European Commission

Smart Cities Marketplace

From Small to Large:

Best Practices for Local Sustainable Solutions

LESSONS FROM THE SMART CITIES MARKETPLACE

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Foreword

Europe's energy and climate transition has reached a defining moment. Sustainability and affordability, along with resource and energy independence, has become more important than ever, due to both environmental concerns and geopolitical instability. The priority now is to translate Europe's collective ambition and field-tested insights into tangible, large-scale delivery across all Member States. This requires not only strong policies, but effective mechanisms that can connect innovation, investment and local action

Cities are where this transformation takes shape.[1] They are the level at which solutions are deployed, systems are integrated, and citizens experience change in their daily lives. From clean energy and buildings to mobility and digital applications, cities are driving forward practical affordable and competitive solutions that contribute directly to Europe's strategic objectives.

In this context, the Smart Cities Marketplace, a European Commission initiative supporting cities to become smarter, more sustainable and climate-neutral, shows how a structured, implementation-focused approach can help deliver concrete projects. By bringing together local authorities, businesses and investors, and by providing targeted support adapted to real needs, it has created a dynamic environment where ideas can be developed, strengthened and brought to realisation. Its experience complements that of key frameworks such as the EU Agenda for Cities and its evolving Cities Portal, as well as the AccelerateEU and the Citizens Energy Package, which emphasise practical implementation, citizen engagement, affordability and the scaling up of best practices. It also calls for strong complementarities with flagship initiatives such as the EU Mission on Climate-Neutral and Smart Cities, which supports climate-neutrality pathways in leading cities, alongside broader mobilisation frameworks like the EU Covenant of Mayors and investment-focused instruments such as the European City Facility.

What makes this approach particularly relevant is its ability to bridge gaps between strategy and delivery, between innovation and investment, among cities of different sizes and capacities. It shows that when support is practical, accessible and well-coordinated, cities can advance complex projects and mobilise the partnerships required to implement them.

This experience also highlights the importance of ensuring that the benefits of the transition reach all territories and stakeholder groups. Enabling broad participation, including from small and medium-sized cities, is essential to achieving impact at scale and to strengthening cohesion across the Union.

As Europe continues to advance its energy, climate and research agendas, the lessons emerging from the Smart Cities Marketplace provide an inspiring foundation. They demonstrate how integrated support systems can accelerate delivery and how collaboration can unlock new opportunities for innovation and investment.

Building on these experiences will be key to sustaining momentum and ensuring that Europe remains at the forefront of the global transition, delivering concrete results for citizens, in an affordable fashion, strengthening competitiveness and reinforcing our resilience.

Rosalinde van der Vlies | Director for Just Transition, Consumers, Energy Efficiency and Innovation | DG ENER

1 In this document, the term "cities" is used to denote cities and other urban areas within the EU, unless stated otherwise. Eurostat classifies these areas into three categories, of which the first two are considered urban: (i) cities (densely populated areas, representing 38.9% of the EU population); (ii) towns and suburbs (areas of intermediate density, accounting for 35.9%); and (iii) rural areas (thinly populated areas, comprising 25.2%). ec.europa.eu/eurostat/statistics-explained/index.php?title=City_statistics_-_a_shared_city_definition

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Executive summary

Cities play a central role in delivering Europe's climate and energy objectives. Across the European Union, local authorities are developing ambitious climate and energy strategies, many of them within frameworks such as the EU Covenant of Mayors for Climate & Energy or the EU Mission on Climate-Neutral and Smart Cities. Yet a persistent challenge remains: transforming plans and commitments into concrete bankable projects that can be implemented at scale.

The Smart Cities Marketplace (SCM) was established to help bridge this gap. Supported by the European Commission, the initiative brings together cities, businesses, investors, and other stakeholders to accelerate the transition from planning to implementation by supporting project development, facilitating partnerships and connecting cities with relevant Environmental, Social, and Governance (ESG) investors.

Between 2018 and early 2025, the SCM supported 144 projects with a combined investment value of approximately €1.4 billion.[2] These projects span across key sectors of the local clean energy transition, including energy efficiency, renewable energy, mobility and digital solutions, and involve cities and local partners from 19 EU Member States.

The experience gained through these activities demonstrates that the main barriers cities face are rarely technological. Rather, they often relate to project development capacity, financial structuring, and the ability to connect local projects with investors and implementation partners. These challenges are particularly acute for small and medium-sized cities, which may lack dedicated resources or specialised expertise to move from planning to delivery. The SCM addresses these barriers through a systemic approach that combines tailored technical support, matchmaking, governance support, and project aggregation.

The experience of the SCM also highlights the importance of complementarity between EU initiatives supporting cities, and their respective associated funding and/or financing instruments.[3] Whereas the EU Covenant of Mayors fosters engagement in climate neutrality transition, the Climate Neutral and Smart Cities Mission Platform provides strategic planning frameworks, and the European City Facility supports the development of investment concepts, the SCM focuses on implementation-oriented support with 1-to-1 support offers, translating plans into projects and helping cities move along the path from concept to delivery.

In this context, the SCM should be understood as a structured ecosystem and delivery mechanism integrated into the broader EU policy landscape. It represents a complementary system that will be plugged into the Cities Mission, helping accelerate the transition from planning to implementation.

This is especially relevant in relation to the second objective of the Cities Mission: supporting all cities in the transition towards climate neutrality, beyond the group of mission-labelled cities. By focusing on practical project development and by engaging cities of all sizes, particularly small and medium-sized municipalities, the SCM contributes directly to this objective.

This publication presents selected experiences and best practices emerging from the Smart Cities Marketplace ecosystem. Through a set of case examples and strategic insights, it illustrates how cities can move from ambition to implementation, demonstrating practical pathways for scaling local sustainable solutions across Europe.

2 Launched in 2012 as the European Innovation Partnership on Smart Cities and Communities, the initiative focused on collaboration and knowledge exchange, with the Smart Cities Information System added in 2017. It was rebranded in 2018 as the Smart Cities Marketplace, shifting towards implementation and investment, and is now aligned with the European Green Deal to support climate-neutral cities.

3 See also: eu-mayors.ec.europa.eu/en/resources/funding_guide

Introduction – From plans to action

Moving beyond business as usual to realise the EU's climate, environment and resilience goals

Across Europe, cities are playing a decisive role in delivering the European Union's climate and energy objectives and advancing the transition towards climate neutrality and sustainable competitiveness. Over the past decade, local authorities have developed increasingly comprehensive strategic frameworks to guide this transformation. These include Sustainable Energy and Climate Action Plans (SECAPs), Sustainable Urban Mobility Plans (SUMPs), Climate City Contracts under the EU Mission on Climate-Neutral and Smart Cities, as well as integrated smart city strategies and broader urban development plans. Together, these instruments provide cities with a structured basis for setting targets, defining priority actions and coordinating stakeholders across sectors.

Despite this obvious progress, a persistent gap remains between ambition and implementation. While cities have identified priorities and outlined pathways for change, turning plans into concrete projects, mobilising stakeholders and investment and ensuring effective delivery continues to require significant effort. The main barriers are often not technological but institutional, financial and organisational. Cities must navigate complex project development processes, structure viable investment cases and build partnerships capable of delivering integrated solutions. These challenges are particularly pronounced for small and medium-sized municipalities, which may lack dedicated resources or specialised expertise to move from ambition to execution. This is amplified by challenges characteristic of a system transition, where all actors are required to go way beyond business as usual.

In this evolving policy context, strengthening implementation support has become an increasingly central priority of the action of the European Commission, alongside continued strategic planning. Achieving climate neutrality and sustainable competitiveness thus requires strengthening technical capacity, facilitating access to finance and fostering collaboration between local authorities, industry, financial institutions and knowledge providers.

Established in 2018 and supported by the European Commission, the Smart Cities Marketplace (SCM) has been designed to address this implementation gap. The initiative brings together cities, businesses, investors and other stakeholders to accelerate the development of bankable projects and scalable urban solutions. Its main thematic focus lies in clean energy, sustainable mobility and the application of information and communication technologies (ICT) to support the development of the former. Through technical assistance, matchmaking and community-building activities, the SCM supports cities in progressing along the project development pathway, from initial concept to investment readiness and implementation. Since its launch, the initiative has contributed to mobilising substantial investments, advancing project pipelines and strengthening collaboration across the European urban innovation ecosystem, generating a robust body of practical experience on how to overcome common barriers to local climate action.

The following sections present these experiences, achievements and lessons learned. Structured around the journey from planning to delivery, the publication highlights concrete and replicable examples, implementation pathways and strategic insights relevant to a wide range of public and private stakeholders.

The report is primarily intended for local and regional authorities responsible for climate and energy planning and implementation, particularly in small and medium-sized cities. It also addresses national policymakers, financial institutions, investors, project developers, urban practitioners and organisations supporting local sustainable development across Europe. By focusing on practical solutions and replicable models, the publication aims to inform transformative decision-making, strengthen innovative project development capacity and support the scaling of city-led investments in sustainable solutions.

Smart Cities Marketplace

From ambition to investment. From projects to impact

AT A GLANCE

- **144 projects** supported across 19 EU Member States, since 2018
- **€1.4 billion+ total investment** volume
- **€923 million EU funding** leveraged
- **17 investors** mobilised

A EUROPEAN PROJECT ECOSYSTEM, supported by Scalable Cities

- **100+ completed or active projects** tracked, covering both EU-funded and Smart Cities Marketplace-supported initiatives, including
- **19 Smart Cities and Communities Lighthouse Projects** driving innovation, with
- **47 Lighthouse Cities** leading implementation, and
- **166 Fellow Cities** scaling and replicating solutions.

Moving from concept to investment to implementation

INVESTMENT SCALE

- **Less than €1 to 20M** → Local projects
- **€20-100M** → City programmes
- **Up to €3 billion in upfront investment for infrastructure and assets** → Systemic transformation
- **Up to €8 billion in long-term costs for operation, maintenance and service delivery** → Long-term operations

WHERE INVESTMENT FLOWS

High-impact sectors for climate neutrality:

- **Energy systems** (e.g.; renewables, district heating)
- **Buildings** (e.g.; deep renovation, efficiency)
- **Urban mobility** (e.g.; clean transport, automation)
- **Smart solutions** (e.g.; digital & ICT integration)

A pan-European pipeline connecting cities, projects and finance

FROM PIPELINE TO INVESTMENT

130+ bankable projects progressing towards financing:

- ✔ **Deployment** acceleration
- ✔ **Systemic** transformation
- ✔ **Investment** mobilisation
- ✔ Investor **matchmaking**
- ✔ Standardising and scaling **investment models**
- ✔ Territorial **inclusiveness**

WHY IT MATTERS

- Moves beyond business as usual to realise the EU's climate, environment and resilience goals
- Supports transition from isolated projects to investment programmes
- Unlocks public and private capital flows into cities
- Bridges strategy and financing gap
- Strengthens local investment capacity
- Delivers climate, economic and social impact

The EU ecosystem supporting cities

The Smart Cities Marketplace operates within a broader European ecosystem of initiatives supporting cities in their transition towards climate neutrality, resilience and competitiveness. This ecosystem comprises complementary instruments, each addressing a specific stage of the project and investment lifecycle.

Understanding this ecosystem through its distinct functions highlights how the SCM complements existing initiatives and contributes to greater continuity across the overall support pathway.

PLANNING FRAMEWORKS

Planning frameworks provide the strategic foundation for local climate action. Through initiatives such as the Covenant of Mayors for Climate and Energy, cities are supported in defining their climate and energy objectives and structuring these into coherent action plans, including Sustainable Energy and Climate Action Plans (SECAPs). In parallel, other planning instruments, such as Sustainable Urban Mobility Plans (SUMPs), help shaping integrated approaches across sectors.

From the SCM's perspective, these frameworks play a critical upstream role: they articulate local policy and implementation priorities, identify investment needs, and establish a structured basis for action. By consolidating objectives across energy, mobility and urban development, they provide the essential input for project development and help define where concrete investments are required.

INVESTMENT PREPARATION

Investment preparation instruments, such as the European City Facility (EUCF), build on this strategic foundation by supporting cities in translating priorities into initial investment concepts. Through financial support and technical guidance, the EUCF enables cities to explore feasibility, develop early business models and define financing approaches.

For the SCM, this stage represents a key entry point. Projects emerging from EUCF support often constitute the initial pipeline that can be further developed and matured. While the EUCF focuses on defining what could become an investable project, the SCM takes these concepts forward by addressing the more detailed requirements of project structuring and implementation.

PROJECT DEVELOPMENT AND IMPLEMENTATION

Within this ecosystem, the Smart Cities Marketplace focuses on the critical phase of project development and implementation. Its role is to support cities in transforming investment concepts into bankable projects and facilitating their transition towards financing and execution.

The SCM addresses the operational challenges that arise beyond the concept stage, including technical design, governance arrangements, financial structuring and risk allocation. In parallel, it connects cities with investors, solution providers and implementation partners, enabling projects to progress towards financial close.

By doing so, the SCM ensures continuity between earlier stages of support and the final stages of delivery, significantly increasing the likelihood that identified priorities are translated into tangible investments.

SYSTEMIC URBAN TRANSFORMATION

The EU Mission on Climate-Neutral and Smart Cities provides the overarching framework for systemic transformation. Through instruments such as Climate City Contracts, it supports cities in defining long-term transformation pathways and coordinating actions across sectors and governance levels.

The Mission creates a strategic framework for developing innovative project pipelines. The SCM contributes to operationalising these ambitions by supporting the development and financing of concrete projects aligned with these broader objectives. In this way, it complements the Mission by translating systemic strategies into implementable solutions: tapping into local opportunities, overcoming persistent barriers, and paving the pathway to realisation.

CONNECTING THE ECOSYSTEM

The added value of the Smart Cities Marketplace lies in its ability to complement these different components into a coherent implementation pathway. Planning frameworks define priorities; investment preparation generates project concepts; systemic initiatives provide direction and scale, and the SCM contributes to ensure that these elements converge into concrete, financeable projects.

This complementary positioning enables the SCM to act as a practical interface within the ecosystem, helping cities navigate from one stage to the next while addressing bottlenecks in structuring, financing, and stakeholder coordination.

The interaction between these initiatives can be visualised as a continuous journey, where cities progressively move from strategy to implementation. Strengthening these linkages and ensuring that cities can access support in a coherent and coordinated manner is essential to maximise the impact of the overall ecosystem.

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Rather than duplicating existing planning or advisory instruments, the SCM is built around a structured support pathway that ensures continuity across the different stages of project development. This pathway, commonly articulated as **"Engage, Explore, Shape, Deal"**, provides a coherent framework through which cities can progressively refine project ideas, structure investment cases and access financing. A key feature of this approach is its flexibility: cities can enter at different stages of a **"customer journey"**, depending on project maturity, and where support is tailored accordingly to address specific bottlenecks.

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The initial “Engage” phase focuses on outreach and pipeline development. Through targeted engagement activities, including local-level actions under the **“Go-Local”** approach, the SCM identifies potential project promoters and facilitates their entry into the support pathway. This function is particularly relevant for broadening participation and ensuring that cities with limited prior engagement at the EU level can access support and develop project pipelines.

In the “Explore” phase, the SCM provides access to a huge collection of practical and structured knowledge resources and networking opportunities that help cities identify viable investment priorities. This includes tested solutions and tools such as the Green Cities Wiki, the project database and the Self-Reporting Tool, stakeholder stories, solution booklets, publications from the Scalable Cities initiative and policy papers enabling cities to move from general objectives towards more clearly defined project concepts. The emphasis is on practical orientation rather than strategic planning, supporting cities in **identifying implementable options aligned with their local context**.

The “Shape” phase constitutes the core of the SCM support model, focusing on project development and structuring. At this stage, cities and consortia of local public and private stakeholders led by a city receive tailored assistance in the local language to address the technical, financial, legal and organisational dimensions required to advance projects towards investment readiness. This includes refining project scope, developing business models, structuring governance arrangements and preparing financial frameworks. An intermediate stage of development is supported by the SCM’s thematic focus and discussion groups. A subsequent level of involvement entails one-to-one support. By concentrating on these operational aspects, the SCM helps reduce uncertainties, strengthen project credibility and facilitate subsequent engagement with investors.

Once projects reach a sufficient level of maturity, they progress to the “Deal” phase, where the focus shifts to investor engagement and financing.[4] Through its own Investor Network and dedicated matchmaking formats, the SCM connects cities with relevant financial actors. This includes targeted meetings, investment-oriented events and support in preparing for financing discussions. The objective is to facilitate informed investment decisions and support projects in reaching financial close.

A further characteristic of the SCM approach is its capacity to support de-risking through aggregation and scaling. By identifying opportunities to bundle projects or develop portfolio-based approaches, the SCM helps overcome limitations related to project size and fragmentation. This contributes to improving investment attractiveness, reducing transaction costs and enabling replication across different urban contexts.

Across all stages, the provision of tailored technical assistance delivered locally is a defining feature of the SCM system and its **“Go-Local”** approach. Support is adapted to the needs and capacities of cities, with particular attention to small and medium-sized ones.

The SCM approach is further reinforced by continuous community-building and knowledge-sharing activities. Events, workshops and thematic exchanges facilitate interaction between cities, investors and solution providers, while contributing to the dissemination of practical experience and replicable models. These activities support the development of a dynamic ecosystem that enhances learning and collaboration across the urban transition landscape.

4 The Smart Cities Marketplace Project Maturity Levels (PML) range from initial concepts needing support to mature, investor-ready projects. https://smart-cities-marketplace.ec.europa.eu/sites/default/files/2023-02/SCM_Guidance_CallForApplications_pdf.pdf#:~:text=The%20PML%20is%20divided%20into%20six%20levels%2C,has%20developed%20a%20simple%20online%20self-assessment%20tool.

Empowering Small and Medium-Sized Cities

Around 75% of the EU population – over 330 million people – live in cities, towns and suburbs. This makes cities central to delivering Europe's climate and energy objectives. Importantly, most of these citizens do not live in large metropolitan areas. More than half of the urban population (around 56%) lives in small and medium-sized cities, and about 43% of Europeans live in cities between 5,000 and 50,000 inhabitants.[5]

Ensuring that the transition works for all cities is therefore essential. Small and medium-sized municipalities are not marginal – they are the backbone of Europe's urban system. However, their starting conditions generally differ significantly from those of larger cities. They often face structural constraints that differ from those of larger cities, requiring support tailored to their specific context.

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5 ec.europa.eu/regional_policy/sources/communication/2025-cities-agenda/2025-cities-agenda-communication.pdf

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A key challenge lies in turning ambition into implementation. While priorities are often clearly defined, smaller administrations may lack the technical, financial and organisational capacity to develop complex projects. Limited in-house expertise and resources can make it difficult to structure investments, coordinate stakeholders and navigate regulatory frameworks.

Access to finance is particularly challenging. Smaller projects often lack the scale required to attract investors, while the costs of project preparation remain disproportionately high. At the same time, limited experience in financial structuring and investor engagement can further constrain access to funding. As a result, many relevant and impactful projects struggle to progress, not due to a lack of ambition, but because of structural barriers.

This creates a risk of uneven transition across Europe, leaving others behind. Ensuring inclusiveness in the transition is therefore essential, not only for fairness, but for achieving climate objectives at scale.

The Smart Cities Marketplace directly addresses this challenge by supporting cities of all sizes, with a particular focus on small and medium-sized municipalities. Through tailored technical assistance, practical guidance and access to expertise in the local language, it helps cities develop projects, strengthen capacity and connect with investors.

In addition, aggregation and collaboration play a key role. By combining projects across cities or sectors, smaller municipalities can reach the scale needed to attract investment and reduce costs. Peer learning and shared approaches further strengthen capacity and accelerate progress.

Empowering cities of all sizes is therefore a prerequisite for a successful transition. By ensuring that support is accessible, practical and adapted to local needs, it becomes possible to unlock the full potential of Europe's urban landscape and deliver a more inclusive and effective energy transition.

Case book: Best practices from cities

This chapter presents a selection of practical experiences from cities across Europe that have engaged with the Smart Cities Marketplace to advance their climate and energy ambitions. The cases illustrate how local authorities, often working with partners, are developing and implementing concrete projects in areas such as clean energy, sustainable mobility and integrated urban solutions.

Rather than focusing on strategies, these examples highlight implementation pathways, showing how cities address technical, financial and governance challenges to bring projects to fruition. They reflect a diversity of contexts, from large metropolitan areas to small and medium-sized municipalities, demonstrating that the transition towards climate neutrality is relevant across all urban scales.

Each case provides insight into the solutions developed, the type of support received, and the results achieved, offering transferable lessons for other cities facing similar challenges. Together, they showcase how targeted support, collaboration and access to expertise can enable cities to translate ambition into tangible, scalable and investable projects.

- Kortrijk (Belgium)
  Cooperative energy company and urban energy clusters
- Bydgoszcz (Poland)
  Renewable energy and hydrogen for zero-emission public transport
- Guimarães, Vila Real, Torres Novas and Almada (Portugal)
  Scaling Renewable Energy Communities through replication
- Pelt, Hamont-Achel and Lommel (Belgium)
  Optimisation of PV investments across municipal buildings
- Pezinok (Slovakia)
  Smart street lighting transformation
- Antwerp (Belgium)
  Financing for deep renovation in multi-family buildings
- Kifissia (Greece)
  Developing mobility hubs for integrated urban transport
- Leuven (Belgium)
  Automated driving transition for public transport
- El Escorial (Spain)
  Smart bike and scooter parking for intermodal mobility

Linkeroever © Stad Antwerpen

Kortrijk (Belgium)
Cooperative energy company and urban energy clusters

CITY AND CONTEXT

Kortrijk, a regional city in South-West Flanders with around 81,000 inhabitants, is advancing its transition towards climate neutrality through its Kortrijk Green Deal and participation in regional climate frameworks (SEAP/SECAP). The city has developed a solid strategic basis for action across energy, buildings and mobility. Building on earlier pilot projects and feasibility studies, Kortrijk identified district heating and local renewable energy systems as key priorities. Moving from planning to implementation, however, required new governance models, financing structures and stronger coordination between stakeholders.

THE SOLUTION

Kortrijk is establishing a cooperative local energy company with citizen participation to drive the development of sustainable energy infrastructure. This entity provides a long-term framework for financing, developing and operating projects while ensuring local ownership and strategic coherence.

The first phase focuses on two energy clusters. On Buda Island, a district heating system will be powered mainly by aquathermal energy from the River Leie, complemented by geothermal and aerothermal sources, with future expansion foreseen. In the Hoog-Kortrijk business park, a heat network will use residual heat from the Barco company, combined with geothermal energy, to supply multiple businesses. The cooperative model allows the city to retain strategic oversight, align investments with social objectives such as affordability and energy poverty reduction, and progressively scale towards a broader city-level network.

SUPPORT RECEIVED

Kortrijk engaged with the Smart Cities Marketplace to advance the project from feasibility to implementation. Support has focused on:

- ✔ Technical guidance on project structuring and governance models
- ✔ Support in financial structuring and development of a viable business model
- ✔ Matchmaking with potential investors and financing partners through the SCM Investor Network.

PLANNED RESULTS

The project is progressing towards the operational establishment of the cooperative and the deployment of the first heat clusters. Around €13.8 million in investment is expected for the initial phase, with annual renewable energy production of approximately 9.97 GWh. The project will deliver emission reductions, lower energy costs and local economic benefits, while strengthening the city's capacity to manage complex energy systems. In the longer term, it contributes to Kortrijk's objective of achieving climate neutrality by 2050.

LESSONS LEARNED

Kortrijk's experience shows that dedicated governance structures are essential for coordinating stakeholders and avoiding fragmented infrastructure. Citizen participation strengthens both financing capacity and public acceptance. Early engagement with investors helps bridge the gap between feasibility and delivery. Finally, modular and scalable design enables gradual expansion, offering a replicable model for other cities developing integrated, locally anchored energy systems.

Drie Hofsteden retrofitting in Kortrijk, Belgium © Agata Smok

Bydgoszcz (Poland)
Renewable energy and hydrogen for zero-emission public transport

CITY AND CONTEXT

Bydgoszcz, a city of over 360,000 inhabitants in northern Poland, is pursuing an ambitious decarbonisation pathway aligned with its Sustainable Energy and Climate Action Plan (SECAP). A key priority is the transformation of its public transport system, used daily by a large share of residents, towards zero-emission solutions. Building on earlier support from the European City Facility, the city has identified integrating renewable energy and hydrogen as a strategic opportunity to reduce emissions and modernise its mobility system.

Bydgoszcz, Poland © Szymon Shields, Unsplash

THE SOLUTION

The project explores the development of an integrated system that combines solar photovoltaic (PV) generation with hydrogen production through electrolysis to supply clean fuel to the city's bus fleet. The core elements include:

- ✔ Deployment of multiple PV installations (targeting around 40 MW capacity)
- ✔ Use of renewable electricity to produce green hydrogen via electrolysis
- ✔ Development of hydrogen storage and refuelling infrastructure
- ✔ Integration of hydrogen-powered buses into the public transport system

SUPPORT RECEIVED

Through the Smart Cities Marketplace, Bydgoszcz received targeted support to move toward a structured, evidence-based investment case. This included:

- ✔ Assessment of technical configurations for energy supply, hydrogen production and storage
- ✔ Evaluation of economic viability, including CAPEX, OPEX and potential revenue streams
- ✔ Identification of funding opportunities at the EU and national level
- ✔ Strategic recommendations on system design, stakeholder engagement and implementation pathways.

PLANNED RESULTS

The analysis confirmed that the proposed system is technically feasible and aligned with long-term sustainability objectives. Key expected outcomes include:

- ✔ Significant reduction in greenhouse gas emissions through the replacement of fossil fuels in public transport
- ✔ Development of a new clean energy value chain linking renewable generation and mobility
- ✔ Increased energy autonomy and resilience at the local level
- ✔ Estimated investment potential of around €50 million for the hydrogen infrastructure and related systems
- ✔ Identification of multiple funding and financing pathways to support implementation

LESSONS LEARNED

The Bydgoszcz case highlights several important insights. First, early-stage techno-economic analysis is essential for emerging technologies such as hydrogen, where investment costs are high, and system design choices have major implications for feasibility and performance. Second, defining clear strategies for energy sourcing and hydrogen offtake is critical to ensure a viable business case and reduce technical and financial risks. Finally, the project demonstrates the importance of tailored technical assistance in addressing complex, innovative projects.

Guimarães, Vila Real, Torres Novas and Almada (Portugal) Scaling Renewable Energy Communities through replication

CITY AND CONTEXT

This case brings together a group of Portuguese municipalities, Guimarães, Vila Real, Torres Novas and Almada, that converged around a shared ambition: to accelerate the deployment of renewable energy through collective self-consumption and Renewable Energy Communities (RECs).

Guimarães acted as the frontrunner, initiating engagement with the Smart Cities Marketplace to explore the implementation of community-based solar energy systems. Building on this initial experience, other cities with similar needs and contexts progressively joined, forming a cluster of municipalities addressing comparable challenges in decentralised energy production, regulatory complexity and investment structuring.

Across these cities, common drivers include reducing emissions, improving energy affordability, increasing local energy autonomy, and addressing energy poverty, while navigating evolving national frameworks for collective self-consumption and energy communities.

THE SOLUTION

The cities are developing integrated approaches to deploy photovoltaic (PV) systems across municipal buildings and enable collective energy sharing through RECs and collective self-consumption schemes. Key elements of the solution include:

- ✔ Installation of solar PV systems on municipal assets (schools, public buildings, social housing)
- ✔ Development of collective self-consumption (ACC) schemes and Renewable Energy Communities
- ✔ Use of pilot districts (e.g. neighbourhood-scale pilots) to test governance and business models
- ✔ Engagement of private sector actors for investment, operation and scaling
- ✔ Gradual expansion from pilot projects to city-wide deployment.

Guimarães, for example, is targeting large-scale deployment (up to 50 MW of PV capacity), starting with a pilot neighbourhood to develop replicable models.

Vila Real and Torres Novas are focusing on a structured roll-out across municipal building portfolios, with initial capacities of about 1.5 MW of photovoltaic power and scaling potential beyond.

SUPPORT RECEIVED

The Smart Cities Marketplace provided tailored technical assistance to each city while enabling cross-learning and replication across the group. Support activities included:

- ✔ Feasibility studies for PV deployment and energy sharing models
- ✔ Financial modelling and assessment of investment options (self-financing, third-party models, leasing)
- ✔ Guidance on regulatory and legal frameworks for RECs and collective self-consumption
- ✔ Development of implementation roadmaps and governance model
- ✔ Capacity building and knowledge exchange, including workshops and peer learning
- ✔ Preparation for investor engagement and future matchmaking.

In Almada, for example, support also focused on defining operational models for collective self-consumption and preparing procurement and contractual frameworks to enable private investment.

PLANNED RESULTS

The combined experience of these cities has generated significant progress towards implementation-ready projects:

- ✔ Identification of technically and financially viable PV deployment scenarios across municipal portfolios
- ✔ Development of concrete pilot projects and scalable investment pipelines
- ✔ Strengthened municipal capacity to manage complex energy projects and regulatory requirements
- ✔ Clear structuring of governance models for energy communities and collective self-consumption
- ✔ Increased readiness to engage private investors and financial institutions.

LESSONS LEARNED

This multi-city experience highlights the value of replication and peer-driven scaling in the energy transition. First, frontrunner cities such as Guimarães play a critical role in de-risking innovation by testing models that others can then adopt. Second, collective self-consumption and energy communities require integrated solutions that combine technical design, legal structuring and financial engineering. Addressing these dimensions in isolation is insufficient to achieve implementation. Third, clustering cities with similar needs creates efficiencies in capacity building and accelerates project maturation. Shared challenges, particularly around regulation, financing and stakeholder coordination, can be addressed more effectively through coordinated support. Finally, the case demonstrates that tailored technical assistance, combined with opportunities for replication and scaling, can transform individual pilot projects into broader, systemic approaches to local energy transition across multiple territories.

Guimarães, Portugal © Juan Gomez, Unsplash

Pelt, Hamont-Achel and Lommel (Belgium)
Optimisation of PV investments across municipal buildings

CITY AND CONTEXT

The municipalities of Pelt, Hamont-Achel and Lommel in North Limburg are jointly advancing their transition towards climate-neutral public infrastructure. With an extensive portfolio of municipal buildings, they have already deployed photovoltaic (PV) systems across various sites. However, these installations have largely been implemented on a project-by-project basis, without a coordinated strategy for energy use, storage or sharing. At the same time, evolving regulatory requirements and upcoming decisions on building renovation and use are increasing the need for a comprehensive, forward-looking investment approach.

THE SOLUTION

The project aims to develop an integrated investment strategy for optimising PV deployment across the entire municipal building portfolio. This includes:

- ✔ A full inventory and performance analysis of existing PV installations
- ✔ Identification of new investment opportunities in PV systems and battery storage, with appropriate sizing
- ✔ Development of scenarios to increase self-consumption through energy sharing, smart controls and electric vehicle charging integration
- ✔ Preparation of a structured, prioritised investment programme, including implementation planning and financing options

The objective is to move from fragmented interventions towards a coordinated system that maximises energy efficiency, optimises local energy use and supports long-term decarbonisation.

SUPPORT RECEIVED

Through engagement with the Smart Cities Marketplace, the municipalities are seeking and receiving targeted support to transform a complex, multi-building challenge into a structured and actionable investment project, including:

- ✔ Technical assistance for inventory, data analysis and optimisation of building energy systems
- ✔ Support on data management and digital tools for processing and visualising energy performance
- ✔ Financial advice to develop viable investment scenarios and identify suitable financing models
- ✔ Legal guidance on energy sharing frameworks, regulatory developments and contractual arrangements
- ✔ Support for procurement strategies and the preparation of framework contracts.

PLANNED RESULTS

The project is expected to deliver a comprehensive and scalable framework for optimising PV investments, including:

- ✔ A complete baseline assessment of municipal buildings, energy consumption and existing PV systems
- ✔ A prioritised investment plan covering additional PV installations, battery storage, smart controls and charging infrastructure
- ✔ Scenarios to increase self-consumption and reduce energy costs and CO_2 emissions
- ✔ A practical implementation roadmap with phased investments and financing options
- ✔ Reusable templates and calculation tools to support future updates and replication

These results will enable more efficient use of public resources, reduce emissions and improve the long-term sustainability of municipal infrastructure.

LESSONS LEARNED

The project highlights the importance of adopting a portfolio-based approach rather than addressing buildings individually. Coordinating investments across multiple assets enables better alignment between energy production and consumption, unlocking the potential of energy sharing and smart system integration. It also demonstrates that data availability and quality are critical to informed decision-making. Establishing a robust baseline and analytical framework is a necessary step before scaling up investments. Finally, the initiative shows that combining technical, financial and legal expertise is essential to navigate an evolving regulatory environment and to develop viable, future-proof solutions. The methodology developed offers strong potential for replication by other municipalities seeking to optimise distributed renewable energy systems across their building stock.

Pezinok (Slovakia)
Smart street lighting transformation

CITY AND CONTEXT

Pezinok, a small Slovak municipality of around 24,500 inhabitants located in the Bratislava metropolitan region, is progressively aligning its local development strategy with European climate and energy objectives. As a smaller city with limited financial and technical capacity, Pezinok faces structural challenges in modernising its infrastructure. Public lighting has been identified as a priority area due to ageing assets, high energy consumption and increasing maintenance needs.

THE SOLUTION

The project focuses on the comprehensive modernisation of the city's street lighting system through a smart, integrated approach. Key measures include:

- ✔ Replacement of outdated luminaires with energy-efficient LED technology
- ✔ Installation of smart control systems enabling remote monitoring, dimming and scheduling
- ✔ Integration of renewable energy sources, including photovoltaic systems and potential battery storage
- ✔ Preparation for future integration with IoT sensors and smart city applications

This approach aims to transform public lighting into a digitally enabled, energy-efficient urban infrastructure that supports broader smart city development.

SUPPORT RECEIVED

Pezinok has benefited from targeted support through the Smart Cities Marketplace to move from an initial concept to a more robust, evidence-based project. This support has included:

- ✔ Technical assessment of lighting infrastructure and optimisation options
- ✔ Analysis of energy consumption patterns and integration with renewable energy systems
- ✔ Financial modelling of implementation scenarios, including Energy Performance Contracting (EPC)
- ✔ Identification of key constraints related to financing conditions and market barriers
- ✔ Guidance on potential business models and investment pathways.

PLANNED RESULTS

The project has demonstrated strong technical feasibility and clear environmental benefits. Expected outcomes include:

- ✔ Up to 80% reduction in energy consumption
- ✔ Significant reductions in greenhouse gas emissions and improved air quality
- ✔ Enhanced public safety through improved lighting quality and reliability
- ✔ Real-time fault detection and more efficient maintenance
- ✔ Increased infrastructure lifespan and overall urban resilience

LESSONS LEARNED

Pezinok's experience highlights the specific challenges faced by small and medium-sized cities in developing investment-ready projects. Limited financial capacity and restricted access to non-repayable funding can significantly constrain implementation, even where projects are technically sound. The case also demonstrates the importance of combining technical analysis with financial modelling early on. While energy savings potential is substantial, achieving bankability requires careful alignment of investment costs, financing conditions and revenue streams. Finally, the project illustrates the value of tailored, hands-on support in enabling smaller municipalities to structure complex projects.

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Antwerp (Belgium)
Financing for deep renovation in multi-family buildings

CITY AND CONTEXT

Antwerp, a major European port city with over 500,000 inhabitants, is advancing its transition towards climate neutrality as a Covenant of Mayors signatory and recently designated Mission Labelled City. A key challenge lies in accelerating the renovation of multi-family dwellings, where complex ownership structures and financial constraints often delay or prevent action. In particular, co-owners with limited financial capacity risk being excluded from renovation processes, creating a barrier to large-scale decarbonisation of the building stock.

IGLO europark in Antwerp, Belgium © Stad Antwerpen

THE SOLUTION

To address this challenge, Antwerp is developing innovative financing mechanisms tailored to multi-owner buildings. The objective is to enable upfront financing of renovation works while accommodating households that cannot contribute financially immediately. Two mechanisms are under development, focusing on property-linked financing approaches that can distribute costs over time and reduce entry barriers for vulnerable co-owners. These mechanisms are being designed as part of a broader area-based renovation strategy (the LINK Left Bank project), aiming to unlock large-scale building upgrades while ensuring social inclusivity and financial feasibility.

SUPPORT RECEIVED

Antwerp has engaged with the Smart Cities Marketplace ecosystem, notably through collaboration with the Climate City Capital Hub, to strengthen the development and implementation of these financing mechanisms. Support has included:

- ✔ Risk analysis of the proposed financing models across financial, legal, market and social dimensions
- ✔ Technical and analytical expertise in the built environment and renovation financing
- ✔ Advisory support on financial structuring and engagement with financial institutions
- ✔ Benchmarking against European case studies and existing financing schemes
- ✔ Facilitation of stakeholder engagement, including banks and relevant market actors.

PLANNED RESULTS

The project has already achieved the following outcomes:

- ✔ Development and refinement of two innovative financing mechanisms tailored to multi-family dwellings
- ✔ Comprehensive risk mapping across stakeholders, highlighting financial, legal and social challenges
- ✔ Identification of key conditions for implementation, including the need for guarantees, regulatory clarity and stakeholder buy-in
- ✔ Strengthened engagement with financial institutions and increased understanding of market requirements.

LESSONS LEARNED

Antwerp's experience highlights several critical success factors. First, addressing financial inclusion is essential: without tailored mechanisms, a significant share of co-owners may be unable to participate in renovation efforts, limiting overall impact. Second, the project shows that financial, legal and social risks are closely interconnected and must be addressed early in an integrated manner, particularly regarding credit risk, regulatory compliance and community acceptance. Finally, if successfully implemented, such financing mechanisms could provide a scalable model for other European cities facing similar challenges in financing deep renovation in multi-owner residential buildings.

Kifissia (Greece)
Developing mobility hubs for integrated urban transport

CITY AND CONTEXT

Kifissia, a municipality of around 73,000 inhabitants in the northern metropolitan area of Athens, is pursuing a transition towards more sustainable and integrated urban mobility. As part of its Sustainable Urban Mobility Plan (SUMP), the city is prioritising multimodality, reduced car dependency and improved accessibility. Existing efforts include the development of municipal transport services, the expansion of cycling infrastructure, and the implementation of smart parking systems. However, further integration between transport modes remains a key challenge.

THE SOLUTION

To address these challenges, Kifissia is developing the concept of mobility hubs, strategically located nodes that connect different transport modes and services. These hubs aim to:

- ✔ Facilitate seamless intermodal connections between public transport, cycling, walking and shared mobility
- ✔ Improve accessibility and reduce reliance on private cars
- ✔ Integrate supporting services such as parking, micromobility and real-time information systems
- ✔ Enhance the overall efficiency and user experience of the urban transport system.

SUPPORT RECEIVED

Through the Smart Cities Marketplace, Kifissia received structured support to develop its mobility hub concept and prepare for implementation. This includes:

- ✔ Identification and analysis of best practices from European cities with successful mobility hubs
- ✔ Assessment of their applicability to Kifissia's local conditions, including land use, connectivity and travel behaviour
- ✔ Definition of technical requirements and specifications for the proposed hubs
- ✔ Support in structuring the project and refining its implementation approach.

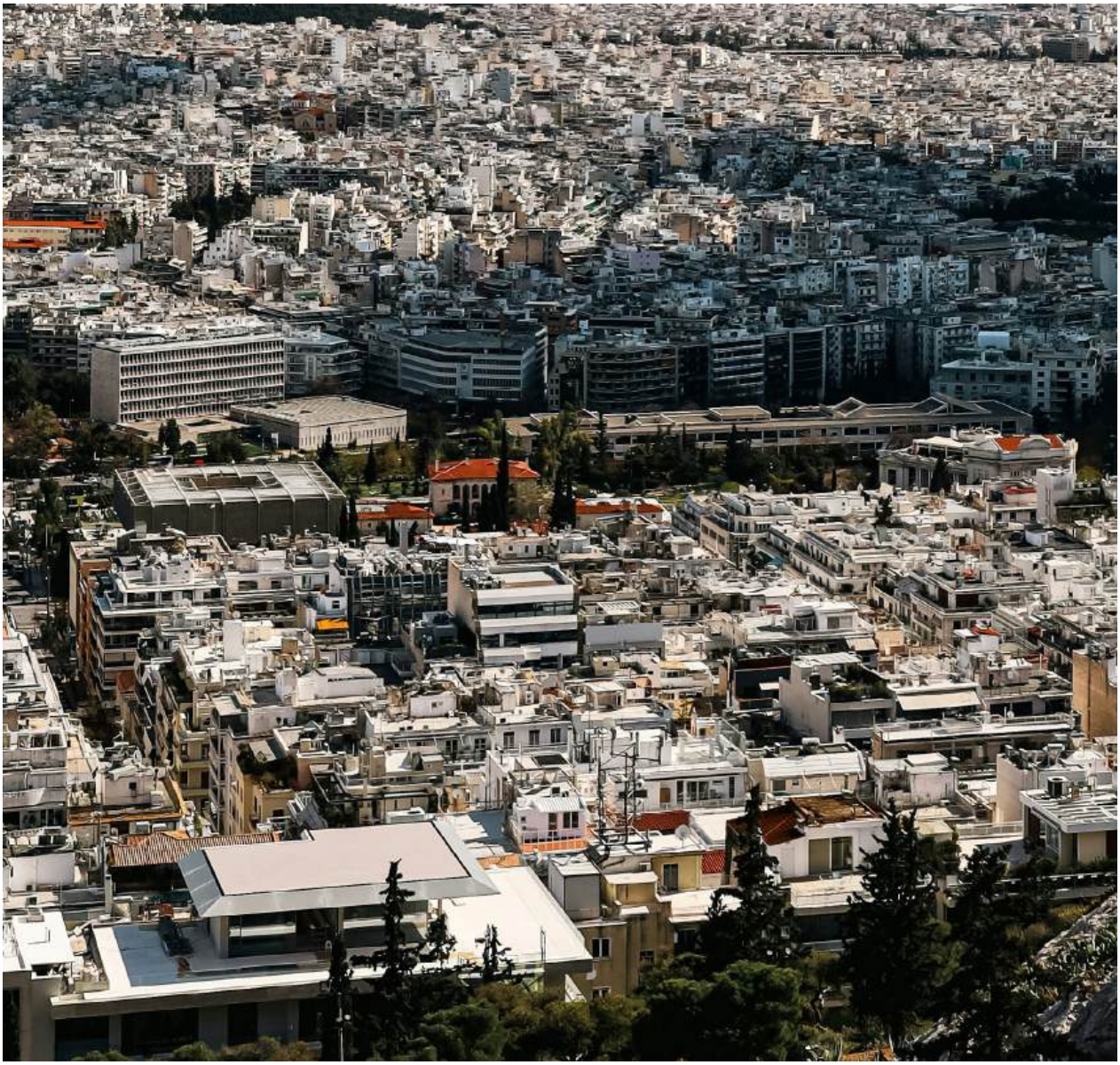
PLANNED RESULTS

The project is advancing towards a clearer and more structured vision for integrated mobility in Kifissia, with expected outcomes including:

- ✔ A well-defined concept and technical framework for mobility hubs adapted to local conditions
- ✔ Identification of suitable locations and configurations for implementation
- ✔ Improved integration between transport modes and services
- ✔ Enhanced accessibility, particularly for first- and last-mile connections
- ✔ Reduced dependence on private car use and associated emissions.

LESSONS LEARNED

Kifissia's experience highlights the importance of adapting solutions to the local context. While mobility hubs are widely implemented across Europe, their success depends on careful alignment with local spatial, social and transport conditions. It also demonstrates the value of structured learning from best practices. Systematically analysing and adapting existing models reduces risks and accelerates project development. Finally, the case underlines the role of early-stage technical assistance in shaping effective projects. By combining strategic analysis with technical definition, cities can move from high-level ambition to actionable solutions, creating a solid basis for future implementation and scaling of sustainable urban mobility systems.



Athens metropolitan area, Greece © Richard Stachmann, Unsplash

Leuven (Belgium)
Automated driving transition for public transport

CITY AND CONTEXT

Leuven, a mid-sized Belgian city and EU Mission City, is advancing an ambitious transition towards sustainable and inclusive mobility. In cooperation with De Lijn, the regional public transport operator, the city is aligning innovation with its Sustainable Urban Mobility Plan. Leuven serves as a demonstrator for integrating automated driving into public transport to address congestion, accessibility and environmental challenges.

THE SOLUTION

The project aims to transform the public transport system through the progressive deployment of automated services. Two complementary models are being developed: automated fixed-line services to improve efficiency and reliability on key corridors, and automated on-demand services to provide flexible, high-frequency connections, particularly for first- and last-mile travel.

This approach prioritises shared mobility, ensuring that automation strengthens public transport rather than increasing private vehicle use. By combining efficiency gains with improved service quality, the project aims to make public transport more attractive and accessible.

Shuttle bus from De Lijn in Leuven, Belgium © De Lijn

SUPPORT RECEIVED

Through engagement with the Smart Cities Marketplace, the project has benefited from targeted support to advance its investment readiness. This includes:

- ✔ Guidance on financial structuring and exploration of funding models
- ✔ Support in identifying suitable financing instruments and engaging with potential investors, including institutional actors
- ✔ Participation in expert discussions and events to refine the business case and deployment strategy
- ✔ Facilitation of connections with stakeholders across the mobility and financing ecosystem.

PLANNED RESULTS

The project is positioned for large-scale deployment, with significant expected impacts:

- ✔ Investment mobilisation: approximately €3 billion in CAPEX and €8 billion in OPEX projected up to 2040
- ✔ Operational efficiency: potential reduction of around €1.5 billion in operating costs compared to current baselines
- ✔ Mobility outcomes: improved service coverage, reduced waiting times and enhanced accessibility for diverse user groups
- ✔ Environmental benefits: reduced emissions through modal shift from private cars to shared automated services
- ✔ System performance: improved network efficiency and mitigation of congestion risks

With a projected payback period of 15-20 years, the initiative demonstrates the long-term economic viability of automated public transport at scale.

LESSONS LEARNED

Leuven highlights the importance of embedding innovation within a public transport strategy to ensure positive system-wide outcomes. A strong business case is essential to attract investment, while coordination among the city, the operator, and regional authorities enables effective implementation. Addressing workforce and stakeholder concerns early supports acceptance. The project offers a replicable model for integrating emerging technologies into sustainable urban mobility systems.

El Escorial (Spain)
Smart bike and scooter parking for intermodal mobility

CITY AND CONTEXT

El Escorial, a municipality of around 18,000 inhabitants located in the Madrid metropolitan area, faces complex mobility patterns characterised by high levels of commuting, with approximately 70% of residents travelling outside the city for work. Promoting sustainable mobility and reducing reliance on private cars are therefore key priorities. The city has identified active mobility and intermodality as strategic levers, particularly given its favourable conditions for cycling and micromobility.

THE SOLUTION

To support this transition, El Escorial, in partnership with the mobility provider Don Cicleto, is implementing a network of secure bike and scooter parking infrastructures at key mobility hubs. The project includes:

- ✔ Deployment of 12 secure, smart parking units ("hangars") for bicycles and scooters
- ✔ Strategic placement at high-demand locations such as train and bus stations, schools, sports facilities and residential areas
- ✔ Integration with intermodal transport systems to facilitate seamless mobility chains
- ✔ Provision of safe, accessible and user-friendly infrastructure to encourage uptake of active mobility.

SUPPORT RECEIVED

Through the Smart Cities Marketplace, the project received targeted technical, financial and legal support to strengthen its implementation readiness. This included:

- ✔ Development and validation of a financial model assessing project viability and investment attractiveness
- ✔ Legal analysis of implementation options, identifying suitable procurement mechanisms (e.g. public service concession or contract)
- ✔ Identification of relevant funding and financing opportunities at the national and European level
- ✔ Strategic guidance on business modelling and investor engagement.

PLANNED RESULTS

The support provided by the Smart Cities Marketplace included the following outcomes:

- ✔ A validated financial model providing transparency on costs, revenues and investment performance
- ✔ Identification of an appropriate legal pathway for implementation through public procurement mechanisms
- ✔ Mapping of multiple funding and financing sources, including EU and national instruments
- ✔ Progress towards identifying investors and structuring a joint venture for deployment.

LESSONS LEARNED

El Escorial's experience highlights the importance of addressing practical barriers to behavioural change, notably through secure and convenient parking infrastructure to support cycling and micromobility uptake. It also shows that even small-scale projects require robust financial and legal structuring, with clear business models and procurement strategies to ensure long-term sustainability and attract private partners. Finally, it underlines the value of integrated support combining technical, financial and legal expertise, enabling cities to accelerate project development and move more efficiently from concept to implementation.

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Strategic insights for the future

The experience gained through the Smart Cities Marketplace highlights a few strategic insights to strengthen the delivery of climate and energy objectives at the urban level, enhance coordination across support instruments, and ensure that the transition towards climate neutrality is both effective and inclusive across all territories.

A first key lesson is that while significant progress has been achieved in supporting cities in developing strategies and commitments, the main challenges increasingly lie in the practical realisation of these ambitions. Experience demonstrates that targeted, hands-on support is essential to enable cities to structure projects, mobilise investment and deliver concrete results. Strengthening this 'hands-on' implementation dimension, addressing the operational "last mile" from concept to delivery, is therefore critical to achieving measurable impact.

A second insight concerns the importance of ensuring coherence and complementarity across the various initiatives supporting cities. While the growing number of instruments reflects the ambition and scope of the policy framework, it can also introduce significant complexity for users, requiring cities to understand the specific focus of each initiative and to navigate multiple, often parallel, application processes to access the support needed for their investment projects. In this context, clear gains could be achieved by moving towards a more seamless user experience, enabling cities to access coordinated support across initiatives without unnecessary duplication of effort or administrative burden.

This implies improving interoperability between programmes and instruments, aligning procedures and enabling continuity across support pathways. Cities should be able to progress from planning and investment preparation to project development and financing within a coherent framework, without repeatedly reapplying or duplicating information. Such an integrated approach reduces transaction costs, improves efficiency and enhances accessibility, particularly for small and medium-sized cities, allowing them to focus their efforts on implementation rather than on navigating administrative processes.

A third insight relates to the importance of local engagement as a driver of implementation. Proximity to cities, through decentralised outreach, local partnerships and context-specific support in the local language, facilitates the identification of viable projects and accelerates delivery. Strengthening local engagement contributes to greater ownership, broader participation and a more effective alignment of support with local needs.

A fourth key consideration concerns the increasing role of communities in shaping and delivering the energy transition. Participatory approaches, including energy communities and citizen-led initiatives, are becoming central to ensuring both the social acceptance and the long-term sustainability of investments. Supporting these approaches requires not only enabling regulatory frameworks but also practical tools and financing mechanisms that facilitate citizen participation and co-investment.

Looking ahead, these insights are particularly relevant to evolving policy frameworks. Upcoming initiatives, including the Citizens' Energy Package, will further increase the role of cities and local actors in delivering the clean energy transition. This direction is closely aligned with the renewed EU Agenda for Cities, which reinforces the role of urban authorities as key actors in implementing EU priorities and strengthens coordination across policies, funding instruments and knowledge platforms. Likewise, the Horizon Europe Missions work programme for 2026-2027 confirms the continued prioritisation of implementation support, financial advisory services and technical assistance for cities, as well as the reinforcement of the Smart Cities Marketplace's support in the context of the EU Mission on Climate-Neutral and Smart Cities.

This evolution places greater emphasis on translating policy objectives into investable projects and concrete deployment actions, while enhancing coherence across EU initiatives and maximising their combined impact at city level.

Conclusion

Scaling local sustainable solutions

Across Europe, cities have demonstrated that they are ready to act. They are implementing measures, testing innovative solutions and mobilising local stakeholders to advance the transition towards climate neutrality, resilience and sustainable competitiveness. Yet the scale, complexity and urgency of this transformation continue to pose significant challenges, particularly for small and medium-sized cities, where limited resources and structural constraints can hinder progress.

The experience gathered over the lifetime of the Smart Cities Marketplace (building on more than 15 years of continuous development) confirms that the decisive factor is not the availability of ambition, but the capacity to deliver. Translating local priorities into concrete projects requires tailored support that responds to the specific needs, capacities and contexts of cities. It also requires mechanisms that enable cities to navigate complexity, structure viable initiatives and engage effectively with partners and investors.

Facilitated access to finance remains a critical enabler in this process. Even when solutions are identified and priorities are clear, projects can only materialise if they are supported by appropriate financing structures, risk mitigation strategies and connections to the relevant market actors. Strengthening these linkages and ensuring that cities can access them in a timely and effective manner is essential to unlock implementation at scale.

In this context, the Smart Cities Marketplace has developed a structured operational system that constitutes an asset to the European urban transition. Its approach, combining project development support, investor matchmaking, technical assistance, and aggregation mechanisms, has demonstrated how, by creating a coherent support environment and fostering collaboration between cities, investors and solution providers, it is possible to unlock local potential and scale up sustainable solutions, accelerating project pipelines and mobilising investments.

This system provides a tested model for implementation-oriented support, integrated into the broader European policy framework and capable of being further developed to meet evolving needs. Looking forward, enabling cities of all sizes to access this type of support will be essential to achieve widespread and balanced progress across Europe.

Smart Cities Marketplace

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