



TOMORROW

LEADING THE ENERGY TRANSITION
FROM THE BOTTOM UP

2019 - 2022



TOMORROW FINAL REPORT

ABOUT TOMORROW



The TOMORROW project is a Horizon 2020 funded project, aiming at empowering local authorities to lead the transition towards low-carbon, resilient and more liveable cities. From 2019 to 2022, the project supported **six pilot cities** - Brest (FR), Brasov (RO), Dublin (IR), Mouscron (BE), Nis (RS), Valencia (ES) - in developing **2050 energy transition roadmaps** together with citizens and other local stakeholders.

Over the three years, the project accompanied the cities as they implemented innovative forms of governance, based on the concept of **transition management**. The goal was to facilitate and accelerate their energy transitions by providing them with innovative engagement processes in order to foster a wide and meaningful participation.

Inspired by the processes that the cities of Leuven and Nantes had already put into place, the TOMORROW cities were given the tools to apply similar approaches and methodologies at home. Despite setbacks and challenges caused by the COVID19 pandemic, each city accomplished putting in place innovative processes that transformed the way their transition is managed and implemented in their territories. Through workshops and study visits, they exchanged experiences with one another to consolidate their learnings.

PILOTS FOR A NEW TOMORROW

Over the three years of the project, the 6 TOMORROW cities thus became **pilots for the energy transition of European territories**, by empowering their local authorities to fully play their role of enablers of the energy transition. The methodology and approaches tested and implemented in the pilot cities were shared with other cities interested in doing the same, through learning relays and masterclasses with professionals from across Europe and beyond. Furthermore, factsheets and guidelines produced by the project were gathered in a toolbox and widely disseminated online for other interested European cities.



This project received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 847136



TOMORROW

A MAP TO TOMORROW

This report highlights the main learnings of these 6 cities, as well as the key knowledge and resources produced by the project. It aims to give an overview of what was achieved over the past 3 years and the processes to get there, serving as a map for anyone wishing to embark on a similar journey. This report will support them in designing a better tomorrow in their cities, by helping them navigate their way in the project's main information and key lessons.



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Funded by the H2020 Programme of the European Union



Photo: Tobias Cornille

BELGIUM: LEUVEN & GHENT

In October 2019, the TOMORROW partners visited the cities of Leuven and Ghent in Belgium – two cities with a successful track record on engaging citizens in a dialogue about the future and on experimenting collaborative ways to make a carbon-free city a reality. Leuven for its **impressive governance model of its transition to climate-neutrality via Leuven2030**, and Ghent for its **mainstreaming of citizens' engagement in local policies**.

In Leuven, the team was welcomed by Deputy Mayor, David Dessers, and Leuven 2030 Director, Katrien Rycken. They both presented the climate-neutral vision of the city and explained which governance was set-up through Leuven 2030 to implement their transition roadmap successfully. They later visited some project and exemplary buildings in the city of Leuven (e.g urban renovation projects to reduce traffic, make the city greener, etc.)

FINDING INSPIRATION

The innovative engagement processes that were developed in TOMORROW cities over the course of the project were based on a review of **existing methodologies and approaches successfully used by some frontrunner “lighthouse” cities**, involved in the project: Leuven, Ghent and Nantes.

The project kicked off with the 6 TOMORROW cities visiting these lighthouse cities for inspiration.



ARTICLES TO DELVE DEEPER

- [KICKING OFF THE PROJECT: INSPIRATION FROM LEUVEN AND GHENT](#)
- [ON THE ROAD TO CLIMATE NEUTRAL CITIES: 3 LESSONS FROM LEUVEN](#)



IN THE PRESS

[Pioneer Leuven inspires Dublin and Valencia in climate battle. “Broad international interest in Roadmap”, says Katrien Rycken \(HLN, Belgium\)](#)

NANTES

In September 2020, the TOMORROW partners visited Nantes to get insights into their **famous innovative processes for citizen participation**. Nantes was awarded "European Capital of Innovation" for the "**Grand Débat**" (**Big Debate**) in 2019. The metropolis of Nantes turned the energy transition into an opportunity to work on the future of its territory by opening the energy debate and enabling the collaboration between citizens, municipalities, companies, NGOs and other stakeholders.

The study tour organised in Nantes combined a training on Transition Management, supported by DRIFT, and exchanges with staff and stakeholders from Nantes Métropole. It was the chance to: understand theories and practices of Transition Governance, transition thinking and Transition Roadmapping; learn transition governance skills such as system analysis, transition roadmapping design, monitoring and evaluation, etc.; all the while learning from Nantes' citizens and stakeholders' engagement process.



ARTICLES TO DELVE DEEPER

- [CITIES OF TOMORROW IN NANTES: DISCOVERING INNOVATIVE METHODS FOR CITIZENS' ENGAGEMENT](#)
- [LEARNING FROM NANTES: ORGANISING A CITY-WIDE DEBATE ON CLIMATE NEUTRALITY](#)



IN THE LIBRARY

Read the detailed accounts of the Study Tours in [Report on Peer-to-Peer Activities and Pilot City Visits](#)

Photo: Quentin



Key Resources

Beyond these visits, the project produced a set of **over 40 factsheets** for inspiration and guidelines on developing Roadmaps for climate-neutral cities.

Available in TOMORROW's toolbox:

<https://www.citiesoftomorrow.eu/resources/toolbox/factsheets>

LEARNING HOW TO CO-DESIGN A ROADMAP FOR YOUR CITY

For TOMORROW cities to implement innovative forms of governance that would enable them to involve citizens and stakeholders in designing their climate-neutral futures, the project trained them in **Transition Management**. This alternative governance approach aims at facilitating and accelerating sustainability transitions through a **participatory process of visioning, learning and experimenting**. With this methodology, the cities learned methods for analysing transition dynamics and multi-stakeholder engagement approaches.

Following this approach, in the first year of the project, the cities:

- Established a local transition team
- Carried out a system analysis
- Proceeded with an actor mapping
- Developed a work plan for their roadmaps



ARTICLE TO DELVE DEEPER

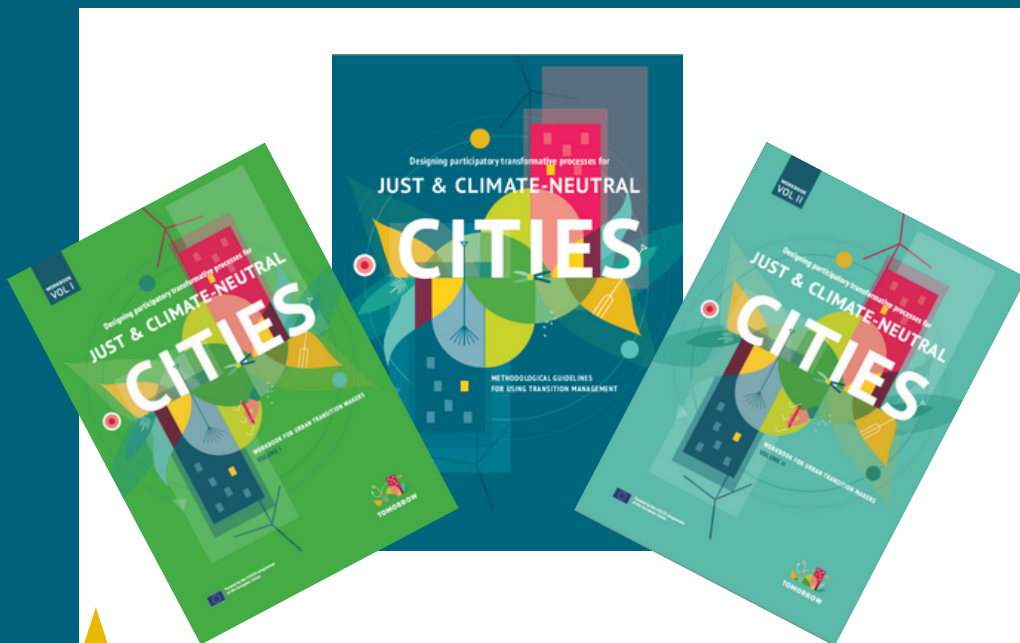
[TAKING STOCK OF THE MAIN ACHIEVEMENTS
OF THE #CITIESOFTOMORROW IN 2020](#)

The Methodology

Building on the feedback and direct experience of the pilot cities' application of transition management methodology, the project developed a set of **Methodological Guidelines** and complementary **Workbooks**, as the project's main outputs.

This guide supports policy workers in (European) cities who want to **design a transformative and participatory process for realising just and climate-neutral cities**. The guide was developed to address issues encountered in the practice of urban transitions in the 6 pilot cities and beyond: from redesigning municipal institutions to creating legitimacy for radicality and shaping co-creation.

The guide can be used to work towards developing a roadmap for decarbonisation in 2030 or 2050, but also to develop sustainability policies, trade agreements, or memoranda, and can be used by teams in public or private organisations, across organisations and/ or with support from a third party. Importantly, the process of transition management that this guide covers is more important than any anticipated outputs.



Key Resources

- **METHODOLOGICAL GUIDELINES FOR USING TRANSITION MANAGEMENT**
- **WORKBOOK I**
- **WORKBOOK II**

Soon
available in
French

Available in TOMORROW's toolbox:

<https://www.citiesoftomorrow.eu/resources/toolbox/guidelines>

TRAININGS

SCIENCE BASED TARGETS

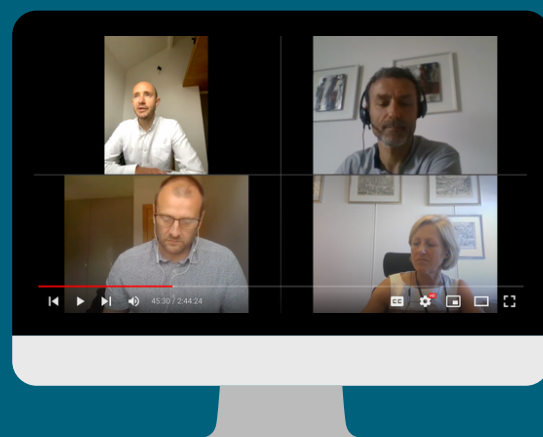
Developing and adopting a long-term strategy for climate and energy transition or towards climate neutrality requires to develop **some science-based strategies or scenarios**. There are different approaches and tools to fixing targets and tracking the progress made along the years. They include “carbon budget”, “climate-proofed budget” among others. The aim of this webinar was to get some **hands-on knowledge on some “science-based” approach to fix climate ambition** and delineating the scopes of the policies to be included in a long-term transition roadmap.

More specifically, this webinar allowed participants to learn about:

- The Carbon-Budget of the City of Manchester
- The climate-budget of Oslo
- The “science-based target setting” of Leuven



[RE-WATCH THE WEBINAR](#)



CITIZENS & STAKEHOLDERS ENGAGEMENT

The first months of preparation of the engagement phase gave an overview of the needs of the pilot cities. One striking conclusion was the **need of methodological inputs for pilot cities to grasp the bandwidth of possibilities existing to engage stakeholders and citizens within the roadmap development process**.

A training session was held to provide pilot cities with tips and inspiration to meaningfully engage their communities:

- Learn more about engagement by thinking through the purpose, publics and exploring good practice.
- Practically think about planning and implementing engagement processes, including skills needed and what expertise may be brought in from outside.

The training was imparted by **Ingrid Prikken**, who has many years of experience in facilitating and researching about public engagement, while working with local authorities.



IN THE LIBRARY

Read the recap of the trainings in [Report on Peer-to-Peer Activities and Pilot City Visits](#)

CITY VISITS

After finding inspiration in lighthouse cities and applying the first lessons from their transition management workshops and trainings, it was time for TOMORROW cities to visit one another. **Study visits were organised for the pilot cities to exchange experiences**, reflect on what works and what doesn't, and see the results of their learnings in different contexts. Unfortunately, travel restrictions due to Covid-19 made some of these visits complicating, explaining why some of these happened online, which was the case for the Dublin visit.



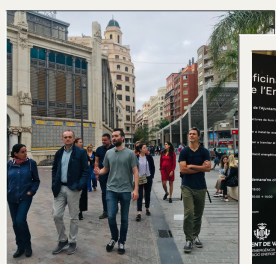
ARTICLE TO DELVE DEEPER

- [TOMORROW PARTNERS GATHER IN MOUSCRON](#)
- [BRAŞOV SHOWCASES ITS BOLD CLIMATE AMBITIONS ALONGSIDE TOMORROW PARTNERS AT ITS GREEN CITIES FORUM](#)

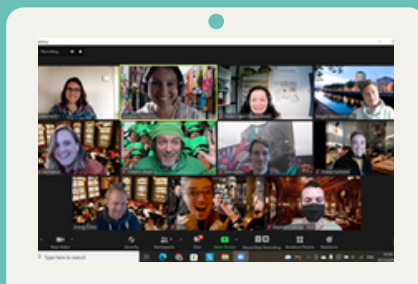


IN THE LIBRARY

Find the detailed accounts of the Study Visits in [Report on Peer-to-Peer Activities and Pilot City Visits](#)



VALENCIA



DUBLIN (ONLINE)



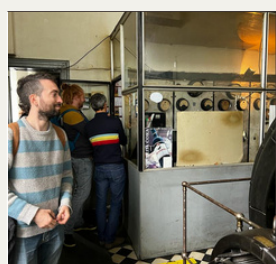
BREST



BRAŞOV



MOUSCRON



NIŠ



IN THE MEDIA

[Project Tomorrow: Valencia towards a cleaner and more sustainable energy transition](#)
(Orage à Punt, Valencia Local TV)



TOMORROW CITIES PAVING THE WAY TO A CLIMATE-NEUTRAL EUROPE

BUILDING A NARRATIVE ON POST CARBON CITIES



Through the TOMORROW project, the pilot cities contributed to building a **new narrative on designing post carbon cities in Europe**. By recounting their TOMORROW journeys in a **series of podcast episodes**, the different people implementing the transitions in the pilot cities aimed to inspire other cities in the implementation of similar processes in their territories.

The stories told in a three-episode series of Energy Cities' City Stories Podcast covered a range of topics important in creating a new narrative around designing a carbon-free city, from **co-creating a 2050 vision**, to **community-building** and **political leadership**.

INSPIRATION



Our TOMORROW Cities tell the story of their journeys designing 2050 Roadmaps.

[LISTEN TO THE PODCAST](#)



Community-building around a transition roadmap: "Accepting early drop-out is part of the success."

Interview with Anne-Claire Urvoas (City of Brest) and Alejandro Gomez Gil (Valencia Clima i Energia)



[Listen](#)

Co-creating the 2050 vision for one's city: How do Valencia and Dublin do that?

Interview with Katie Harrington (Codema) and Jordi Peris Blanes (Valencia City Council)



[Listen](#)



What leadership is needed to get your local administration ready for transition roadmapping process?

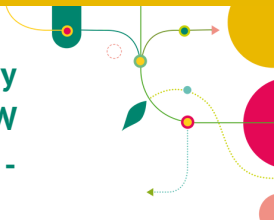
Interview with Flavia Boghiu (City of Brasov), Ann Cloet (City of Mouscron) and Giorgia Silvestri (DRIFT)



[Listen](#)



In the following pages, each pilot city describes its progress during the TOMORROW project on their transition to climate-neutrality.



Greatest Achievements

BRAȘOV

1 The assessment regarding RES production for public institutions performed within the TOMORROW project. This helped transform a vision into a project that would later be submitted in November 2022. The project contributes to the targets set by the community until 2030 and demonstrates the reliability of a project prepared through an action plan. As a result, 27 schools will benefit from self-produced electricity, estimated economy 2024-2030, 22,836 MWh, equivalent CO2 reduction 19,744t.

2 The implementation of the long-term retrofitting strategy of public buildings, a sector evaluated by the TOMORROW project as an integral part of SECAP. This constituted the basis for the planning of municipal investments in the public buildings sector during 2021-2022.

3 The creation of a roadmap based on the vision/objectives of the citizens, folded on the technical objectives identified together with the local administration and through collaborative work within the transition team.



"Our energy & climate targets need to be translated into clear and tangible objectives and actions. We will only achieve climate-neutrality globally by involving Mayors. Projects such as TOMORROW are great places to exchange good practices, experiences and get inspiration from frontrunner cities. Such initiatives give us the tools to reach the climate targets that we set for 2030 & 2050."

Allen COLIBAN, Mayor of Brașov.



Project High Note

Several cities already committed to climate neutrality have participated in the first edition of the **Green Cities Forum**, organized by the municipality of Brasov, with ABMEE as co-host. The TOMORROW project had a **dedicated section in which the mayor of Brasov, Allen COLIBAN, assumed the target of reducing CO2 emissions by 55% until 2030**, while following the principles of climate neutrality for a "0 carbon" future in all areas of responsibility of the Brasov public administration.



TOMORROW Session at Green Cities Forum 2021





Main Challenges

The tactical challenge was the **impossibility of organising the planned face-to-face meetings due to the Covid 19 pandemic**. We had to change our way of communication, the time and effort allocated to preparing the meetings being much greater.

The bigger challenge was, however, **capturing the interest of the main actors in the sphere of public utility services and getting them involved in the SECAP**, and further on, **engaging them in the long-term climate neutrality vision**. Following this process, two important companies became members of our association and meetings have already taken place with the local public administration to identify joint projects for the benefit of climate neutrality. Local companies have started to develop joint projects with impact in the future of our community, working in collaboration for the first time, as part of the transition team.



Words of Advice

Involve the decision-makers from the beginning of the process

Continuously communicating progress around projects and possible results

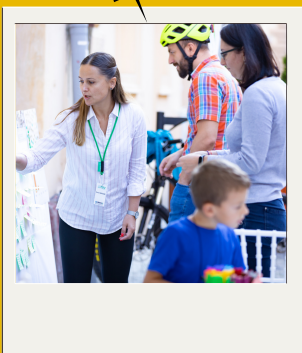
Create a databases regarding final energy consumption in all spheres of responsibility for local authorities as necessary tools for evaluating results and permanently measuring for course correction to achieve the established objectives represented the key success factors.

Communicate about priority projects to citizens, explaining the constraints but also the subsequent benefits, especially in the field of urban mobility ensured public support, while involving the main public actors in the creation of the SECAP roadmap triggered a new way of thinking and planning for long-term strategies to achieve climate neutrality.

What's Next?

Our Agency (ABMEE) fulfils the role of Energy Manager for the local administration, in accordance with the legislation in the field of energy efficiency. By fulfilling the legal obligations of monitoring and reporting the annual results, **the framework will be expanded with periodic consultations with the transition team for the assessment and fine tuning of plans**, exploring possibilities of developing new projects together while informing on the individual companies' plans to participate in achieving the local targets for climate neutrality.

Citizens Engagement Workshop



Children's Engagement Workshop



Brasov Signing 2050 Commitments



ARTICLES TO DELVE DEEPER

- [BRAȘOV SHOWCASES ITS BOLD CLIMATE AMBITIONS ALONGSIDE TOMORROW PARTNERS AT ITS GREEN CITIES FORUM](#)
- [BRASOV TRANSITION TEAM: WORKING TOGETHER FOR CLIMATE NEUTRALITY](#)
- [CO-DESIGNING A MOBILITY STRATEGY FOR BRASOV](#)



IN THE LIBRARY

Find details on Brasov's engagement activities in [Report of Pilot Cities' Engagement Process](#)



IN THE PRESS

[Brasov residents are invited to propose solutions for limiting and adapting to climate change](#) (BrasovNet, Romania)

Photo: Mathieu Le Gall Brest Metropole



Greatest Achievements



- 1 **Organising our first local COP in November 2022**, inspired by the Conference of Parties, to encourage and accelerate the mobilization of local stakeholders and citizens, through two weeks of events organized in the districts and cities. The COP was a perfect opportunity to shine a light on the Tomorrow engagement process and its stakeholders, and to invite new actors to join.
- 2 **Creating a call for projects dedicated to citizen initiatives on energy transition**, which has led to support 14 projects between 2021 and 2022, in the field of mobility, energy savings, renewable energy, shared habitat...
- 3 **Gathering a diversity of people during our regular public events** and giving the floor to the actors themselves to share their stories and inspire more stakeholders.

"The TOMORROW project has contributed to bring more attention on our SECAP objectives and action plan, internally and externally. It was a good opportunity to reach new stakeholders, including businesses and private actors. The exchange between our European pilot cities was also very instructive and helped us to get inspired by other cities experiences and to stay motivated in a context of long-term mobilization efforts."

Glen DISSAUX, vice-president of Brest Métropole, in charge of the SECAP, the local COP and the 2030 Agenda.



Local COP in Brest
Photo: Nacer Hammoui



Project High Note

We would like to highlight globally the two weeks of our **local COP in November 2022**. Through this program of 65 events, Brest metropole gathered a diversity of partners, as organizers, speakers, facilitators, including many actors involved in our engagement process since 2020. This COP is the result of a great collective effort and of an existing dynamic to tackle climate change at the local level. **We welcomed a large audience during the events, helping accelerate the engagement of citizens and stakeholders in the range of mobilization programs presented during those two weeks.**



BREST



Main Challenges

One of our main challenges is to **reach and engage the stakeholders with the most influence and impact in terms of carbon emissions**. Despite our detailed stakeholders mapping exercise and a very broad process, opened to all, we observe that some major stakeholders never got involved in our events. We hope to enlarge the circle of partners year after year, with the help of pioneers, engaged since the beginning, and by adapting our process.



Words of Advice

Share your success stories and stay motivated, even if these engagement processes' effects may be difficult to measure in the short-term. But, they will pay off on the long run.

Another challenge is to **monitor the impact of the engagement process**, which is leading to a diversity of actions and commitments, not always quantifiable in terms of carbon emissions and energy consumption or production. This question will be studied in the coming months.

What's Next?

Brest metropole will continue to facilitate the engagement process developed through the Tomorrow project since this mobilisation effort is a long-term effort. We hope to welcome more stakeholders in this dynamic and give them opportunities to get engaged by signing a charter, joining a coalition or proposing a citizen project. This work will feed the next SECAP and contribute to writing a multi-partner action plan for climate change mitigation and adaptation.



IN THE LIBRARY

Find details on Brest's engagement activities in [Report of Pilot Cities' Engagement Process](#)



Fresque Climat created by citizens at the local COP



Webpage presenting the project



Mural on individual climate action created with citizens



Local COP videos to share interviews of local stakeholders engaged in climate action



Posters created during the local COP: ecosystem of local stakeholders involved in the Tomorrow project



ARTICLES TO DELVE DEEPER

- [**BREST METROPOLE CALLS FOR CLIMATE COMMITMENTS**](#)
- [**BREST MÉTROPOLE GETS READY TO WORK WITH ITS CITIZENS FOR THE ENERGY, CLIMATE AND SOCIETAL TRANSITION**](#)
- [**BREST PREPARES THE GROUND FOR COLLABORATIVE CLIMATE ACTION**](#)
- [**70 PEOPLE COMMITTED TO THE ENERGY TRANSITION OF THE TERRITORY GATHERED IN BREST**](#)



DUBLIN



Greatest Achievements



1

Forming a diverse Zero Together Transition Team, with a range of frontrunners from key sectors across Dublin (stakeholder involvement). This had never been done before in Dublin and we were really proud to be the first to achieve this.

2

Public engagement activities, such as the Zero Together survey and Postcards from Dublin 2050 campaign, making sure that the people of Dublin are aware and have their voices heard on how we move away from fossil fuels.

3

Developing and communicating the “science” or evidence base of Zero Together through the Dublin Region Energy Master Plan.

What is your vision of Dublin free from fossil fuels?

Send a postcard from Dublin 2050.



"With the myriad of climate policies, initiatives, and projects now coming on stream, as well as the intensifying of climate breakdown, Zero Together can help make sense of this landscape and play a critical role in the necessary shift from intent to action. Zero Together also has the opportunity to provide a much-needed space for a new approach to climate action, that provides a more democratic approach, and that breaks through existing barriers and silos."

Ali SHERIDAN, Zero Together Transition Team Member and Sustainability and Climate Action Adviser, Advocate and Activist.



Project High Note

Having Patagonia organise an event in collaboration with us (held on the same day that they announced that the Earth is now their only shareholder!) as a result of them being inspired by our work!

The Patagonia and Zero Together Event took place as part of Dublin Climate Action Week in September 2022. This event demonstrated excellent collaboration across various business organisations in Dublin. The Codema team was invited to present on Dublin's energy transition to businesses across Dublin City. The event was hosted by Patagonia in their store and supported by Dublin Town; an organisation representing over 2,000 businesses across Dublin city. The event was an **excellent first-step in inspiring businesses in the transition away from fossil fuels**. We also had an opportunity to engage participants in the “Postcards from Dublin 2050” campaign



Patagonia & Zero Together Event at Dublin Climate Action Week 2022

DUBLIN



Words of Advice

Don't expect to have all the answers at the beginning but do have a clear understanding of your city's energy system, the vision that you want to see, and who you need to work with to make that happen.



Main Challenges

- **Transition Team. Having a strong Transition Team meant that they were naturally very busy and it was hard sometime for all team members to fully commit their time and resources.** We overcame this by 1) understanding this challenge and 2) keep progressing and maintaining momentum and enthusiasm among the team
- **Uncertainty in the process.** We set out on this journey not knowing all the answers and that didn't really sit well with some team members who understandably wanted full clarity from the beginning of the process. We couldn't give these answers straight away as we needed to figure this out as part of the process, so we overcame this by asking for time, patience and trust!
- **Legitimacy and endorsement of the process.** Zero Together came from the bottom-up, instead of from the top-down national government (which is typical in Ireland). This sat uncomfortably with some team members, who wanted legitimacy and endorsement of the roadmap from the beginning of the process, but this had to be achieved over time instead.
- **Working with sectors that you have never engaged before** - this was challenge to get these sectors interested and bought into Zero Together

What's Next?

We will continue on the work of the TOMORROW project by planning the long-term coordination and continuance of our Transition Team, as well as the implementation of key actions from the roadmap. We will also continue our public engagement work and (dependent on funding) implement a mini-public in 2023, along with continued stakeholder engagement to grow our network. We will also connect the Zero Together with other initiatives that are very well aligned, such as the planning of the local authorities' decarbonising zones and Dublin City's commitments through the 100 Climate Neutral and Smart Cities initiative.



IN THE LIBRARY

Find details on Dublin's engagement activities in [Report of Pilot Cities' Engagement Process](#)



Zero Together Website

This website acts as the main information hub for Zero Together, so that citizens can get informed and get involved.



Video summary of the Zero Together Results

This video summarises the findings of our Zero Together survey, which received over 1,000 responses from the public who shared their views on a range of issues on how best to move Dublin away from fossil fuels and make the capital a clean and healthy county to live, work and visit.



ARTICLES TO DELVE DEEPER

- [A LOOK BACK ON DUBLIN CLIMATE ACTION WEEK 2022](#)
- [DUBLIN'S ENERGY TRANSITION FEATURED IN "CITY STORIES" PODCAST](#)
- [WORKING TOGETHER FOR A CLIMATE NEUTRAL DUBLIN](#)



IN THE MEDIA

[Dublin's Energy Master Plan](#), RTE News, Ireland

MOUSCRON



Greatest Achievements



- 1 The creation of a Transition Team:** creating this team allowed us to realise that more than 4 municipal services were working and communicating in parallel on the theme of the Ecological and Energy Transition (the Energy and Environment Units, the general communication service and the Cross Cutting Plan service).
- 2 The development of an interactive participative website:** more than 50 ideas from the citizens at this time (see above)
- 3 The organisation of a Citizens storytelling evening:** testimonials from citizens to the Transition
- 4 The organisation of 8 workshops with elected officials and city staff** (administrative and technical)

"TOMORROW's greatest success lies in the creation of the Transition Team, which has enabled the municipal services to strengthen their collaboration in the light of the transition which is imposed on all. The context of the pandemic and, today, both the energy crisis and galloping inflation have hampered support for strong ambitions directly targeted at transition. The sum of the issues facing the Municipal Authority makes it more difficult to ensure perfect consistency of all the files concerned and to guarantee the resources dedicated to the priorities initially defined in the "PAEDC 2030 to 2050". Nevertheless, this TRANSITION must remain our objective. The Transition Team has worked to support elected officials in defining a simple and targeted communication policy, using the tool of the SDGs, to lead the mobilization of both Mouscronnois citizens and municipal officials who are the first ambassadors of the desired transition."

Ann CLOET, Deputy Mayor of Mouscron



Project High Note

The City of Mouscron organized its very **first Transition & Participation Forum**. Under the theme of climate, energy and biodiversity, it invited Mouscronnois of all ages to discover and participate in many free activities and events. For the occasion, the Parc des Barnabites was transformed into a space for leisure and celebration. Drawing and cooking workshops, bouncy castle and wooden games, climate fresco, mini-concert, evening... The City of Mouscron contributes to climate transition





Main Challenges

- **To mobilise people from the various municipal services** including the elected officials who signed the Covenant of Mayors
- **To get everyone to sit at the same table** and share the actions that each are undertaking for the Transition
- **To try to change behaviours and reduce delays** in implementation of actions

It took about 8 months to have a clear look at each other's communication channels and topics. Finally everyone agreed to use SDGs as a main focal point to communicate both on an internal and external front.



Words of Advice

Don't hesitate to embark on a project such as TOMORROW. It's obvious that cities are confronted with the same problems of governance and difficulties in mobilising citizens. Exchanging experiences on the subject with other European partners can give you many new ideas to develop in your city.

What's Next?

The Transition Team in place will continue to meet to define the citizen mobilisation plan for the years to come. This plan will be validated for the new mandate (2024-2030). The 2023 mobilisation plan is already programmed and budgeted to date. **Ceremony awards will be organised** once a year to support the most ambitious projects submitted on the participatory site (period 2024-2030). The first awards ceremony is scheduled for June 2023. **The Transition Forum will find its place each year** in a friendly place in Mouscron (2024-2030). The next Forum is scheduled for May 21, 2023.



IN THE LIBRARY

Find details on Mouscron's engagement activities in [Report of Pilot Cities' Engagement Process](#)



The City of Mouscron meets with architects and building sector.



Participative Website for citizens to contribute ideas & actions for the Transition



Citizens' Transition Forum



Video of Citizens' Storytelling evening



ARTICLES TO DELVE DEEPER

- [TOMORROW PARTNERS GATHER IN MOUSCRON](#)
- [MOUSCRON MOBILISES THE CONSTRUCTION SECTOR FOR THE ENERGY TRANSITION](#)
- [MOUSCRON IN TRANSITION](#)



Photo: Saša Petrović



Greatest Achievements



1 Energy poverty analysis. Preparing an Energy poverty analysis is one of the activities that was part of preparative process. In order to achieve the best results, we organised a poll with participation of different citizens groups. Beforehand, the Project Team approved the questionnaire for the survey. The results obtained by the survey were communicated with the Transition Team and later with stakeholders during the participation process. In the end, the results are embedded in the document of the Energy Transition Roadmap itself.

2 Energy consumption analysis. The other part of the preparative process was the preparation of an Energy consumption analysis which measures the energy demand data for all sectors of the city's territory. The results were communicated with the Transition Team and later with stakeholders and embedded in the final Roadmap document.

3 Study Tour of best energy transition examples in Serbia In order to increase the capacities of the Transition Team, a Study Tour of best energy transition examples in Serbia was organised for the members of the Transition Team. Some of the best examples from the cities from Western Serbia, Užice and Priboj were visited as a part of the Study Tour. The experiences of Programs of co-financing EE measures in residential buildings from Užice and Program of Biomass use in District Heating and heating of public buildings in Priboj were presented in details



Niš Transition Team



Project High Note

The Transition Team meetings showed the great interest of members to be involved and to learn more about issues around Energy Transition. Their engagement makes the high note of the project and keeps the optimistic note of the future city development.



Main Challenges

The whole period of the project was affected by the broader international crisis (first the COVID-19 pandemic, then the energy crisis resulting from the war in Ukraine), but also by local elections in 2020. These circumstances caused political priorities to change rapidly between topics. In this context, the topic of climate change and energy transition became less relevant than when the project was launched. As a result, **the main challenge was the constant struggle to retain political support for the project's implementation throughout the entire lifespan of the project.** Despite strong efforts to convey the importance and benefits of the process, direct emails to the mayor, prioritising the project during staff meetings, and lobbying members of the mayor's staff, the mayor decided to withdraw from the project at one point of the project. After extensive communication with the EU-project coordinator, and explaining the procedure for terminating the participation, this decision was reversed, allowing the City of Niš to catch up with the transition management process.



Words of Advice

Gather a team of **proactive representatives** from different sectors, secure **strong political support**, get as much **evidence-based conclusions** as possible, and open the door to citizens' participation to **give them full power over the process**, while your team just fulfils the role of the supporting structure!

What's Next?

After adopting the Roadmap, **the city will use all of the conclusions from the participatory process and insert them in future activities of sustainable energy development.** The organisation structures that are created to support the transition process (Energy Transition department, council and network of officers) will secure successful implementation.



IN THE LIBRARY

Find details on Niš' engagement activities in [Report of Pilot Cities' Engagement Process](#)



Facebook profile of the Klimatski Neutral Niš campaign



Instagram Profile of the Klimatski Neutral Niš campaign

- Call for engagement in the energy transition (prepared in the form of 20 reels that targeted the public, companies and students)
- Highlights of proposed transition measurements (prepared in the form of promo video that targeted Public, companies, students)
- A call to be climate responsible (prepared in the form of promo video that targeted Public, companies, students)



A poster, roll-up and thank-you notes for the participants of the engagement process prepared to support the citizen' participation process



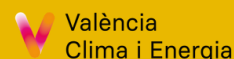
ARTICLE TO DELVE DEEPER

NIŠ EMBARKS ON A DEMOCRATIC ENERGY TRANSITION JOURNEY

Photo: Howie Mapson



Greatest Achievements



- 1** **Setting-up the Energy Transition Roundtable** as the working group to gather 22 entities of the 5 helixes of the city to work on the Just and Inclusive Energy Transition Strategy of the city.
- 2** **Creating the Demonstration Projects Commissions** as specific working groups with entities from the 5 helixes to work on defining the details of each one of the 6 main projects of the Strategy.
- 3** **Celebrating the event of My Neighbourhood in Transition** to have a dialogue with neighbours and citizens about what the Climate Mission and the Strategy can bring to their daily lives and what they can do to contribute to it.
- 4** **Having a Just and Inclusive Energy Transition Strategy** that has been developed collaboratively through different working groups, workshops and events.
- 5** Being selected as the **European Green Capital for 2024** and as one of the **100 Climate-Neutral and Smart Cities of Europe for 2030**.

"The TOMORROW project has allowed us to set-up new governance and collaboration schemes with stakeholders and citizens, in order to collaboratively define the Just and Inclusive Energy Transition Strategy that València needs to be Climate-Neutral in 2030. It has pushed us to be ambitious and to engage the whole society in this exercise, contributing to our selection as the European Green Capital for 2024 and as one of the 100 Climate-Neutral and Smart cities of Europe for 2030."

Alejandro Ramon Àlvarez, Councillor of Climate Emergency and Energy Transition of València



Energy Transition Roundtable Working Session



Project High Note

The first **Energy Transition Roundtable working session** we organised in July 2020, although being online, was a success and we could see the support from the Mayor's Office in the roadmapping process and the interest and engagement of the stakeholders participating.

VALENCIA



Main Challenges

Our main challenge was to **coordinate and merge different initiatives and projects coming from the European Union or National Government**, with similar objectives, to maintain a sense of coherence, exploit synergies and maximise the impacts achieved with limited resources, such as: the TOMORROW roadmapping process, the Cities Mission for 100 Climate-Neutral Cities, the Green Capital Award, the SECAP of the city, the Urban Agenda and Urban Strategy of the city, Fair Local Green Deal, etc.



Words of Advice

Ensure the political support, making sure that the process is lead or at least supported directly by the Mayor's Office. Also, **be honest with stakeholders and citizens**, and be sure that their needs are satisfied in the roadmapping process so that they stay motivated to keep participating. Lastly, **be sure to allocate enough resources for coordination activities**, communication tasks and technical support for the development of the roadmap.

We were able to overcome this challenge by being flexible about the process and open to adapting the plan to new initiatives; **by being negotiating with the different municipal departments** leading different initiatives; **by allocating enough human resources** for the coordination of initiatives; and **by establishing informal and formal working teams** for coordination (such as the Climate Mission Team), and having the support of the Mayor's Office through the Urban Agenda Coordinator of the Municipality.

What's Next?

We are currently working on the **Climate City Contract** of the city, to be signed by December 21st, which **includes the projects and tasks defined in the Just and Inclusive Energy Transition Strategy** developed in the TOMORROW project. Then, next steps will focus on **fostering the implementation of the Strategy and the CCC**, maintaining the collaboration with stakeholders and citizens through the existing working groups, workshops and events.



IN THE LIBRARY

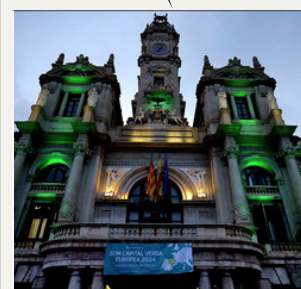
Find details on Valencia's engagement activities in [Report of Pilot Cities' Engagement Process](#)



[Participative Webpage, Alianza Mission Valencia, for citizens to take pledges and actions for the climate](#)



[Video of My Neighbourhood in Transition event in Aiora](#)



Valencia selected as EU Green Capital 2024



ARTICLES TO DELVE DEEPER

- [ALLIANCE FOR CLIMATE NEUTRAL CITY IN VALENCIA ENSURES LOCAL ACTORS PARTICIPATION IN THE TRANSITION](#)
- [VALENCIA SIGNS AN AGREEMENT TO ACCELERATE PROGRESS TOWARDS CLIMATE NEUTRALITY](#)
- [VALÈNCIA COLLABORATIVELY DEFINES 6 DEMONSTRATION PROJECTS TO BOOST THE CITY'S ENERGY TRANSITION](#)



IN THE MEDIA

[Project Tomorrow: Valencia towards a cleaner and more sustainable energy transition](#)
(Orage à Punt, Valencia Local TV)



ROADMAPS

For each city, these three years of hard work has culminated in the design of a unique Roadmap to climate-neutrality, product of these co-creative processes that they put in place with their citizens and local stakeholders.

VALENCIA

DUBLIN

Explore and
discover
each city's
Roadmap

BREST

BRAȘOV

NIŠ

MOUSCRON



Key Resources

All the Roadmaps are available in
TOMORROW's Transition Toolbox

[https://www.citiesoftomorrow.eu/resources
/toolbox/roadmaps](https://www.citiesoftomorrow.eu/resources/toolbox/roadmaps)

BEYOND THE TOMORROW CITIES

As TOMORROW cities worked on implementing the processes they learned in the diverse workshops, more cities and professionals were invited to learn about the approaches and methodology that they were applying.

Peer-to-Peer Learning

The project offered two **Energy Transition Learning Relays**, peer-to-peer learning programmes lasting each 3 months (the first from September 2020 to January 2021; the second from March to June 2021). These supported participants to connect, learn and share experiences on how to facilitate multi-actor engagement processes fostering energy transition in cities. Around 60 participants engaged in both learning programmes. In these programmes, the project shared expertise on transition roadmapping and transition governance, as well as gave the stage to the TOMORROW cities to share their experiences.



ARTICLE TO DELVE DEEPER

[A LEARNING PROGRAMME TO FOSTER COLLABORATIVE CLIMATE ACTION IN CITIES](#)

Key Takeaways:

- Engage motivated people within your organisation
- Better understand your context by using system analysis tools
- Consider actor mapping and actor engagement as key for the process
- Get inspired by others and find new peers

IN THE LIBRARY



Insights, inspirations and lessons learned from the 2020 Learning Relay [Governing Sustainability Transition Processes in our Cities](#)

Masterclasses

As part of the project, **up to 40 professionals from cities around Europe participated in Masterclasses on Energy Transition Road mapping**. These intensive peer-learning programmes were destined for elected officials, civil servants and civil society actors working on energy transition governance processes in their cities. They focused on four main questions:

1. How to meaningfully engage diverse societal stakeholders
2. How to foster a democratic legitimacy process
3. How to create a reflexive mindset within an organisation by using reflexive monitoring
4. How to develop strategies for the institutionalisation of the transition roadmap



Masterclass Participants in Valencia



Masterclass Session with TOMORROW cities

Ten of the Masterclass participants from a wide range of countries – from Portugal, Italy, to the Netherlands, Serbia and Turkey – had the privilege of joining the TOMORROW partners in Valencia for the Final Conference. **A session was organised so that the Masterclass students could exchange directly with the different TOMORROW cities**, where Masterclass participants shared their efforts in undergoing similar processes in their cities. The pilot cities were able to give tailored advice and feedback on tools and approaches that best functioned based on their experiences.

Everyone participating in the exchange agreed on one thing: **collective mobilisation is key to making the transition happen in any city, but this is also a very challenging task**. Starting with just getting everyone from your city's very own administration on board. The pilot cities are the first to recognise this difficulty. But sharing experiences with other professionals fighting the same battle and hearing of their successes, encourages them to continue in the process.

Community of Practice

Knowing that this kind of support and knowledge exchange is crucial for professionals working on these processes in their cities, **a Community of Practice was established at the beginning of the project on LinkedIn**. The platform aimed to disseminate the knowledge produced during the project and after its lifetime. City practitioners, policy makers, experts, and anyone working in sustainable transitions in cities, could join this community to discuss topics related to transition management and setting up participative processes in their cities.

Integrating all the people from the learning relays, masterclasses and beyond, **the group grew to have a total of 150 members over the three years**. Its members come from across Europe and beyond. They range from policy experts to project managers in cities and local energy agencies, to other experts working in the field of sustainability, energy and ecological transition.



Key Resource

LinkedIN Community of Practice

Join to take part in the discussion!

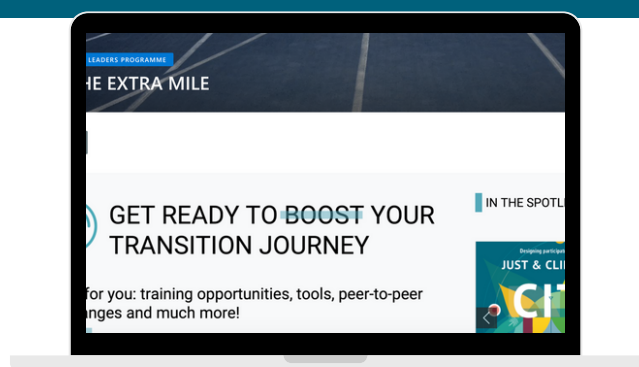


IN THE LIBRARY

Push your reflection further with our **ACADEMIC PAPER: Biting the bullet: addressing the democratic legitimacy of transition management**

To follow-up and further extend what initiated with TOMORROW's community of practice, Energy Cities is managing a **Hub on Future-Proof Local Governance**. This community space serves for professionals to learn, discuss and exchange on the best models and processes for local governments to adopt to tackle climate neutrality in their cities.

This Hub currently concentrates and disseminates all the outputs of the TOMORROW Project. The project content will feed into the basic modules and resources available to those who join, on the Hub's Virtual Space. It will hence be the future Community Space to consolidate and grow this community of practice, while embedding the knowledge of the project within a greater discussion and community around local governance for future-proof cities.



JOIN THE COMMUNITY



Continue to build on the knowledge produced throughout the TOMORROW project by registering to Energy Cities' Hub on Future-Proof Local Governance



FUTURE-PROOF LOCAL GOVERNANCE

RECOMMENDATIONS FROM THE TOMORROW PROJECT



POLICY RECOMMENDATIONS FOR LOCAL AUTHORITIES TO BECOME TRANSITION LEADERS

This set of policy recommendations provides the lessons-learned from the project's efforts to empower local authorities as leaders of the transition towards climate-neutrality. Highlighting the core features of local transition roadmaps, each recommendation is complemented with a success story from a Pilot City of the TOMORROW project. This booklet **aims to inspire local decision-makers and administrators to become facilitators of their territorial transitions to climate neutrality**; by elevating ambitions, building capacities, nurturing existing initiatives, strengthening networks, and creating synergies among different actors, in a highly collaborative and co-creative process.

These recommendations address three important pillars to design a local roadmap:

- 1 The **political ambition** necessary to question the unsustainability of the status quo;
- 2 The **structural reorganisations** needed to equip local administrations with the tools to develop their transition roadmaps;
- 3 The opportunities for local governments to **internally source greater capacities and support**.



IN THE LIBRARY



Key Resource

**Policy Recommendations for
Local Authorities**



POLICY RECOMMENDATIONS FOR EU AND NATIONAL GOVERNMENTS TO PAVE SMOOTHER PATHS FOR AMBITIOUS LOCAL TRANSITIONS

When it comes to the capacities and networks necessary to empower cities, the ball falls in the court of the EU and National decision-makers. Working with the Pilot Cities of the TOMORROW shed a light on the features of local governance that accelerate and expand transition roadmaps. However, it also allowed the project to highlight missing catalysts that are far beyond the control of local governments, and if are not adequately addressed, represent active barriers to climate ambitions.

This set of policy recommendations target EU and National decision-makers, to urge a revision of legislative frameworks that reflect supporting roles for cities in transition. Besides the core issue of insufficient and hardly accessible funding directly available to cities, TOMORROW identified concrete solutions to systemic deficiencies.

These recommendations touch upon the issues and the solutions to the following EU and National barriers:

- 1 Inadequate local staff capacities** to plan and implement local roadmaps;
- 2 Lacking or ambiguous local/regional transition agencies** as project facilitators;
- 3 Missing permanent climate and energy dialogues (CEDs)** to allow local and regional authorities to have exchanges with their national governments and co-decide climate and energy strategies;
- 4 Need of national one-stop shops for knowledge-sharing** to offer targeted support relevant to specific features of the transition and a European one to present local perspectives for EU files concerning the European Green Deal.



IN THE LIBRARY



Key Resource

Policy Recommendations for EU & National Governments

AFTER TOMORROW

TOMORROW FINAL CONFERENCE



The Final Conference of TOMORROW was celebrated in the pilot city of Valencia, the day before the city was awarded EU Green Capital 2024, on October 26th 2022. As city officials from Valencia tuned into the conference to give their message from the train to Grenoble for the Awards ceremony, it became clear that the end of the TOMORROW ride was just the beginning of a greater journey for our cities.

TOMORROW set the cities on the right path to accelerate their transitions. It gave them the tools to rearrange their governance structures in order to tackle the momentous task ahead collectively, with the entire city behind them. In that sense, it is worth mentioning the application of Braşov, Dublin and Valencia to the EU-Mission for climate-neutral and smart cities with eventually Dublin and Valencia being selected. Among another key European initiative highlighting frontrunners, the selection of Valencia as the EU Green Capital exemplified the success of these processes and one can look forward to other pilot cities of TOMORROW following suit.



[RE-WATCH THE FINAL CONFERENCE](#)

PILOTS FOR A NEW TOMORROW

Having ensured political commitment from their local leaders, set up transition teams in their cities, broken down silos in their administrations, consulted and engaged with citizen to co-create a vision for 2050, and drawn out a roadmap: **the cities are now ready to take bold action and to start implementing these visions.** And of course, along the way, they will keep inspiring others to follow their lead.

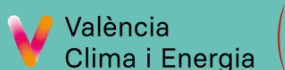


TOMORROW Partners in Valencia when it is awarded EU Green Capital 2024

STAY CONNECTED

The TOMORROW project may have ended, but
your city can get started today!

Follow the TOMORROW cities' footsteps by
[registering to Energy Cities' Hub on Future-Proof
Local Governance](#)



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