunities for additional peer learning between Mission Cities.

Throughout the City Dives, cities regularly shared their own experiences—from Barcelona's climate shelters and Differdange's energy communities to Guimarães' community gardens and Bristol's financing models—creating opportunities for future knowledge exchange beyond the conference.

### 3. Existing European projects and city networks provided a basis for continued collaboration.

Initiatives such as Climaborough, ClimaGen and the wider Mission Cities community offer opportunities to continue exchanging practices and adapting Torino's approaches to different urban contexts.

### 4. Follow-up discussions focused on implementation rather than vision.

Across the visits, participants sought detailed information on procurement, governance, financing, stakeholder engagement and maintenance, signalling readiness to move from ideas to delivery.

## City Dives 1-4 Energy Transition, Data & Innovation

### 1 - Heat Storage & Smart Grids

The Heat Garden & Arbarello HV-MV Substation - *Tracks 1, 2, 3*

Smart grids, thermal storage, and utility partnerships between the City of Torino and IREN. Two-site visit: large-scale heat storage facility + underground substation supplying 60,000+ households.

*"People always need greening. In Vilnius, we try to show a lot of citizen engagement in the greening process - spaces that are supposed to be technically useful should also be aesthetically nice. This way, citizen engagement and raising awareness becomes much easier."*



Andrius Grigonis, Deputy Mayor, City of Vilnius

### 2 - Energy Transition, Data & Innovation Ecosystems

Energy Center of Politecnico di Torino & OGR Tech - *Tracks 2, 3, 4*

CLICC platform, EST Lab research infrastructure, and OGR Tech — one of Europe's largest innovation hubs (130+ start-ups/year) in a repurposed 19th-century rail workshop.

The City Dive showcased how research infrastructure, digital tools and innovation ecosystems can help cities move from climate planning to implementation by strengthening monitoring, testing and scaling of Climate City Contract actions.



# City dives

14 City Dives held across Torino  
on Wednesday 27 May 2026



## City Dives 1-4 Energy Transition, Data & Innovation

### 3 - Smart Mobility, Data & Traffic Management

#### 5T Mobility & Infomobility Centre - *Tracks 2, 3*

Torino's real-time traffic and mobility management system. 5T manages the Traffic Centre, limited traffic zones, and infomobility services ("Muoversi a Torino"). Supported by PNRR funding.

The City Dive demonstrated that successful smart mobility systems are built incrementally over time through strong governance, standardised data, and sustained public investment—not through a single technology or master plan.

### 4 - Urban Technological Innovation & Living Labs

#### CTE Next — La Casa delle Tecnologie Emergenti - *Tracks 2, 3*

ToMove Living Lab at Fondazione LINKS: Digital Twin, autonomous driving shuttle, Autonomous Delivery Robot. Hands-on demos of smart mobility and urban technology.

*"Technology alone is not enough. Citizens need to understand the service, trust it and see it as useful."*



Francesca Fasano, Fondazione LINKS



## City Dives 5-7 Responsive Urban Regeneration

### 5 - Partnerships & Citizen-led Regeneration in Northern Torino

#### Environment Park (Envipark) & Parco Dora- *Tracks 2, 3, 4*

How post-industrial areas become innovation and community spaces. Envipark: Torino's environmental technology park. Parco Dora: flagship post-industrial park regeneration. Guided by Urban Lab.

Parco Dora demonstrates how long-term public-private partnerships can transform former industrial land into vibrant neighbourhoods where environmental remediation, green infrastructure and community life reinforce one another.

### 6 - Social Housing & Inclusive Regeneration

#### Ex-MOI Olympic Village - *Tracks 1, 2, 3, 4*

Former Olympic Village transformed: 800+ people supported (2017–22), now 7 refurbished social housing buildings (~400 beds). Estimated €1.5m total socio-environmental impact (Sinloc/Open Impact).

Ex-MOI shows how social housing can become a catalyst for climate-conscious urban regeneration, combining innovative finance, long-term partnerships and social inclusion to transform abandoned spaces into thriving communities.

### 7 - Cultural Heritage as a Driver of Ecological Transition

#### GAM — Galleria Civica d'Arte Moderna e Contemporanea - *Tracks 1, 3, 4*

GAM's redevelopment as active driver of ecological transition: energy efficiency, architectural innovation, blended philanthropic finance, and the museum as inclusive public space.

The GAM project demonstrates that cultural heritage can become a driver of the ecological transition by combining energy efficiency, architectural conservation and a renewed social role for public cultural institutions.

# City dives

14 City Dives held across Torino  
on Wednesday 27 May 2026



## City Dives 8-10 Nature, Adaptation & Circular Urban Systems

### 8 - Green & Blue Infrastructure along the River Po

#### Let's Po & Valentino Park - Track 2

PNRR-funded "Let's Po" programme: river restoration, depavement, permeable surfaces. River Center hub + Valentino Park regeneration — heritage, biodiversity, cooling, and active mobility.

By treating the River Po as natural infrastructure, Torino is demonstrating how nature-based solutions can simultaneously deliver climate adaptation, biodiversity, sustainable mobility, cultural heritage preservation and improved quality of life.

### 9 - Nature-Based Solutions, Food Systems & Circular Economy

#### Orti Generali & Casa nel Parco - Track 3

Mirafiori area: 250+ allotment gardens (4-year participatory process) + municipal community hub with green roof and energy community. A "circular merenda" included.

Orti Generali shows how long-term community stewardship can transform neglected land into a productive landscape that strengthens biodiversity, social inclusion and local ownership.

### 10 - Creative Reuse & Circular Economy in Practice

#### Centro REMIDA - Track 2

Municipal hub transforming waste into educational and artistic resources. TracciaTO, RivestiTO (Climaborough), and WOODCIRCLES projects. Guided visit + hands-on workshop.

Centro REMIDA demonstrates that circular economy is not only about managing waste, but about creating spaces where education, creativity and citizen participation drive lasting behavioural change.

## City Dives 11-14 People, Place & Social Impact

### 11 - Impact Investing & Community-led Initiatives

#### Cottino Social Impact Campus - Tracks 1, 3, 4

Torino's approach to impact finance: instruments as levers for systemic social and environmental transformation. Coordinated public-philanthropic-private model. TOUCH project case study.

*Cities deliver public value; investors seek financial returns. Bridging this gap is essential to accelerate climate action.*

### 12 - Beyond Market Value: Public Assets, Social Impact & Innovation

#### Cottino Social Impact Campus - Tracks 1,3,4

MAVT algorithm converts project impact into transparent reduction of financial compensation — enabling disused public assets to be reactivated. First tested on a property unsold after 6 auction rounds.

*Measuring social impact can transform how cities allocate public assets, reward public value, and design more transparent decision-making.*

### 13 - Climate Shelter for Adaptation to Climate Change

#### Urban Lab & Politecnico di Torino — Valentino Park - Track 2

Site visit to renovated Valentino Park, then co-design workshop at Castello del Valentino to transform a public space into a climate shelter. Led by Urban Lab Torino and Politecnico di Torino.

*Climate shelters are more than shaded spaces—they are community assets that combine climate adaptation, social inclusion, and citizen participation*



# City Dives 11-14 People, Place & Social Impact

## 14 - Just Streets Workshop

Streets of Torino — Just Streets / Fondazione LINKS - Tracks 2,3

POLITO LIDAR sensors measure road conflicts in real time. Temporary zebra crossings tested. Guided walking workshop on people-centred street design. Led by Fondazione LINKS, IFP, and SocialFare.

*Transforming streets is not about removing space from cars—it is about creating safer, more inclusive public spaces for people.*

A big thank you to Città di Torino, all local hosts & facilitators for this immersive experience!

Access the [City Dives catalogue](#)  
 Questions? [hello@netzerocities.eu](mailto:hello@netzerocities.eu)



# Acknowledgements

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We are deeply grateful to the City of Torino and our local hosts and partners including OGR, Cottino Social Impact Hub, Politecnico di Torino, City Dive hosts, whose warm welcome and dedication made this conference possible. Thank you for opening your city to the Cities Mission community and for setting the stage for three days of exchange and inspiration.

Our heartfelt thanks go to all Mission and Mission-Minded city representatives who shared their insights and experiences, and who exchanged so generously across the sessions and networking spaces of the conference. You are a true inspiration to fellow cities, practitioners, researchers and all those working towards a sustainable and prosperous future in the widest sense of the term across Europe and beyond. We hope this document helps capture at least some of the fundamental work you are involved in, although it is certainly not exhaustive.

Last but not least, a special thanks to the NetZeroCities track leads for overseeing the complex work behind each thematic area, the session coordinators and note-takers, our logistics, communication and content management teams and all the many other individuals who contributed to making this conference a success from behind the scenes.

The exchange does not have to end here. We warmly invite cities, practitioners, researchers and partners to keep the conversation going by joining the NetZeroCities [Community of Practice](#), a collaborative space to share knowledge, exchange best practices and advance climate neutrality together.

**All slide decks are available on the [Portal](#) though the “files” tab. Please follow our channels linked below for further updates, and we look forward to seeing many of you in Malmö for the 2027 edition.**

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