

re-value

Re-Value Communication, Dissemination and Exploitation Plan 3

Re-Value Deliverable D8.8

Report information

Deliverable: Re-Value Communication, Dissemination and Exploitation Plan 3

Submission date: December 2025, updated May 2026

Version: 2.0

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Front page photo: Photo by Ema Gonçalves, Cascais Ambiente

Dissemination Level: Public

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Horizon Europe Grant Agreement No: 101096943

Project website: re-value-cities.eu



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Executive summary

This report provides an update of the first two Re-Value Plans for Communication, Dissemination and Exploitation (CDE).¹ The original plan was submitted in September 2023 and the first update in December 2024. This update is mainly centred on measurable KPIs set in relation to the project's third year (January 2025 to December 2025).

As such, it keeps word-to-word its focus on how Re-Value will successfully deliver its communication, dissemination and exploitation activities in the fourth and final year of the project. It continues to foster an open, transparent and inclusive form of communication, both in the nine cities that are part of the Re-Value partnership and from the core "communication centre" managed by ICLEI Europe. The report therefore keeps the main objective (support the path to climate neutrality by increasing the emphasis on *re-valuing* what cities should do), tools, and partner responsibilities, but also provides a short analysis and updated strategy to optimise the project's impact in its final year.

This version of the Re-Value Communication, Dissemination and Exploitation Plan also benefits from more project experiences and results, and can provide a more precise timeline of activities and key insights to share with passionate Europeans working towards a more sustainable continent in the project's final year. Similar to the first update, this report aims to provide detailed planning for many of the activities Re-Value partners will do as a consortium in 2026. This plan does not focus on the specific activities planned in each of the nine Re-Value cities; these activities are documented in D8.2 and D8.7 - Local CD Plans by Leading and Replication Cities.²

¹ [D8.1 Re-Value Communication, Dissemination and Exploitation Plan 1](#) and [D8.4 Re-Value Communication, Dissemination and Exploitation Plan 2](#)

² [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

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1. Introduction

This report, “Re-Value Communication, Dissemination and Exploitation Plan 3,” presents the continued plan for how the Re-Value partnership will strategically maximise the project’s impact in its final year. It presents the communication strategy for the overall project, first submitted in the first version of the CDE Plan³ and updated in the second version of the CDE Plan,⁴ with selected updates in this document (an update of the original CDE plan). Updates of a Local CD Plan for Leading and Replication Cities for each city⁵ are available on the Re-Value website to supplement this report.

This report is structured and written to help project partners (and other collaborators wishing to support) understand and actively contribute to the project’s CDE efforts. What message should we deliver when addressing specific audiences? Who is best positioned to reach who? What European-scale activities are we planning in the last 12 months of the project?

Section 1 of this report provides an overview of the guiding principles of Re-Value’s communication before **Section 2** presents some key background and context on the status and the landscape surrounding our work which has been updated slightly for this CDE Plan 3, and the position of the main partners working across Europe.

Then, the report moves into the Key message and the supporting materials made available to partners in **Section 3 and 4**, before expanding on the specific target audiences, including detailed information on appropriate messages, best channels, and key activities to reach them in **Section 5**. **Section 6** expands on the different thematic areas of Re-Value and highlights some key aspects.

The main substantial updates to the original plan can be found in Section 7 and Section 8. [Section 7](#) details the specific channels the Re-Value project is using to reach out and disseminate. The original plan presented the methods and purpose of these, but the new plan now guides the work further with a new set of very specific KPIs, to support, guide and strengthen the effort in the final year of the project. These KPI’s are based on a brief analysis of the strengths and gaps of the current work and have been identified as the main need for review. [Section 8](#) now includes draft communications briefs, to guide forward actions related to different valuable Re-Value activities. Beyond that, this **Introduction** and the **Conclusion** has been updated.

Section 9 contains minor changes and keeps a commitment to further include partners in the ongoing efforts in monitoring the communication about the specific actions of Re-Value and addresses specific KPIs measured and reported as part of Work Package 7.

1.1. Principles of Re-Value Communication

The Re-Value partnership and its communication efforts are grounded in a set of principles that influence both the planning and execution of Communication, Dissemination and Exploitation (CDE) efforts.

³ [D8.1 Re-Value Communication, Dissemination and Exploitation Plan 1](#)

⁴ [D8.4 Re-Value Communication, Dissemination and Exploitation Plan 2](#)

⁵ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

Firstly, Re-Value seeks to co-create its activities and achieve its impacts in partnership with external stakeholders through processes that include both internal and external partners. This is also true for the CDE efforts. What is presented in this report is the final iteration of a co-creation process with everyone.

The co-creation with external partners is especially poignant in the project's partners connections with the Cities Mission and the New European Bauhaus (NEB) initiative where they are committed not only to engaging but also planning and acting jointly. A lot of creative co-creation is being done. Achieving climate neutrality in cities is a monumental mission for Europe and Re-Value seeks to be part of answering that challenge, without pretending the Re-Value project can deliver the full response alone.

As a partnership – or project – the partners also recognise that no matter how successful the CDE activities will be, the name recognition or clout of the 'Re-Value brand' is unlikely to be stronger than the sum of all individual parts. Therefore, the CDE work is here to support partners in sharing the insights, learnings, ideas and new processes from Re-Value, and not to take Re-Value ownership of each individual activity – while ensuring that partners always credit the European funding.

The concrete Re-Value efforts primarily take place in the nine partner cities, in the form of intensive co-creation and work emphasising the importance of finding collaborative and holistic paths to climate neutrality. Nevertheless, the efforts are undertaken with the expressed goal and ambition of breaking out of the local context, and making the experiences relevant for other cities in Europe, in partnership with the Cities Mission and beyond it. To this end, several partners are taking on the role of *amplifiers*, carrying the lessons learnt into various European fora.

Finally, Re-Value aims to be inclusive in the project implementation, and to this end strives for inclusive language and processes as well. This is not described in detail in this plan, as a separate Inclusiveness and Diversity Management Plan and two updates of such plan have been developed and are available on the project website.⁶

⁶ [D9.2 Inclusiveness and Diversity Management Plan 1](#), [D9.5 Inclusiveness and Diversity Management Plan 2](#), and [D9.9 Inclusiveness and Diversity Management Plan 3](#)

2. Background for the Communication, Dissemination and Exploitation

2.1. Approach

2.1.1. CDE in Re-Value

Re-Value distinguishes between four different concepts in addressing the engagement with non-project partners, namely Outreach and Communication, Dissemination and Exploitation (CDE).⁷

Outreach: Connecting the project

Outreach refers to the actions taken to connect with others (for example, NetZeroCities or local climate initiatives) to communicate, disseminate or exploit the project. As such, Outreach is used interchangeably across the three levels and recognises the fact that no project is an island and emphasises the collaborative nature of Re-Value across CDE.

Communication: Making the project famous

The overall purpose of Re-Value's Communication efforts is to build an audience, promote the project and its partners, and highlight the value of European cooperation and the approach taken by Re-Value towards collaborative urban design and planning in support of climate neutral cities. In short: making the project famous.

Dissemination: Sharing the lessons learned

Dissemination in Re-Value is about sharing its insights and lessons as widely - and as precisely - as possible. Throughout the project, important findings will be published that can benefit others. Dissemination, for us, is the process of making sure that these reach their intended target audience in the appropriate form.

Exploitation: Using the results of the project

Arguably the most important of the CDE categories, Exploitation is about ensuring that the relevant target audiences can benefit from the work and results of the project, and use it actively going forward. However, while Exploitation may be the most important category, its success very much depends on first creating awareness (Communication) and then ensuring effective means of getting the results to the right audience (Dissemination). In Re-Value, the Exploitation ambitions are clear and the specific planning to maximise this ambition follows continuous co-creation activities to maximise the impact of the exploitable results. The first exploitable results will be presented in the D8.6 Exploitable Results Report 1, while the final version of the Exploitable Results Report (D8.10) will present Re-Value stories built on exploitable results and cities's innovation activities to show their scalability and replicability across Europe and to ensure the use of the results. Re-Value will work to always have its ambitions for exploitation and aims for impact steering its communication and dissemination.

⁷ https://rea.ec.europa.eu/dissemination-and-exploitation_en

2.1.2. Overall planning

Re-Value’s CDE efforts have been developed in a co-creative way as the project work has progressed through its planned phases (below).

Re-Value’s internal methodology follows four phases⁸ and is also presented at the top of figure 1:

- Inception; Impact Model; Understanding & sense-making (January 2023 - June 2023)
- Co-creation & contextualisation, with story-building; Detailed Roadmaps, with scenario-building, investment & partnership models (July 2023 - June 2024)
- Experimentation & implementation: Full-scale deployment / Detailed Roadmaps, with scenario-building, investment & partnership models (July 2024 - June 2026)
- Hand-over of pilots & plans to cities/partners (July 2026 - December 2026)

These phases provide a framework for the communication phases presented in dark blue, which align to and complement the overall project phases.

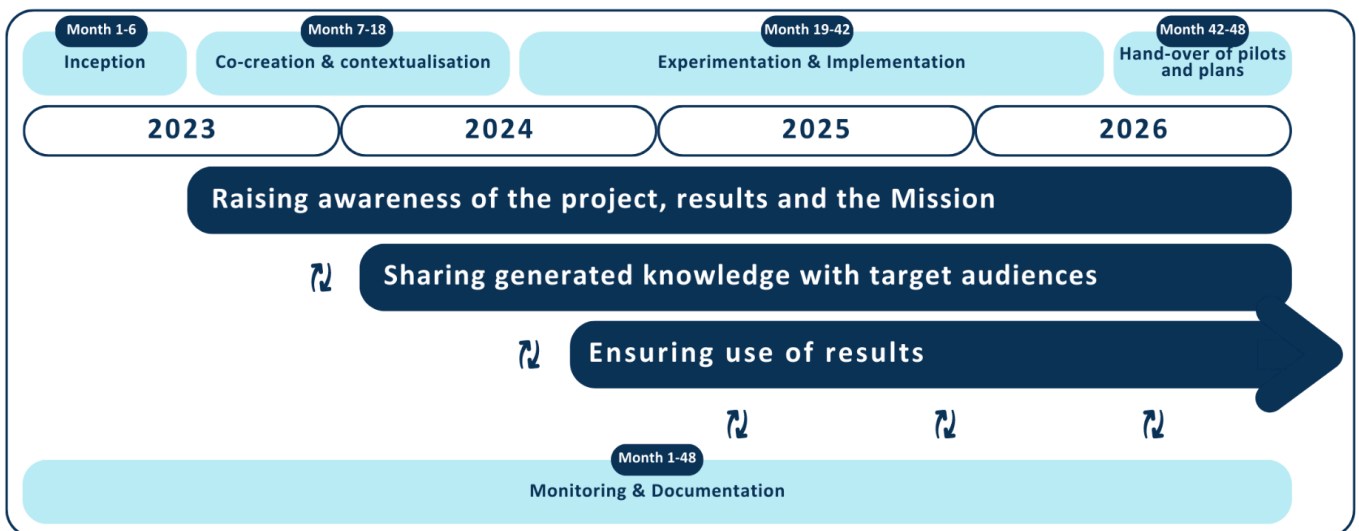


Figure 1: The different phases of the Re-Value project and how the CDE plans overlap (based on timeline of the project phases, D9.1, internal).

In practice, this means that the first part is dedicated to promoting the project and building an audience, while the Re-Value pilots are being contextualised and the first innovation cycle is happening. This was planned to roughly align with Month 16 (April 2024), with this plan originally due for its second update, but following some delays in the initial phase project-wide, the sharing of knowledge has only started to accelerate in the later months of 2024 and has consistently accelerated in 2025 following a structured Editorial Plan.

⁸ Also compare Re-Value D9.1 Consortium Plan 1, D9.4 Consortium Plan 2 and D9.8 Consortium Plan 3, all internal.

2.2. Project Ambition

The project ambition is the cornerstone for all CDE work and answers the question “What do we want to exploit in Re-Value?”

The Re-Value Grant Agreement states that:

“The Re-Value project will contribute to reframing climate-neutral cities in order to make them more integral, cooperative, and actionable, allowing them to transcend traditional GHG accounting. Re-Value aims to help its nine waterfront cities to invest in climate neutrality with more value and less risk.”

The project ambition essentially means that the partnership will work together to reframe each city’s journey to achieve climate neutrality, by encouraging co-creation with citizens and other stakeholders, to develop and experiment with integrated urban planning and design approaches to illustrate how the climate transition can be beautiful, healthy, and connected. Authentic engagement at multiple levels will foster acceptance of and stronger support for the changes that are necessary for a just climate transition. The change must be, in a word, irresistible.

2.3. Context

Re-Value is firmly placed in and committed to the European Mission on 100 Climate-Neutral and Smart Cities by 2030, and this ambition is not only the reason for what the project’s partners do but also the driving purpose for the CDE activities. As such, all project output is planned to contribute to the Cities Mission, either through direct cooperation or through using the Mission Platform channels when disseminating knowledge. Re-Value is especially seeking to support the specific challenges faced by other waterfront cities on the path to climate neutrality.

The collaboration is centred around NetZeroCities,⁹ the Horizon Europe project leading the effort to support the Cities Mission. Re-Value is developing a joint Memorandum of Understanding with the NetZeroCities project, also addressing the dissemination perspective of the joint cooperation. This includes commitment to Cities Mission events and linking up on Social Media, but also opportunities to collaborate on **Fact Sheets**, **Case Studies** or specific **Methods** and share those via the Knowledge Repository of NetZeroCities and Re-Value’s channels.

2.3.1. Urban Planning and Design for Climate Neutrality Cluster

Re-Value is funded by Horizon Europe, with two other projects (UP2030¹⁰ and CLIMABOROUGH¹¹) funded by the same specific calls. Supported by CINEA, the first meeting between these projects took place in Brussels in February 2023, and was followed by another meeting in 2023 and 2 meetings in 2024 organised by CINEA. The commitment to the partnership has been strong and it has been shown by several meetings and various dissemination activities in the first 3 years of the project. Simple steps, such as ensuring the ‘sister projects’ presence on the Re-Value website has been undertaken at the very beginning of the project.

In addition to the official cluster meetings organised by CINEA, Re-Value and its two sister projects UP2030 and CLIMABOROUGH have been meeting on a monthly basis since November 2024 to strengthen their collaboration,

⁹ <https://netzerocities.eu/>

¹⁰ <https://up2030-he.eu/>

¹¹ <https://climaborough.eu/>

create new synergies and plan their participation in two main events happening in 2025: the **2025 NetZeroCities Cities Mission Conference**¹² that took place on 6-8 May 2025 in Vilnius, Lithuania, and the **UP2030 Final Conference** “Cities in Action - Shaping just, resilient & climate neutral urban planning”¹³ that took place on 3 November 2025 in Barcelona, Spain. UP2030 has also been offered a speaking slot in one of the Re-Value Rounds. These additional cluster meetings have been organised and moderated by Re-Value and UP2030 Communication Teams.

At the 2025 NetZeroCities Cities Mission Conference, Re-Value led a collaboration process, together with UP2030 and CLIMABOROUGH, to successfully co-design and organise the **Urban Planning and Design Cluster Exhibition** and a World Cafe session. At the UP2030 Final Conference, Re-Value and CLIMABOROUGH have been offered a slot in the plenary and co-designed a session titled “**Urban Planning for Climate Impact: Perspectives of EU funded projects Climaborough and Re-Value on innovative procurement and waterfront cities.**”

The biggest activity foreseen was to co-organise the *Re-Value Urban Planning in Transition(s) Forum* with sister projects and the Mission (as a stand-alone event, or in cooperation with the Cities Mission Conference). For logistical reasons, the plan needed to be revised to still ensure strong Re-Value dissemination. The *Forum* turned into the 2 events listed above and those listed in Section 8, Urban Transformations Forum.

2.3.2. New European Bauhaus

Re-Value also ties into the New European Bauhaus (NEB) initiative, by building on the CrAft CSA project.¹⁴ Through NTNU as Project Coordinator of both projects, Re-Value worked with CrAft on its framework and the NEB Impact Model,¹⁵ that is aligned with the NEB values of inclusiveness, beauty and sustainability, as well as with the Cities Mission’s levers of change.

The collaboration will extend to communicating the project’s results through common Policy Briefs aimed at informing National and European programmes. This will provide cities with a voice to directly reach the higher policy making arenas that shape both the NEB and Cities Mission.

The link between the two projects will also be used as an opportunity to plan for exchanges between the respective communities of practice, exploiting the geographic proximity of the pilots to connect events. For example, a CrAft CSA event in Bologna in M5 was attended by members of the Re-Value community of practice before joining a Re-Value workshop in Rimini a few days later.

To further strengthen this work, NEB Junction (the NEB Hub for Results and Impacts) will serve as a shared platform to make Re-Value’s outcomes visible, comparable, and accessible. Re-Value will feed project methods, tools, results and insights to the NEB Junction database, with quintessential insights hopefully to be selected as “NEB Gems”, and contributing to inform the future of the New European Bauhaus. Re-Value partners have also applied to join the first Stakeholder Assembly of the NEB Junction taking place in January-February 2026. Re-Value further plans to contribute to major NEB events, most notably the NEB Festival which is taking place in mid-June 2026.

¹² <https://netzerocities.eu/cities-mission-conference/>

¹³ <https://up2030-he.eu/event-schedule/>

¹⁴ The CrAft CSA project responds to the HE call on “[Collaborative local governance models to accelerate the emblematic transformation of urban environment and contribute to the New European Bauhaus initiative and the objectives of the European Green Deal](#)”

¹⁵ <https://craft-cities.eu/wp-content/uploads/2025/07/CrAft-D1.3-Impact-Model.pdf>

2.4. Partner Context

The Re-Value partnership is made up of nine cities, including key local stakeholders, and several European partners all providing different input and value to the overall work. In a partnership such as Re-Value, **the partners, their interests and reach can help multiply the project outputs to a very significant degree**, which makes activities planning an exercise in combining and aligning partner plans and project ambitions. The cities' local CDE plans have been covered in two separate deliverables,¹⁶ so this report compiles the relevant partner context outside of the city ecosystems.

Generally speaking, the partners come from a background in which they can not only claim to be leading voices on different areas of importance to urban sustainability, but also be well integrated into the collaborative European efforts already ongoing and mentioned above. Below, the context for the cross-cutting partners in the project is presented. As mentioned, the Re-Value Cities and their local partners have been discussed in the Local Communication and Dissemination Plans by Leading and Replication Cities.

2.4.1. Re-Value Cities

Overall, the Re-Value partnership cities all share a commitment to sustainable development and participate in a variety of EU Initiatives for urban sustainability. For example, the Covenant of Mayors, several cities (Písek, Rijeka, Burgas) are/were part of the Smart Cities Lighthouse Programme. Izmir is one of the selected 112 Mission Cities in the Cities Mission; while Burgas, Rimini, Cascais and Ålesund also submitted an Expression of Interest (EoI) to the Cities Mission, but were ultimately not selected as one of the initial 112 participating cities. In October 2024, Constanța was selected by M100¹⁷ to become climate-neutral by 2035 and joined the Mirror Mission Cities Hub. In addition, all the cities have experience with multi-actor European collaboration through Horizon Europe projects. Their participation in Re-Value is an affirmation of their commitment to a co-creation-focused approach to developing their urban environment. All in all, this provides a good basis for working with the cities in sharing Re-Value lessons with each other and with their peers across Europe. The cities and their local partners, including the knowledge institutions supporting them, was covered in more detail in the Local Communication and Dissemination Plans submitted in June 2024 and May 2025.¹⁸

2.4.2. NTNU

NTNU (Norwegian University of Science and Technology) has an international focus and a strong profile in science and technology, a variety of programs of professional study, and great academic breadth that includes the humanities, social sciences, economics, engineering, information technology, natural sciences, medicine, health sciences, educational science, architecture, entrepreneurship, art disciplines and artistic activities.

In Re-Value, the project is coordinated by the research group, a cross-disciplinary knowledge cluster of architects, planners, designers, artists, engineering, ICT, social and economic sciences hosted in NTNU's Faculty for Architecture and Design. The group has strong credentials and a well-established network from previously leading a Smart Cities Lighthouse Programme project (+CityXChange) and many other National and European projects.

¹⁶ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

¹⁷ <https://m100.ro/home>

¹⁸ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

They are the coordinator of the New European Bauhaus project [NEB-STAR](#), [CrAft](#), (which bridges NEB and the EU Cities Mission), [NEB Junction](#) (NEB Hub for results and impact) and [CO-WATERS](#) (The Coalition of Waterfront Cities, Regions and Islands, empowering waterfront cities, regions, and islands to lead the transition to clean, healthy, and resilient water systems). They are also an official partner of the European Commission's New European Bauhaus initiative.¹⁹ NTNU thus contributes to the work in Re-Value as a key player both for the development of European Smart Cities and the New European Bauhaus.

2.4.3. ICLEI Europe

As a network of local governments for sustainability, ICLEI Europe has worked to advance the concepts Re-Value will focus on since 1990 and is today directly engaged in a wide array of European initiatives in support of its mission. These include, but are not limited to, NetZeroCities (Cities Mission), Covenant of Mayors Europe, the Smart Cities Marketplace, the Intelligent Cities Challenge and the CIVITAS Initiative. ICLEI Europe is also an official partner of the New European Bauhaus.

In Re-Value, ICLEI Europe works on the capacity building between the Re-Value Cities and the outside community, a task the organisation is not only well suited for but also aligns with the organisation's core interests in supporting other cities in becoming more sustainable.

2.4.4. VITO

VITO is an independent Flemish research organisation in the area of cleantech and sustainable development. Working to accelerate the transition to a sustainable world, they have an impressive track record across multiple domains, the European Smart City sphere being one. Currently, VITO is both a partner in the New European Bauhaus project CrAft, and the coordinator, on behalf of the European Commission, of the Smart Cities Marketplace Initiative.

In Re-Value, VITO especially supports the work to understand and monitor the impact of the project in Re-Value cities and beyond.

2.4.5. IFLA Europe

IFLA Europe is the European Region of the International Federation of Landscape Architects, formed by 34 professional Associations of Landscape Architecture with 20,000 landscape architects being part of their network across Europe. A key point for IFLA Europe is to enhance the quality of landscape planning, monitoring, and management, provide nature-based solutions in climate change mitigation and adaptation, and ensure transformational changes in landscape, urban, and rural areas.

IFLA Europe is therefore contributing to the Re-Value partnership with unique expertise in topics such as agriculture and insight into the landscape approach to be taken and a strong base to partner with for concrete change across Europe. IFLA Europe is also an official partner of the New European Bauhaus initiative.

¹⁹ <https://www.ntnu.edu/neb>

2.4.6. JA Europe

Junior Achievement Europe (JA Europe) is a pan-European network of 40 national Junior Achievement (JA) organisations that aim to teach young people as early as possible about the world of enterprise and entrepreneurship, to inspire and prepare them to succeed in the global economy. JA Europe is the largest non-profit organisation (NGO) in Europe bringing together the public and private sectors to participate in entrepreneurship education. JA aims to inspire and prepare young people to succeed in a global economy by fostering entrepreneurial mindsets.

In Re-Value, JA Europe contributes to the communication, dissemination and exploitation of Re-Value activities within and across cities. JA Europe provides upskilling/capacity building for 1400 youth across the 9 cities in 28 Innovation Camps by activating the local JAE entities in each city. You can learn more about the Innovation Camps in a specific deliverable series on the Innovation Camps.²⁰

2.4.7. Ecoten

ECOTEN Urban Comfort is a company based in Prague, Czechia specialising in the science and techniques in urban environments. With expertise related to urban environmental issues, simulations, IT and GIS specialists and capable of providing technical services to city planners and urban development stakeholders for developing climate-resilient cities and urban areas through the effective use of nature-based design strategies.

Ecoten is already well-known in the European Smart Cities Community and builds on proven strengths in implementing data-driven solutions for the Re-Value cities and sharing them beyond.

2.4.8. GIB Foundation

Global Infrastructure Basel (GIB) Foundation promotes sustainable and resilient infrastructure, including Nature-based Solutions (NbS) and youth engagement expertise on a global scale. Active since 2008, they work with multiple stakeholders ranging from city representatives to project developers and infrastructure financiers, among others.

In Re-Value, GIB especially focuses on supporting the cities through developing project financial models as well as project partnerships.

3. Key Message

The key message of Re-Value is:

“Through collaborative urban design and planning, Re-Value makes the urban transition to climate neutrality irresistible”

This message forms the core of the communication from the Re-Value partnership, providing a background for expanding messages or talks to capture the full complexity of a partnership of such scale. This message, and the underlying communication, are being expanded in this report under each unique target audience in the following

²⁰ [D8.3 Re-Value Innovation Camps Report 1](#) and [D8.5 Re-Value Innovation Camps Report 2](#)

section and have been further segmented in the Local Communication Plans published in June 2024 and May 2025,²¹ ensuring the messaging is the most appropriate one for each need.

4. Visual Identity

The visual identity of Re-Value was initially produced as part of the proposal and has since been expanded to also include the basic materials needed for the project and partners to communicate to the outside world. A Communications Guidance for Project Partners has been developed to ensure that the Re-Value project and its channels are correctly mentioned in the project partners' communication content.

The full set of materials is presented in [Annex 1](#) and shared with partners in the internal platforms and repositories. The first set of materials include:

- Overall visual brief
- Deliverable/report template (Google Docs format) (see this report or [D6.9](#) as an example.)
- Presentation template (Power Point format)
- A set of icons for each of the systemic challenges and some specific activities
- An eyecatcher (an add-on to the logo)
- A set of Cards to use for Social Media
- A Re-Value stamp, highlighting products done in partner designs as part of Re-Value

Partners have been informed of the project as a whole putting impact over the consequent use of only project-visuals. In essence, keeping the requirement as always crediting EU funding and Re-Value support (see also example at the beginning of this report), but not demanding a "strict" adherence to Re-Value's branding as such. An example of this could be a presentation from a Re-Value City in which the value of the content being branded as 'City X' is higher than the value of it being a project/partnership presentation.

The dedicated Re-Value stamp ensures partners appropriately acknowledge European Funding in presentations using their own branding too.

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²¹ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

5. Target Audiences

The target audiences of Re-Value have been divided into two different overall groups, namely one referring to 'inside city ecosystems' which relates to the actors within each local area that the project's partners wish to reach to create an impact on the ground in each city and the other referring to 'outside city ecosystems' which refer to the many relevant stakeholders, not directly working on-the-ground in one city as such. Some stakeholders, for example "youth", are included in both, as the needs and tools are not the same when communicating about the changes in the community where those youth live and breathe, as opposed to sharing the Re-Value story with someone not living in a Re-Value city.

5.1. Outside city ecosystems

The target audiences from outside the city ecosystems are described below, including key details on how Re-Value views the audience.

Each audience includes the following sections:

- **Definition** – What do the project's partners mean when they say [Audience name]?
- **Examples of roles** – Fully recognising there's no catch-all, some of the specific roles that could be included under each target audience will be included. This is not meant as an exhaustive list, merely as additional support for partners.
- **Audience needs** – What does this audience need so they are able to support making the urban transition irresistible in cities?
- **Specific Re-Value messages** – What specific messages should / can be used when communicating and disseminating to this target audience?
- **Key Re-Value outcomes and activities** – A preliminary list of what specific channels and activities from Re-Value might be of extra value to this audience? The list is separated into M1-15 and M16-48. The specific channels and activities are expanded upon in Section 7 and 8 and have been expanded upon in this last update to the plan.
- **Most relevant EU Initiatives** – A list of the already established European initiatives this target audience especially belongs to.
- **Specific partners with key expertise** – Partners that could be especially well suited for reaching the target audience.

5.1.1. Other Local Governments

Definition: When speaking of local governments, the partners mean municipalities and their groupings, regional governments. The category also includes politicians, administrators, managers and technical staff in Municipalities. In addition, some publicly owned local companies, including special purpose-driven-vehicles set up to develop areas, can be included.

Examples of roles: The most typical role reached as part of this target audience will be the *urban planners* in local governments or their companies, perhaps specifically those seeking to redevelop part(s) of their cities in support of climate neutrality. It can also include various *project officers* already engaging with and aware of the inspiration

offered through European connections. *Politicians* on all levels, from the Committee of the Regions as a whole to local councillors in other cities.

Audience needs: Local governments' most urgent need, of relevance to Re-Value, is solutions/methods that can deliver results in terms of climate neutrality while reducing financial risk and gathering support in its local population. The local governments in practice own many of the challenges related to the transition and need support in finding the best path(s) forward.

Specific Re-Value messages: The Re-Value partnership....

- *"...provides tools and methods for making the urban transition to climate neutrality irresistible."*
- *"...shows how local governments can co-create with their stakeholders to design and plan the path towards climate neutrality."*

Key Re-Value outcomes and activities:

- **Month 1-15:** Social Media, Website, Initial Model for Monitoring and Evaluation, Re-Value Innovation Cycle, engagement with other initiatives/sister projects.
- **Month 16-48:** Social Media, Website, Final Model for Monitoring and Evaluation, Re-Value Innovation Cycle conclusions, engagement with other initiatives, Urban Planning and Transition(s) Forum, Final Conference, Re-Value Stories, Portfolio of Value-Based Urban Design and Planning Approaches, Roadmap inspiration

Most relevant EU Initiatives: The Cities Mission (& NetZeroCities), New European Bauhaus, Smart Cities Marketplace, Covenant of Mayors.

Specific partners with network/reach: ICLEI Europe, NTNU, the Re-Value Cities.

5.1.2. National Governments

Definition: This includes all aspects of the National authorities engaged with urban issues and climate neutrality. It can include both political sides (parliaments) but also ministries, agencies or other significant actors.

Examples of roles: The most typical role of 'National Governments' the partners aim to reach are professional stakeholders in ministries and agencies, supporting in implementing new legislation and involved in relevant feedback loops. This can relate to both energy, mobility, urban planning and much more.

Other: The specifics of the National level will be expanded upon in future editions of this plan.

5.1.3. EU Level "Policy workers"

Definition: Policy workers is a catch-all word including both actual policymakers on the national and European level as well as the many professionals working to propose, feedback and influence policy through NGOs or other lobby groups.

Examples of roles: Officials in the European Commission or National Government structures, MEP's and their assistants, NGO policy officers, lobbyists, advocacy officers etc.

Audience needs: Fact-based science-driven inspiration and guidance for steps that should be taken to simplify the path to urban climate neutrality. This can include both specific guidance but also inputs on standardisation or existing barriers, for example.

Specific Re-Value messages: The Re-Value partnership....

- *“...combines a co-creative approach to urban planning and design with a solid use of data, and thus delivers proven methods and processes to make the urban transition irresistible.”*
- *“...is measuring and evaluating the impacts of a co-creative approach to urban planning and design.”*
- *“...provides methods for increasing support and strengthening the local buy-in for cities working actively towards climate neutrality.”*

Key Re-Value outcomes and activities:

- **Month 1-15:** Social Media, Website, Initial Model for Monitoring and evaluation, engagement with other initiatives/sister projects.
- **Month 16-48:** Social Media, Website, Final Model for Monitoring and evaluation, Re-Value Innovation Cycle conclusions, engagement with other initiatives, Urban Planning and Transition(s) Forum, Final Conference, Re-Value Stories, Roadmap inspiration.

Most relevant EU Initiatives:

The Cities Mission (& NetZeroCities), *Direct exchange with Commission, Parliament and Committee of Regions, New European Bauhaus.

Specific partners with key expertise: ICLEI Europe, NTNU, IFLA Europe, JA Europe, VITO.

5.1.4. Knowledge and Innovation Institutes, Researchers

Definition: Under this category, the partners mean everyone that is generating new knowledge, processes, methods, tools, or technology, or is working to combine or apply it, towards goals of climate neutrality in cities. This is intentionally broad, to capture also actors and activities beyond the traditional ones.

Examples of roles: Knowledge and Research & Innovation Institutions, Universities, Academia, researchers and scientific personnel, students, educators, evidence-based practitioners, citizen science participants, etc.

Audience needs: This audience mainly needs deep technical insights and evidence from the activities and how they were set up and implemented, as well as all processes around them, and may also benefit from inspiration provided by the project, and may participate in the co-creation activities, or the Open Science approaches.

Key Re-Value outcomes and activities:

- **Month 1-15:** Initial Model for Monitoring and Evaluation.
- **Month 16-48:** Final Model for Monitoring and Evaluation, Re-Value Innovation Cycle conclusions, Final Conference, Roadmap inspiration, journal articles.

Most relevant EU Initiatives: Horizon Europe, Cities Mission, New European Bauhaus.

Specific partners with key expertise: NTNU, Local knowledge partners of the Cities, VITO.

5.1.5. Youth

Definition: When the partners speak of youth in Re-Value, they mean everyone between the ages of 5-29 years old.

Examples of roles: Secondary level Schools, Universities, Community centres, Youth from marginalised communities, NEETs (Not in Education, Employment, or Training).

Audience needs: Youth need to be equipped with those skills that would enable them to understand and address the social and economic challenges in their cities. The project's values should inspire them to pursue careers in future works that best address nowadays' and tomorrow's challenges and opportunities. They need to become agents of change and, through their contribution, build thriving communities.

Specific Re-Value messages: Re-Value provides an opportunity to deepen interaction with pupils, students, local citizens and professional stakeholders, to increase the potential for impact in each city, and to test and document these formats and offer them to the Mission communities as exploitable results.

Key Re-Value outcomes and activities: T8.2 Innovation Camps:

- Activate the local JAE office in each city, and the ecosystems around them;
- In each city and 1 European event, organise Innovation Camps;
- After each Camp, perform local and cross-cutting evaluations with organisers and participants.

Most relevant EU Initiatives: European Year of Skills 2023; Pact for Skills.²²

Specific partners with key expertise: JA Europe.

5.1.6. Finance

Definition: With finance, the partners refer to both public & private financing institutions, albeit with a slightly stronger emphasis on the private sector. This can include investors/banks working with debt or equity or any form of financing, including blended finance or other alternative mechanisms in support of the transition.

Examples of roles: Bankers, Investors, Professionals at EIB, ELENA, Wealth managers, Pension funds, others.

Audience needs: Put simply, projects/plans are needed in which the overall profit (ideally high) is beneficial compared to the risk (ideally low). Alternatively, a situation in which risks and benefits are expressed in a different way or include unusual co-benefits might shift this assessment (for example, through the use of the Impact Model). For this to become more common, one key problem - from the investor perspective - is a lack of a common understanding between cities and investors on project opportunities. Plus in this dialogue it is important to understand both parties' needs and expectations to actually transact and hence deploy the much-needed capital. Limiting this gap of knowledge and expectations is of the utmost importance for the audience.

Specific Re-Value messages:

"The Re-Value partnership program aims to expand investment opportunities as well as de-risking programs for urban areas across the EU through its stakeholder and legislation mapping and upscaling."

²² https://pact-for-skills.ec.europa.eu/index_en

Key Re-Value outcomes and activities:

- **Month 1-15:** Re-Value Innovation Cycle 3: Facilitation, Gap-analysis per city based on questionnaires and city dialogues, Website, Social Media, Workshops.
- **Month 16-48:** Re-Value Innovation Cycle conclusions, Roadmap/Guidance towards investment programs and partnerships, workshops, engagement with other initiatives/sister projects, financial and circular value chains, financial knowledge exchange.

Most relevant EU Initiatives:

- Invest4Nature:²³ Invest4Nature is an EU-funded project that contributes to the creation of a market for nature-based solutions. A group of 15 partners from 11 European countries prepare the grounds for investments in nature-based solutions by evaluating its benefits and economic performance.
- Smart Cities Marketplace.

Specific partners with key expertise: GIB

5.1.7. Bonus: Media

Definition: This target audience (could also be considered a channel) refers to the media in general, including specialised outlets on urban developments (such as Cities Today and CityLab) and wide-reaching media outlets such as regional/national newspapers and TV. It does not include Social Media, which is considered only a channel. The reason for being considered a “bonus” is that the media in itself is of no interest but its power to relay the message to the target audiences is immense. And to succeed with this, their needs must be taken into consideration.

Examples of roles: Journalists and editors.

Audience needs: Compelling stories flavoured with actual facts and proven impact. Complex material should be available but few journalists are likely to be attracted by long reports unless some key elements are interesting at first sight. This can be both person-driven, impact/importance-driven, conflict-driven or through it being very timely or, perhaps, sensational.

Specific Re-Value messages: The Re-Value partnership is...

- *“...changing the approach to the urban transition by including local folks in the co-creative planning and design process of their cities.”*
- *“...challenging the “not in my backyard” dilemma by seeking to co-create with local folks and thus make climate neutrality irresistible.”*

Key Re-Value outcomes and activities:

- **Month 1-15:** Social Media, Local Press Releases.
- **Month 16-48:** Social Media, Re-Value Stories, Monitoring and Evaluation.

Most relevant EU Initiatives: Cities Mission.

²³ <https://invest4nature.eu/>

Specific partners with key expertise: Cities, ICLEI Europe, All.

5.2. Inside city ecosystems

The below are the target audiences currently under consideration within what the partners call “the local ecosystem.” Their specific characteristics will be included on the general level, with room for each city to target its own specific audiences (i.e. local business interests may differ between Rijeka and Izmir). This has been refined for the cities in the reports [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local CD Plans by Leading and Replication Cities 2](#).²⁴

- Local folks, in general
- Local youth
- Local children
- Local businesses
- Local building owners/operators
- Colleagues in the local government (i.e. internal communications in most ways)
- Local politicians
- Local NGOs
- Local interests of wider organisations
- Other wider organisations that cities have an interest in communicating/discussing/negotiating with.

²⁴ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

6. Systemic Challenges

The systemic challenges will be presented as one overall concept by Re-Value where the separate challenges are strongly integrated. When reasoning around them, in Re-Value, we wish to reflect on them in an integrated manner. However, it is recognised that framing it also within each individual challenge can be an effective channel for CDE activities, as media, experts and initiatives are rarely focused on the full systemic set of challenges. A brief introduction to Re-Value's Systemic challenges are therefore provided below, including key Initiatives and the most qualified people in the consortium to support the media on the specific issues. In 2025, individual systemic challenges have been used as lenses to map and reflect on what Re-Value cities are doing in those areas, surfacing new insights through the exchange among cities and with experts within the consortium. Systemic challenges have also been the entry points for 2 workshops and several TTP Talks, which will be completed in 2026 (more details in M&E Report). External experts were also invited to complement knowledge and as part of the Capacity Development and Exchange program. The outputs from all these activities will be analysed in 2026 to identify what and how to communicate best Re-Value experience with the systemic challenges.

6.1. Systemic Changes in Governance, Regulatory Structures, and Advocacy

Focus: Climate neutrality requires a mission-driven and cross-disciplinary approach. Not (only) based on the efforts of engaged individuals, but firmly embedded in organisational structures, reducing fragmentation of responsibilities, strengthening policy coherence across sectors, firmly embedding them in innovative regulatory and political policies, and confirming them through Climate City Contracts of the Cities Mission. Re-Value cities will strengthen local collaborative governance by testing and qualifying democratic tools to broadly empower civil society, businesses, students, media, politicians, researchers, public authorities and other stakeholders.

On-the-ground experiences and learnings on how to advance towards climate neutrality will be codified into updated policy and regulatory frameworks, to prevent that each city needs to reinvent the wheel in local and time-consuming dispensations. Regulatory and policy frameworks also need to be made as resilient as possible in the face of the war, energy and financial crises that demand a large part of cities' political attention and resources.

Key Initiatives: Cities Mission.

Key partners in the consortium: NTNU, ICLEI Europe.

6.2. Societal and Spatial Quality

Focus: Re-Value cities will improve spatial planning through multi-functional use of spaces and infrastructures for experimentation, innovation and cultural expression in their Waterfront Pilots and long-term territorial plans. They will organise artistic, cultural and creative activities to build capacity among local citizens and communities and to generate inviting, attractive and regenerative surroundings where people want to spend time. By engaging with stakeholders on concrete activities related to their daily lives and experiences, they will make urban transformations more tangible and visible, and engage people on a more personal level, to empower them to take on more active roles. This challenge is also framed as "cultural and spatial quality".

Key Initiatives: Cities Mission, New European Bauhaus.

Key partners in the consortium: NTNU, Cities, IFLA, all.

6.3. Financial and Circular Value Chains

Focus: Re-Value cities will work with GIB to identify investment opportunities, create public-private-people partnerships, de-risk assets and monetise co-benefits between climate neutrality and urban quality. Throughout the project, GIB will initiate a series of dialogues with cities and their stakeholders to identify financial and legislation gaps and opportunities for each region. On the basis of this data analysis, GIB will propose further financial and partnership models and guidance to implement, develop and expand throughout the EU region.

Key Initiatives: Cities Mission, Smart Cities Marketplace, European City Facility, Circular Cities and Regions Initiative, Circular Cities Declaration, EU Oceans Mission.

Key partners in the consortium: GIB, ICLEI Europe.

6.4. Data-driven Co-creation, Digital Twins

Focus: Most cities have previously applied results from data-driven scenarios and tools, but haven't necessarily used them themselves - often the work is outsourced to external consultants, not contributing to long-term capacity building in the municipality. Data-driven tools are often technical, mono-sectoral, such as energy and mobility, and not used in systemic co-creative planning approaches with municipality, professional stakeholders and citizens. Re-Value cities will exchange practices to obtain more-fit and better-quality data, improve understanding of how simulation and monitoring tools can be integrated in urban planning and design, and create participatory governance structures that translate data into decision-making and action, to help fulfil Waterfront Pilots and long-term TTPs.

Key Initiatives: Cities, Mission, Living-in.eu, Smart Cities Marketplace.

Key partners in the consortium: Ecoten, Augment City, VITO, NTNU.

6.5. Energy and Mobility

Focus: Improving waterfront access without increasing GHG emissions from transport or energy, without deteriorating water and waste management, and without decreasing air and sound quality, is a challenge for all Re-Value Cities. The cities also need better strategies to sustainably manage large numbers of tourists throughout the year.

Key Initiatives: Cities Mission, CIVITAS, Covenant of Mayors, European City Facility, Smart Cities Marketplace.

Key partners in the consortium: ICLEI Europe, all.

6.6. Nature-based Solutions

Focus: Re-Value cities will integrate nature-based solutions in their Waterfront Pilots and long-term Territorial

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Transformation Plans to boost climate change mitigation and adaptation, urban quality, biodiversity, health and well-being, air and sound quality, and local food production. By themselves these measures are not unique - the innovation lies in their packaging with the other 5 systemic challenges in each individual urban regeneration Pilot.

Key Initiatives: Network Nature.

Key people in the consortium: IFLA Europe, UNG, NTNU, UNIBO, ICLEI Europe.

7. Channels

In the original and first update of this plan, the channels and the plan for their utilisation was described and has in most ways been put into effect to the level expected at this stage.

7.1. Website

The Re-Value website (www.re-value-cities.eu) is the main channel for all communication targeted to the stakeholders outside of the city ecosystems. It follows a relatively simple framework, presented below.

<u>About</u>	<u>Cities</u>	<u>News & Events</u>	<u>Processes</u>	<u>Resources</u>
Vision	Ålesund	News	Innovation Cycles	Publications
Climate Neutral Cities Mission	Bruges	Events	Re-Value Rounds	Multimedia
Community	Burgas	Newsletter		NEB Impact Model Dominoes
Partners	Rimini	Re-Value Your Waterfront		
Contacts	Cascais			
	Constanta			
	Izmir			
	Písek			
	Rijeka			

One key focus area of the website is the backend database allowing for sophisticated cross-linking between city-pages, events, resources, news, partners etc. This is a priority as most external visitors to the website are expected to come in relation from a direct link, and such cross-tagging will allow for more relevant content to be presented for them. For example, anyone visiting the Bruges webpage will see the latest news, publications and multimedia that include Bruges.

Main Target audiences: *Policy Workers, Researchers, Local Governments, other target audiences.*

Status to date (M36): Since launching the full website in Month 6, it has been visited 29,210 times which is assessed as definitely good, considering that the increased amount of content published in 2025 resulted in 18,331 visits. Publications have been a successful component of the website with 995 views of the Initial Impact Model²⁵ and 181 downloads (it is possible to read the report without downloading) since the launch. In total, the website has achieved more than 900 downloads.

²⁵ <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

Between the end of 2024 and November 2025, a significant number of videos (including the Mini Rounds created from the Re-Value Rounds Year 1 and Year 2 series²⁶ and different videos produced by the cities) have been uploaded to the Multimedia²⁷ section of the website. In addition, all newsletter issues sent out so far have been added to the dedicated section.²⁸

In 2025, three new webpages have been designed and added to the website: **NEB Impact Model Dominoes**²⁹ dedicated the innovative game developed by NTNU, **Re-Value Your Waterfront**³⁰ dedicated to the new Re-Value Communications Campaign launched in October 2025 and running until the summer of 2026, and **Re-Value Rounds**³¹ dedicated to the webinars supporting learning and knowledge exchange across the Re-Value partnership. The Campaign launch has resulted in a peak in visits.

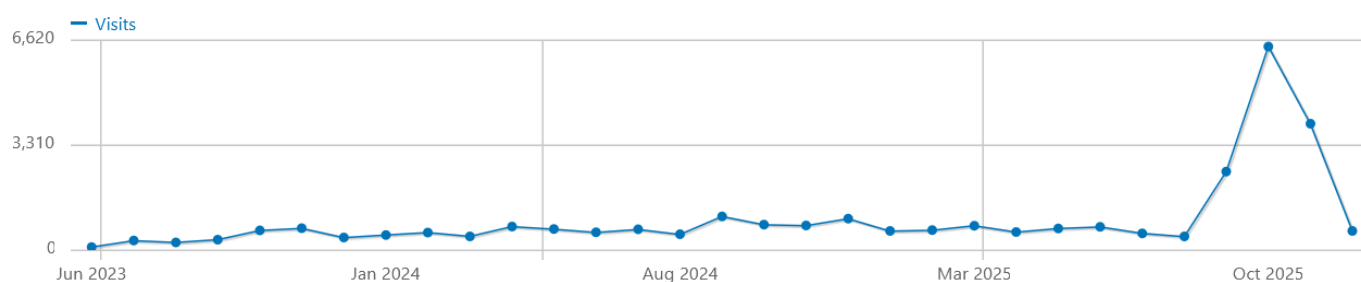


Figure: Website views since the website launch in June 2023 (M6).

It is worth mentioning that the Re-Value website was selected for the **.eu Web Awards**³² as one of the finalists in the category Sustainability Champion in October 2025 and this has also driven more traffic to the website.

KPI for remaining project period: Having assessed the current situation as definitely good, the dissemination efforts and outreach will continue like that in the final year of the project keeping in mind that there is still room for improvement. The KPI set for the forthcoming period is:

10.000 yearly visits to the Re-Value website.

This will require adding a substantial number of high-quality materials to the website and driving traffic from the project's growing social media channels to the website, especially through news stories.

7.2. Social Media

At the beginning of the project, accounts were created for Re-Value on LinkedIn, Instagram, and X (previously Twitter). While LinkedIn and Instagram have proven to be extremely valuable to communicate with the community of practice and external stakeholders, X (previously Twitter) has not been as successful, perhaps due to increasing disinformation sharing and consequent shift of practitioners and academics to other platforms. Due to these reasons, the account was phased out at the end of 2024.

²⁶ [D6.2: Re-Value Capacity Development and Exchange Programme, Version 2](#)

²⁷ <https://re-value-cities.eu/multimedia>

²⁸ <https://re-value-cities.eu/newsletter>

²⁹ <https://re-value-cities.eu/documents/neb-impact-model-dominoes>

³⁰ <https://re-value-cities.eu/re-value-your-waterfront>

³¹ <https://re-value-cities.eu/re-value-rounds>

³² <https://eurid.eu/en/about-eurid/eu-web-awards/>

The Re-Value **social media strategy** aims for storytelling and not only reporting. Content on LinkedIn and Instagram is sourced by ICLEI Europe through general project communication and exchange directly with the cities, with Instagram featuring photos from the cities and live events as well. The content is collected and planned through an Editorial Calendar ensuring one post per week on both LinkedIn and Instagram, with possible biweekly Instagram stories.

Social media content about study visits, Re-Value Rounds, local workshops and external events has been consistently shared on LinkedIn and Instagram since October 2024. Pictures and videos from the October 2024 Venice Biennale Workshop and Rijeka Study Visit have been used to create Instagram Stories and Reels. Before the 2024 winter holidays, a series of posts featuring the Best of 2024 Moments Together was shared.

2025 started with a series of posts dedicated to promoting the Re-Value Mini Rounds, starting from the full playlist on Inclusiveness and Diversity and continuing with selections from the New European Bauhaus, Landscape Transformations, Tactical Urbanism, Energy Transition in Cities, Sustainable Mobility in Italy, and Urban Planning and Climate Change Adaptation playlists.

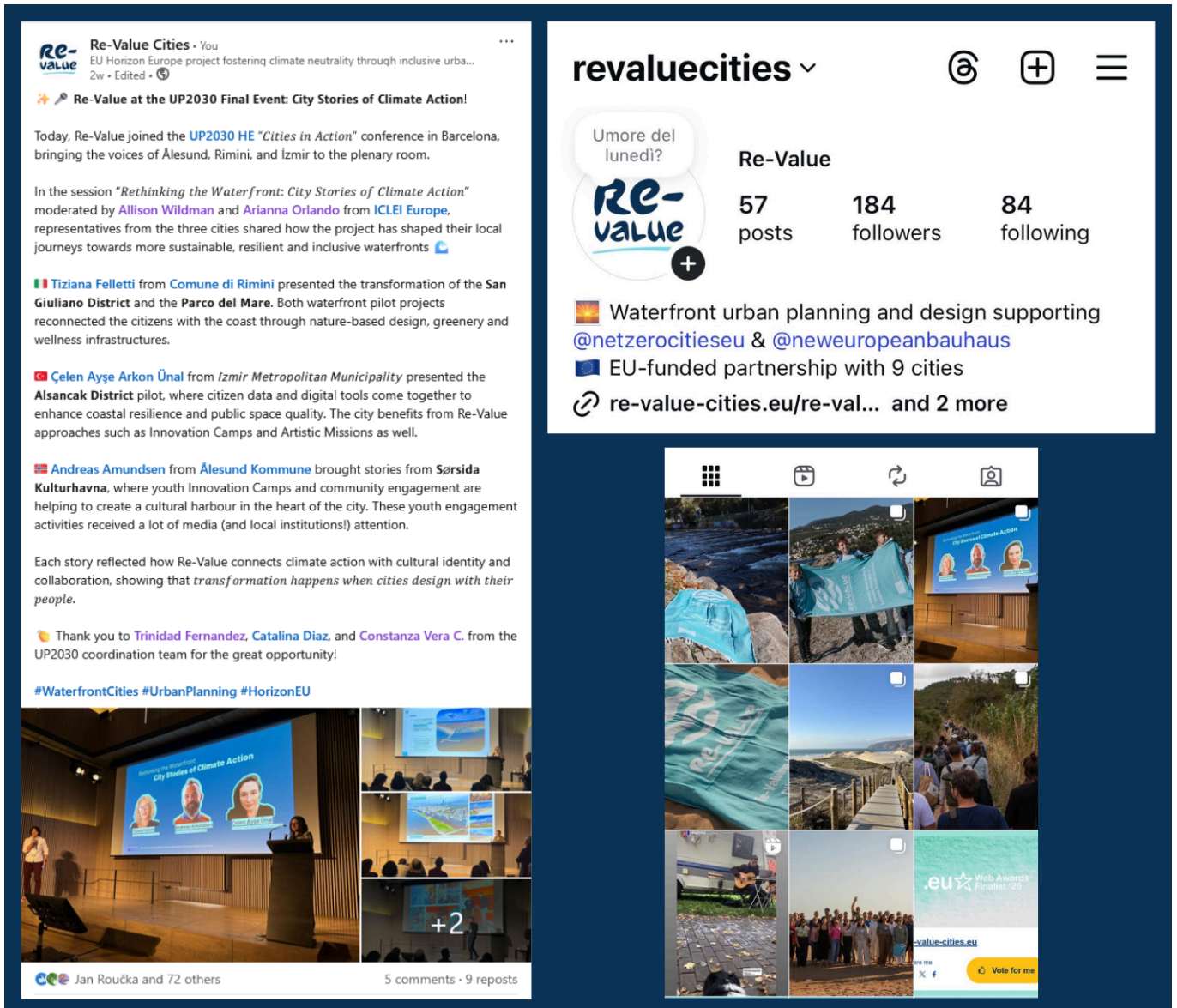
In April and May, Re-Value's participation in the 2025 Cities Mission Conference was widely promoted. September was dedicated to the "Road to Cascais Study Visit" post series and October to the launch of the Re-Value Your Waterfront Campaign and to the "Road to the UP2030 Final Conference" post series.

Main Target audiences

LinkedIn ([link](#)): *Policy Workers, Researchers, Local Governments, National Governments.*

Instagram ([link](#)): *Youth, Policy Workers and Researchers (especially in connection with the New Europe Bauhaus movement) and mainly useful for communication of in-person events in the cities.*

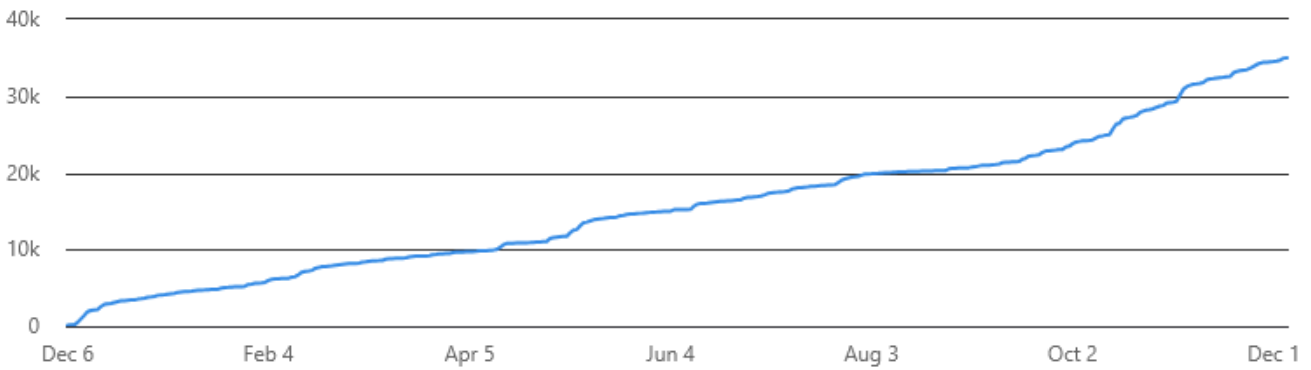
X ([link](#)): *Media, Policy Workers, Researchers. (Account being phased out following ongoing concerns of platform ownership / use, as also discussed in the last review meeting)*



Picture: Screenshots from the Re-Value accounts on LinkedIn and Instagram.

Status to date (M36): As expected, LinkedIn has been the most utilised and beneficial of the three platforms, and by far the most powerful outlet on the EU-level, amassing more than 85,000 impressions and 975 followers in the first three years of the project. For a project that has started to move into the dissemination side of activities in the fall of 2024, this is more than acceptable. On Instagram, the number of followers increased from 122 to 186 in the last year, mainly acquired through stories posted during various Study Visits and re-posts of local partners' reels. X (previously Twitter) has been phased out at the end of 2024.

RE-VALUE



Daily data is recorded in UTC

Figure: Content performance on LinkedIn from December 2024 to December 2025.

974

Total followers

▲47.6% vs. prior 365 days

New followers

Past 365 days

Cumulative

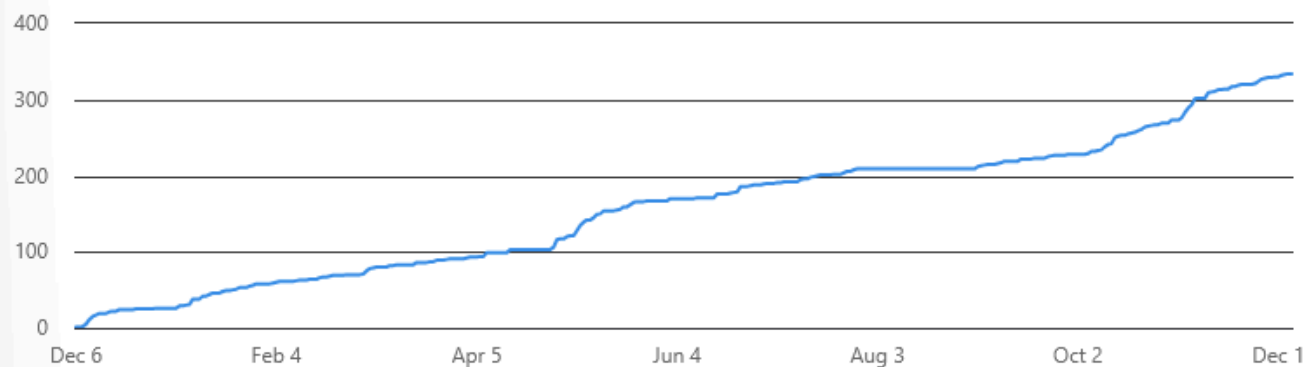


Figure: New followers on LinkedIn from December 2024 to December 2025.

KPI for remaining project period: As for the second update of this plan, no KPI will be set for X (previously Twitter) as the situation (and ownership) on the platform is making it non-desirable for project outreach and dissemination. On the other hand, possibilities on Instagram are increasing, with a bigger community of urban changemakers (and their projects) on the platform today than 36 months ago. This should be exploited by continuing to post content as-it-happens in and around the cities. Therefore, the Instagram KPI for the final year of the project is:

Increasing the follower count on Instagram to at least 250 by the end of the project.

On LinkedIn, the ambition for 2026 would be to continue on the good achievements of 2025, maintaining the achieved reach:

Maintaining reach on LinkedIn above 30.000 impressions in the final project year.

7.3. Mission Platform

As described, Re-Value had high ambitions for connecting with Mission Cities and the Cities Mission via the NetZeroCities project. Even though Re-Value's efforts to create and animate a private group for Re-Value Cities on the NZC Portal experienced too many challenges to be a viable collaboration platform³³, the project's key outputs and exploitation opportunities will be disseminated through the Portal (specifically the Knowledge repository³⁴), NZC City Advisors, and through affiliated Horizon Europe Cities Mission projects.

Main Target audiences: Local Governments

Status to date (M36): In 2025, the private Re-Value Cities group on the NZC Portal has seen little activity, largely because users continue to rely on established collaboration platforms—Teams, Zoom, Google, and Miro—making adoption of the NZC Portal challenging. Dissemination-focused activities have been limited to participation in joint events, including the Cities Mission Conference in May 2025 and the UP2030 Final Event in November 2025. Re-Value's key outputs will be included as resources in the Portal's Knowledge Repository.

KPI for remaining project period: Going forward, ICLEI Europe will seek to expand more into the public discussions on the Portal, by socialising the Re-Value Cities' "Urban Transformation Webinar" series. The main goal however, is to have Re-Value results included in the Knowledge Repository, and encourage other Cities to use Re-Value-based methods and approaches in Urban Planning and Design to achieve climate neutrality:

Include Re-Value results/knowledge in the Mission's/NetZeroCities' Knowledge Repository. .³⁵

7.4. Other Initiatives

The relationships with European Initiatives will not just be in terms of how we work and the events we join but also in more traditional dissemination. Such websites as CIVITAS, Smart Cities Marketplace, the Covenant of Mayors, New European Bauhaus etc. regularly publish content and Re-Value will seek to benefit from these channels as materials allow.

Main target audiences: Varies based on the Initiative.

Status to date (M36): In the period, apart from local cooperation, the work with major EU initiatives outside of NetZeroCities on dissemination and communication has mainly been limited to working with the New European Bauhaus movement in general, and the Smart Cities Marketplace specifically on joint EU representation at the large 2024 Smart City Expo World Congress in Barcelona and a few Re-Value Cities representatives attending the 2025 Smart City Expo World Congress in Barcelona.

³³ <https://re-value-cities.eu/documents/re-value-capacity-development-and-exchange-programme-version-2>

³⁴ <https://netzerocities.app/knowledge>

³⁵ <https://netzerocities.app/ClimateTransitionMap>

KPI for remaining project period: With the Re-Value Final Event coming up in one year, we will seek to further publish content in support of (and cooperation with) the major European Initiatives:

Promote the Re-Value Final Event on the websites and/or newsletters of CIVITAS, the Covenant of Mayors, NetworkNature and New European Bauhaus.

7.5. Partner Channels

Re-Value partners (see [Section 2](#)) represent several organisations with significant reach within different target audiences. Dissemination through these channels is supported by regular mailings to partners and opportunities shared during the Dissemination Group meetings.³⁶ It very much depends on the actions their organisations can take to publish materials or share social media posts, events etc. from the general Re-Value channels. Furthermore, as mentioned, partners will be encouraged to consider publishing outputs from Re-Value on behalf of their organisation, down to - and including - using their own branding as preferred. To support this, and to ensure appropriate EU funding acknowledgement, the Re-Value Sticker has been developed (see [Section 4](#)).

Main target audiences: Varies based on partner.

Status to date (M36): To date, partners have published as relevant on their own websites focusing on activities and events organised with Re-Value support, including local workshops and innovation camps.

KPI for remaining project period: The partner channels will remain strong irrespective of Re-Value content and regularity of publishing so the emphasis here should be on ensuring the as high impact as possible of the Re-Value outcomes. This covers a wide scope, but one key is the “Portfolio of Urban Design and Planning approaches, summarising at least 48 tools, partnership and investment models, based on best and aspiring practices in the 9 waterfront cities” which will be developed continuously from this point. Each of these items will address its own issue / provide a different solution and it’s on the dissemination of these the KPI will focus:

Ensure the dissemination of each individual portfolio item is done on a relevant partner channel.

7.6. Events

The outward-facing events of Re-Value in the first three years of the project have been mainly local events (covered in the Local Communication Plans published in June 2024 and May 2025)³⁷ and the Innovation Camps also happening locally covered in a full planning report published in May 2025 as an update of the first report from December 2023.³⁸ In addition to the events organised by the partnership, partners are supported with slides and event scouting from the central communications efforts.

³⁶ A new group with one or more local communications officers per partner has been created in November 2024. After almost two years since the beginning of the project, the goal was to make the project's communication and dissemination work easier and more efficient. In the last year, the group met four times (in November 2024, January 2025, July 2025, and September 2025). The next meeting will be scheduled at the beginning of 2026. The idea is to have bi- or tri- monthly meetings depending on the outputs that need to be produced.

³⁷ [D8.2: Local CD Plans by Leading and Replication Cities 1](#) and [D8.7: Local Communication and Dissemination Plans by Leading and Replication Cities 2](#)

³⁸ [D8.3 Re-Value Innovation Camps Report 1](#) and [D8.5 Re-Value Innovation Camps Report 2](#)

Status to date (M36): In the first two years, a large number of events have taken place supported by (or supporting) Re-Value, especially locally. As such these have been carried out according to plan and on the EU-level participation in both the Smart City Expo World Congress, New European Bauhaus events, EU Regions Week etc. was better than expected in the early phases.

Even greater results in terms of event participation have been achieved in 2025. Re-Value has participated in the **2025 NetZeroCities Cities Mission Conference**³⁹ that took place on 6-8 May 2025 in Vilnius, Lithuania, and the **UP2030 Final Conference** “Cities in Action - Shaping just, resilient & climate neutral urban planning”⁴⁰ that took place on 3 November 2025 in Barcelona, Spain.

At the 2025 NetZeroCities Cities Mission Conference, Re-Value led a collaboration process, together with UP2030 and CLIMABOROUGH, to successfully co-design and organise the 36m² **Urban Planning and Design Cluster Exhibition space** and a World Cafe session. At the UP2030 Final Conference, a Re-Value delegation presented their waterfront stories in the plenary session “**Urban Planning for Climate Impact: Perspectives of EU funded projects Climaborough and Re-Value on innovative procurement and waterfront cities**” and shared insights on “Rethinking the Waterfront: City Stories of Climate Action.”

KPI for remaining project period: In the first two project years, Re-Value was participating in or holding events at a quite high intensity, but these were not always captured and used in the outward-facing communication (Social Media and website especially). This was sometimes due to internal communication and a wish not to flood the channels only with news about “event X happening somewhere”, as there was not always relevance for the target audiences. In the third project year, all events organised by Re-Value or with Re-Value participation have been widely promoted on the project website and Social Media channels, and through the Informed Cities newsletter issues. In the final year of the project, sharing content to promote the events organised or attended by Re-Value will continue to serve as a great engagement boost on the Re-Value channels.

Publish at least 12 follow-ups from events in the final year, across the Re-Value channels.

³⁹ <https://netzerocities.eu/cities-mission-conference/>

⁴⁰ <https://up2030-he.eu/event-schedule/>

8. Specific CDE Activities (and Processes)

Throughout Re-Value, a series of outputs and specific processes needed special attention from the CDE point of view, not just in its (co-)creation but also in sharing it with the outside world. Core activities mentioned below are supported by a short 'Communication Brief', outlining what key actions to be taken by whom to ensure successful dissemination. Partners have been encouraged to add activities to the list as when they are done. The Re-Value Your Waterfront communication campaign brief is the most recent addition.

Status to date: In general, the activities have been undertaken successfully and the communication and dissemination parts of them have started to be carried through in a consistent manner in 2025. Some briefs are listed below and others have only taken the verbal form and mainly been limited to discussions in the Technical Board meetings or in bilateral communication with relevant partners.

KPI for remaining project period: To support the main CDE activities, emails from the CDE responsible (ICLEI Europe) to the full consortium have been utilised as a tool to share interesting opportunities and to organise the Dissemination Group meetings. These will continue in the final year of the project especially to encourage promotion of the Re-Value Your Waterfront communication campaign.

11 yearly emails to all partners on CDE Activities.

8.1 Draft Communication Briefs

The Communication Briefs of Re-Value are meant to streamline the specific campaigns and activities and ensure all partners are working towards the same goal and are aware of the path to impact. Some are presented below as non-confidential drafts and some have been produced ad-hoc mainly as meetings.

Innovation Camps

About:

From a CDE perspective, the Innovation Camps are a method for engaging youth in co-creating the cities of the future. Initially developed by JA Europe for general topics, the Re-Value project has adapted this innovative approach specifically for sustainable urban development.

Detailed information about the Innovation Camps methodology is available in Deliverable 8.2. The methodology has been expanded upon in Deliverable 8.5 submitted in May 2025⁴¹ and will be further expanded - focusing on the lessons learned during the 3 Innovation Camps organised in each city - in Deliverable 8.9 due August 2026.

Timeline:

2023-2024: Individual follow-ups on Re-Value channels and within the cities.

2025: Dissemination of the overall story of "youth inclusion" through Innovation Camps, leveraging an updated, outward-facing report on the camps.

2026: Guidance on setting up Innovation Camps, with a major focus on the 2026 European Camp.

⁴¹ [D8.3 Re-Value Innovation Camps Report 1](#) and [D8.5 Re-Value Innovation Camps Report 2](#)

Lead Partner:

JA Europe.

Other Key Partners:

All Cities + JA local chapters.

Overall Planning Approach:

JA Europe and ICLEI Europe are in regular contact regarding the Innovation Camps. The approach was agreed upon early in the project, beginning with the delivery of and communication about the initial camps, followed by an analysis of lessons learned (detailed in Deliverable 8.5). The final phase will focus on replicating sustainable urban planning camps by other local JA chapters and other stakeholders.

To ensure success, JA Europe and ICLEI Europe continue to collect best practices (notably in cities where the camps lead to tangible change) and lessons learned, which JA Europe documents after each camp. The European Camp offers strong opportunities for press coverage, combining engaging local content from 9 cities and 27 camps with a broader narrative beyond a typical Brussels-based meeting.

Next Planning Activity:

Currently, the focus is on developing a robust set of lessons learned from the three camps in each city, which will be presented in Deliverable 8.9, and on organising the 2026 European Innovation Camp.

Internal Communication Brief Deadline:

Month 44 (August 2026)

Portfolio of Value-Based Urban Planning and Design Approaches

About:

From a CDE perspective, the Portfolio of Value-Based Urban Planning and Design Approaches provides immediate benefit in it consisting of content that's of immediate use - and produced to be ready for - cities and other urban changemakers to take away inspiration.

The Initial Version of the Portfolio⁴² (D6.3) is a document of good practices from primarily Re-Value Cities, organised by six articulated Re-Value principles. It has been published as a report. The Final Version of the Portfolio will include the most promising emergent practices from Re-Value and will be delivered in 2026. A key communications task is then to make it available in an interactive and easily shareable format, especially towards its contribution to the NZC Portal's Knowledge Repository.

Timeline:

2023-2024: Collection of ideas and production of the first deliverable.

2025: Dissemination of the portfolio

⁴² <https://re-value-cities.eu/documents/urban-planning-and-design-approaches-portfolio-initial-version>

2026: Dissemination of the final portfolio, and ideally embedding of the best cases in other databases, reports, knowledge repositories.

Lead Partner:

ICLEI Europe.

Other Key Partners:

Cities + All.

Overall Planning Approach:

The Portfolio is arguably the first meaningful dissemination output from Re-Value. The Communication and Dissemination planning is therefore highly important both for the long-term success of the final portfolio (which will highlight the innovation derived from Re-Value work).

In the successful dissemination of this immediate report/examples, the key channels will be the website, partner channels and ‘other initiatives’:

- **Website:** The website will be updated to include a searchable, interactive overview of the approaches, complete with tags, key details and connected to relevant cities also through the backend. The work is relatively labour intensive but is viewed as a requirement for effective dissemination of the approaches.
- **Partner Channels:** All the partners included in the Portfolio will be encouraged (and supported) in sharing their specific approach as a best practice in the Re-Value partnership.
- **Other Initiatives:** Here, ICLEI Europe will take the lead in identifying solutions relevant for other initiatives, benefitting from the Local Communication Plans (D8.3) describing what cities are part of what initiatives, and seek to place one Portfolio item either as news, resource or shared via social media from each of them.
- **Social media:** Finally, ensuring the Portfolio is consistently socialised, ICLEI Europe will use the best examples from Re-Value Cities to highlight interesting approaches, tools and methods, to provide real value on Social Media. This has the benefit of being able to run and be disseminated for a longer term than one news story ever would.

For the final Portfolio, a full and important extra channel would be to have the best cases also included on the NZC Portal in a manner that is direct, easy-to-understand, and appealing to city practitioners.

Next Planning Activity:

The key upcoming activity for the Portfolio is harvesting the best emergent practices from the Re-Value work (Innovation Cycles, Impact Model, Innovation Camps, etc.), curating them as part of the Final Version of the Portfolio, and disseminating the new tools, methods, and approaches as widely as possible.

Internal Communication Brief Deadline:

Month 42 (June 2026.)

“Urban Transformations” Webinar Series

About:

The Urban Transformations webinar series aims to build capacity in both the Re-Value Cities and other cities that are part of - or interested in - the Cities Mission within a national context. Up to 27 webinars are to be organised, with some room for flexibility as to how and when, but aimed at the national level. Whenever possible, sessions will be conducted in the local language to facilitate the national dissemination of knowledge.

The on-going plan is to identify knowledge gaps, monitor city engagement with national platforms of the Mission Cities, and support the Re-Value Cities to organise and host webinars. Sessions will focus specifically on the challenges that Re-Value Cities are facing within the context of their Waterfront Pilots (aligning with work flows in WP1 for the Territorial Transformation Plan (TTP) and “Full Scale Deployment” activities), and discuss approaches to co-creation, co-benefits, and decision-making.

Timeline:

Mid 2025 - end 2026

Lead Partner:

ICLEI Europe.

Other Key Partners:

NTNU + Cities.

Overall Planning Approach:

Communication efforts for this task will start in earnest in Q1 2026. Re-Value Cities will be supported for the remainder of 2025 and early 2026 to develop their presentations, identify their target audience, and share invitations, utilising the National Platform contacts, NetZeroCities Portal, ICLEI’s member network, and personal contacts. Recorded webinars will be summarised in English and posted (in the recorded language) on the Re-Value YouTube Channel and website.

Internal Communication Brief Deadline:

Month 46 (October 2026)

Urban Planning in Transition(s) Forum

About:

The Re-Value Grant Agreement and the last update of the CDE plan⁴³ submitted in December 2024 state that the *Urban Planning in Transition(s) Forum* was supposed to be organised as a partner activity to the wider

⁴³ [D8.4 Re-Value Communication, Dissemination and Exploitation Plan 2](#)

NetZeroCities Cities Mission Conference⁴⁴ that took place on 6-8 May 2025 in Vilnius, Lithuania together with Re-Value's sister projects **UP2030**⁴⁵ and **CLIMABOROUGH**⁴⁶ (Urban Planning and Design Cluster).

The original ambition was to organise the Forum as a stand-alone event, or seek cooperation with the Cities Mission Conference, to host an urban planning-focused event to bring the partner cities together to discuss shared challenges, emergent solutions, and to network within the Cities Mission community. This proposal-initiated idea, however, proved difficult to materialise: the sister projects UP2030 and CLIMABOROUGH (part of the Urban Planning and Design Cluster with Re-Value) are working on slightly different topics with different impact/ambition as Re-Value; the projects do not share the same delivery timelines making coordination difficult; and the projects did not foresee the additional costs associated with co-designing and participating in an event outside of their own project scope.

For logistical reasons, the plan needed to be revised. It still ensures strong Re-Value dissemination in an updated schedule of one large hosted event, a couple of significant presences at the Mission Conference or similar, and additional event participation.

With encouragement from Laura Hetel (EC) at the Re-Value Review Meeting in September 2024, Re-Value together with UP2030 and CLIMABOROUGH organised the Cluster's significant presence at the NetZeroCities Cities Mission Conference that took place on 6-8 May 2025 in Vilnius, Lithuania. Re-Value led a collaboration process with its sister projects to successfully co-design and organise the **Urban Planning and Design Cluster** exhibition and a World Cafe session at the Cities Mission Conference in lieu of a stand-alone event.

Re-Value presented the **NEB Impact Model Dominoes Game**⁴⁷ as a practical way to approach collaboration on climate action. The game turns theory into action, encouraging players to explore co-benefits and identify conflicts of interest within their projects. More than 250 game kits were disseminated to city representatives who could bring this engaging, hands-on method back to their municipalities.

Over three packed days, the Urban Planning and Design exhibition became THE space for exchanging ideas, sharing tools, and starting meaningful conversations about how urban design and planning can accelerate progress towards climate neutrality. A colourful **resource corner** drew participants in with interactive, QR-linked publication covers, an easy way to learn more about each project's key deliverables and outputs, and share feedback. Visitors also had the chance to watch **exclusive short films** featuring urban transformation stories from six Re-Value cities: Ålesund, Bruges, Burgas, Rimini, Constanța, and Rijeka. Each visitor could take home one of the **27 cluster cities' postcards** and step out of the traditional European urban circuit, into cities and spaces that hardly get the spotlight.

The cluster also hosted a **World Café session** on "Urban Planning and Design for Climate Impact," offering a face-to-face exchange of ideas on how collaboration, imagination, and local action are key to building climate-neutral cities. As shared by a representative from the City of Riga, *"we should prioritise working with citizens to change their habits that have negative climate impacts."*

The Re-Value partners felt connected to other European and Mission cities, and gathered feedback and insights which will help them further guide the project. This consolidated presence at the Cities Mission flagship event -

⁴⁴ <https://netzerocities.eu/cities-mission-conference/>

⁴⁵ <https://up2030-he.eu/>

⁴⁶ <https://climaborough.eu/>

⁴⁷ <https://re-value-cities.eu/documents/neb-impact-model-dominoes>

the largest and most well-attended to date - had the benefit of reaching an enormous group of cities seeking to become climate neutral, supporting the mission's ambition, and bringing Re-Value Cities to the big mission event for further inspiration all while not adding another travel in a period of more-than-usual number of activities for the cities. The only drawback to participating in this event was the limited opportunities to have focused plenary discussions specifically addressing urban planning and design between city partners.

Timeline:

In detail, the *Urban Planning in Transition(s) Forum* turned into the events listed below.

1. Organisation of the Urban Planning and Design Cluster exhibition and World Café session at the May **2025 Cities Mission Conference** with UP2030 and CLIMABOROUGH. Re-Value led a collaboration process with the other two cluster projects, to successfully co-design and organise the Urban Planning and Design Cluster exhibition in lieu of a stand-alone event. The cluster also hosted a World Café session on "Urban Planning and Design for Climate Impact". Over three days, the Urban Planning and Design exhibition became THE space for exchanging ideas, sharing tools, and starting meaningful conversations about how urban design and planning can accelerate progress towards climate neutrality, supported by high-quality materials, booklets, and short films. *(fulfilled)*
2. The **Re-Value Final Event** will be organised in Bruges in November 2026 as a large public conference close to the European Commission (Brussels), including the Cities Mission and New European Bauhaus communities, to showcase Re-Value achievements, and hand over key results to national and European policymakers, to reach stakeholders outside of the Mission Conference;
3. Participation in the **UP2030 Final Conference**, which took place in Barcelona on 3 November 2025, before the Smart City Expo (4-6 November 2025); *(fulfilled)*
4. Still under development: Potential participation in the **European Ocean Days** (Brussels, 2–6 March 2026),⁴⁸ the **New European Bauhaus Festival** (Brussels, 9-13 June 2026),⁴⁹ the **Rimini Velo-city Congress** (Rimini, 16-19 June 2026),⁵⁰ and the **EU Week of Regions and Cities** (Brussels, October 2026).⁵¹
5. Re-Value has also organised a session at the European Week of Regions and Cities in 2024 and brought a speaker to Urban Future 2025; and the partners are present at other events.

Lead Partner:

ICLEI Europe.

Other Key Partners:

NTNU + Cities.

Overall Planning Approach:

The reframed *Urban Planning in Transition(s) Forum* demonstrates a pragmatic and opportunity-driven planning approach, ensuring strong CDE impact despite the initial stand-alone event not being feasible. Rather than diluting visibility or overburdening cities with additional travel, Re-Value strategically embedded itself within the flagship

⁴⁸ https://maritime-forum.ec.europa.eu/theme/governance/european-ocean-days_en

⁴⁹ https://new-european-bauhaus.europa.eu/events/festival_en

⁵⁰ <https://www.velo-city-conference.com/en/partners-exhibitors/exhibitors/velo-city-2026-rimini/>

⁵¹ <https://regions-and-cities.europa.eu/>

Cities Mission Conference, leveraging the supportive feedback from the European Commission and the momentum of its sister projects.

The approach centred on three principles:

1. **Cluster Collaboration and Co-Creation:** Re-Value took the lead in co-designing a unified presence with UP2030 and CLIMABOROUGH. This ensured thematic coherence while respecting each project's different scopes and timelines. This collaboration served as a pilot for cross-project communication with CLIMABOROUGH planning ahead of the 2026 events (This will not be possible with UP2030 as the project ends in December 2025).
2. **Maximising On-Site Engagement and Tangible Tools:** The Forum's reconfigured format emphasised interactive materials capable of sparking conversations and enabling cities to bring learning home. The NEB Impact Model Dominoes Game, the short city films, the 27-city postcard set, and the QR-enabled resource corner allowed participants to engage with project content at multiple depths. This approach is now informing how Re-Value prepares future dissemination materials, including for the Final Conference.
3. **Strategic Presence within the Mission Ecosystem:** By anchoring the Forum within the Mission Conference, Re-Value reached the largest gathering of Mission Cities to date, positioning the project as a key contributor to planning and design discussions. This approach optimised travel budgets, strengthened relationships with Mission actors, and enabled the consortium to collect direct feedback that will shape the remaining phases of WP8 and the wider project narrative.

This adaptive planning approach establishes a template for how Re-Value will participate in additional 2025–2026 events: a focus on collaboration, visibility, high-value materials, and alignment with major EU initiatives such as the New European Bauhaus.

Next Planning Activity:

The next key planning tasks involve consolidating learnings from the Vilnius Mission Conference and UP2030 Final Conference presence and strategically preparing Re-Value's forthcoming contributions to major 2026 events. Work in the coming months will focus on:

- **Initiating the detailed planning for the Re-Value Final Conference in Bruges (November 2026)**, including the definition of the event narrative, speaker identification, visual identity, partnerships (Cities Mission, NEB), and integration of outputs such as the Portfolio, the Mini Round films, the Waterfront Campaign, and city-level results.
- **Agreeing within the consortium on the priority events from the 2026 shortlist** (European Ocean Days, NEB Festival, Velo-city Rimini, EU Week of Regions and Cities). This includes assessing budget, relevance to WP8 objectives, expected audience, and opportunities for cross-project or Mission-level collaboration.
- **Mapping which materials and tools need updating** for 2026 activities (e.g., refreshed postcards for all 9 cities, updated dominoes game, improved film selection, new Re-Value Your Waterfront content, updated infographics and policy messages).

These steps will ensure that upcoming Re-Value presences build upon the strong visibility achieved in 2025 and strategically support the project's final dissemination peak in 2026.

Internal Communication Brief Deadline:

Month 47 (November 2026)

Re-Value Your Waterfront Communications Campaign

About:

Re-Value Your Waterfront⁵² is a major CDE action launched in October 2025 during the Cascais Study Visit. It is designed as a high-visibility outreach campaign engaging European waterfront cities in sharing how they are rethinking planning and design practices to support climate neutrality. The campaign uses a visual storytelling approach centred on the *Re-Value SeaTowels*,⁵³ 100 percent upcycled towels made from marine plastic collected by fishermen (SEAQUAL® yarn)⁵⁴ and recycled cotton.

The SeaTowel functions as a recognisable symbol of Re-Value's commitment to environmental responsibility and circular innovation. More importantly for CDE purposes, it is an engagement trigger that mobilises a wide network of city representatives and enables the project to collect authentic, city-generated content on urban waterfront transformation. The campaign aligns with the project's ambition to make urban planning more tangible, relatable, and visible outside the consortium.

Strategic CDE Role:

The campaign forms a central part of WP8 because it:

- Generates decentralised communication from cities, extending the reach of Re-Value beyond project-owned channels.
- Activates the nine Leading and Replication Cities and additional waterfront cities, strengthening their sense of ownership and increasing participation in dissemination activities.
- Creates a stream of real-world examples of waterfront rethinking that can be used across social media and the website.
- Provides a practical and highly shareable entry point into Re-Value's methodology, linking to the Portfolio of Value-Based Urban Planning Approaches and to the project's storytelling around planning and design.
- Positions Re-Value as a creative, citizen-facing project aligned with the New European Bauhaus values of beauty, sustainability, and inclusion.

Why the SeaTowels are a necessary CDE Expense:

The distribution of 300 SeaTowels is an unforeseen but justified and proportionate project cost. Each towel:

- Enables participation in the campaign by providing a physical communication tool intended to appear visibly in photos and videos.
- Encourages city representatives and stakeholders to share images with the campaign hashtag #ReValueYourWaterfront, thereby amplifying dissemination impact at very low marginal cost.
- Acts as a conversation starter at events, bilateral meetings, site visits, and Mission activities, making Re-Value instantly recognisable.

⁵² <https://re-value-cities.eu/re-value-your-waterfront>

⁵³ <https://www.seatowel.eu/seatowel-original>

⁵⁴ <https://www.seaqual.org/>

- Supports equitable participation: smaller municipalities or non-funded stakeholders can still engage and contribute content simply by receiving a towel.
- Ensures consistency and visibility across the campaign, replacing ad-hoc or generic imagery with a unified project identity.

The quantity (300) reflects the campaign's ambition to reach not only Re-Value partners but a broader audience of European waterfront cities, Mission Cities, associated initiatives, and local stakeholders who express interest in rethinking their waterfronts.

Timeline:

2025: Campaign launch during the Cascais Study Visit; distribution of the first towels; publication of toolkit and guidance on the Re-Value website; initial wave of social media posts on Re-Value social media channels.

2025–2026: Ongoing distribution of SeaTowels to interested waterfront cities; monthly curated posts across Re-Value channels featuring city contributions; integration with study visits and webinar series.

2026: Consolidation of campaign outputs for use in the Final Conference in Bruges, the final Portfolio, and Mission-related events.

Lead Partner:

ICLEI Europe.

Other Key Partners:

NTNU + Cities.

Overall Planning Approach:

ICLEI Europe developed the campaign concept, toolkit, and messaging. The approach is collaborative: cities and partners receive guidelines, visual samples, and suggested captions, leaving room for local adaptation. The campaign is supported through WP8 emails encouraging partners to share images, stories, and updates. Submitted content is curated, captioned, and published on Re-Value's channels to maintain coherence with project branding and messaging.

To maximise impact, the campaign is embedded into other CDE activities, including the website editorial calendar, study visits, Mission City networking, and the Portfolio content strategy. Images and stories collected through the campaign will also feed into the final Re-Value Conference communication material.

Next Planning Activity:

The next phase focuses on consolidating the early success of the campaign and preparing structured workflows to scale it across 2026. Key activities will include:

1. **Establish a content integration workflow (if city representatives do not follow the Toolkit guidelines)⁵⁵**
 - a. Set up a system for receiving and tagging city pictures.
 - b. Align this workflow with the project editorial calendar.
2. **Plan the next rounds of SeaTowel distribution**

⁵⁵ https://re-value-cities.eu/sites/default/files/media/Re-Value%20Your%20Waterfront%20Communications%20Toolkit_2.pdf

- a. Identify priority groups of waterfront cities (Mission Cities, NEB cities, and cities involved in the Urban Transformations webinars).
 - b. Coordinate shipping and documentation to ensure coverage across Europe and maintain traceability for reporting.
3. **Expand campaign visibility through key project moments**
- a. Integrate the campaign into upcoming study visits, the webinar series, and other 2026 events.
 - b. Prepare tailored call-to-action messages for each event to encourage city representatives to post their SeaTowel photos.
4. **Prepare for 2026 consolidation outputs**
- a. Select and curate standout contributions for inclusion in the Final Conference exhibition, and the Portfolio of Value-Based Approaches.
 - b. Plan for a dedicated campaign recap (news story + visuals) to be published before M47.

These steps ensure that the campaign shifts from an initial launch phase to a structured, long-running CDE action that continuously generates content, strengthens city engagement, and enriches Re-Value's final outputs.

Internal Communication Brief Deadline:

Month 47 (November 2026)

Journal and conference articles

About:

Re-Value is committed to disseminating and exploiting its work with the cities in scientific publications as academic knowledge to the scientific community, closely linked with the other outreach approaches. Topics will include co-creative urban planning, the innovation cycles, work in the cities, and other relevant work. The original KPI on this activity is 9 articles. The partners will publish open-access scientific papers to maximise knowledge sharing, through scientific channels under an Open Science and Citizen Science approach.

Timeline:

First publications expected early in the project within year 1 and 2, more afterwards with increasing activities and results, and development of joint results of the partners. Work will be aligned with project activities, city needs, and Deliverables.

2025: Based on work carried out in the project, the Re-Value team completed a total of six publications, including international journal articles, field studies, and peer-reviewed conference papers. Several other manuscripts are under development, and existing conference contributions may serve as the foundation for larger collaborative articles.

Published Outputs:

- **Two peer-reviewed articles in international journals:**
 - *Digital Geospatial Twinning for Revaluation of a Waterfront Urban Park Design (Case Study: Burgas City, Bulgaria)*⁵⁶ – published in **Land**, authored by Sofia University and the City of Burgas.

⁵⁶ [Digital Geospatial Twinning for Revaluation of a Waterfront Urban Park Design \(Case Study: Burgas City, Bulgaria\)](#)

- *Towards Climate Adaptation: A Case Study of a Coastal City in Portugal*⁵⁷ – published in **Building and Environment**, authored by LNEG and the City of Cascais.
- **Two reports on field studies from İZPA and Izmir (in Turkish, to be translated to English in 2026):**
 - *Co-Diagnosis – Şevket Özçelik Street: Assessing Public Space Quality*⁵⁸
 - *Co-Diagnosis – İnciraltı Urban Forest: Assessing Public Space Quality*⁵⁹
- **Two peer-reviewed conference papers from NTNU:**
 - *Open Urban Innovation Ecosystems – Integration of Data, Services, and Stakeholders*⁶⁰ (based on experience from Re-Value, NEB-STAR, +CityxChange)
 - *Temporal Aspects in Process Support for Urban Digital Twins*⁶¹ (based on experience from Re-Value, NEB-STAR)

2026: The two conference papers address critical challenges and draw on insights from multiple projects (Re-Value, NEB-STAR, +CityxChange). These contributions could form the basis for larger collaborative publications. Several other manuscripts are also in the ideation phase and are expected to be completed in 2026.

Lead Partner:

NTNU.

Other Key Partners:

All research partners: VITO, UNIBO, LNEG, IZTECH, UNG, SU, and all partners as potential collaborators and co-authors.

⁵⁷ [Towards climate adaptation: a case study of a Coastal City in Portugal](#)

⁵⁸ [BİRLİKTE TANI-ŞEVKET ÖZÇELİK SOKAK KAMUSAL ALAN YAŞAM KALİTESİNİN ÖLÇÜMÜ](#)

⁵⁹ [BİRLİKTE-TANI İNCİRALTI KENT ORMANI:KAMUSAL ALAN YAŞAM KALİTESİNİN ÖLÇÜMÜ](#)

⁶⁰ [Open Urban Innovation Ecosystems - Integration of Data, Services, and Stakeholders: Discussion Paper](#)

⁶¹ [Temporal Aspects in Process Support for Urban Digital Twins](#)

9. Monitoring, Reporting and Evaluation

Re-Value will track, report and evaluate on a number of its activities through internal collaboration tools and trackers, its outreach measures and channels, and for selected indicators into the Horizon Europe Participant portal as part of its reporting. The categories below are tracked and updated regularly. This is described in detail in the Monitoring and Evaluation Framework, D7.1 Re-Value M&E Model (initial version)⁶² and following versions,⁶³ and the reporting of these are included in D7.2 Re-Value M&E Report 1⁶⁴ and D7.5: Re-Value M&E Report 2,⁶⁵ and will be updated in the forthcoming updates of the monitoring report.

The new KPIs set in this updated plan ([Section 7](#)) can all either be assessed using existing monitoring tools, or be evaluated by ICLEI Europe ad-hoc.

9.1. Events

- **216 Local workshops**
Reporting by: Cities
- **28 Innovations Camps**
Reporting by: JA Europe
- **(Up to) 27 National Urban Transformation Webinars**
Reporting by: Local Cities
- **Urban Planning in Transition(s) Forum**
Reporting by: ICLEI Europe
- **Final Conference**
Reporting by: ICLEI Europe & NTNU

9.2. Online Communication

- Re-Value website
Reporting by: ICLEI Europe
- Social Media
Reporting by: ICLEI Europe
- 8 Newsletters
Reporting by: ICLEI Europe

9.3. Dissemination & Exploitation

- Active cooperation with at least 17 other relevant European initiatives, platforms and projects
Reporting by: all

⁶² [D7.1: Re-Value Monitoring & Evaluation Model \(initial version\)](#)

⁶³ [D7.3: Re-Value Monitoring & Evaluation Model \(first intermediate version\)](#) and [D7.6: Re-Value Monitoring & Evaluation Model \(second intermediate version\)](#)

⁶⁴ <https://re-value-cities.eu/documents/re-value-me-report-1>

⁶⁵ [D7.5: Re-Value M&E Report 2](#)

re-value

- 9 Policy Briefs and follow-up meetings
Reporting by: NTNU & ICLEI Europe
- Contribute to at least 13 national and European regulatory, policy and standardisation initiatives
Reporting by: NTNU & ICLEI Europe
- 27 Exploitable Results (Policy, Tool, Guide, Soc Innovation)
Reporting by: all
- Participation in up to 9 emergent national platforms
Reporting by: all
- 9 open-access scientific articles
Reporting by: NTNU

10. Conclusion & Next Steps

As Re-Value enters its final year, the project's communication, dissemination and exploitation activities have reached a higher level of maturity. The consortium has moved from establishing tools and channels to using them more deliberately, aligning communication efforts with project results, city journeys, and emerging impact pathways.

Several key lessons can be drawn from the last three years. First, **story-driven communication has proven to be one of the most effective approaches** to translate complex processes - such as integrated urban planning, co-creation, and climate neutrality - into accessible and engaging narratives. The development of Re-Value Stories and thematic campaigns has shown that grounding communication in real city experiences helps bridge the gap between technical outputs and wider audiences.

Second, **flexible and opportunity-driven dissemination has been essential** to maximise visibility and relevance. Rather than relying solely on pre-defined formats, the project benefited from actively engaging in major European events, collaborative initiatives, and cross-project activities. This adaptive approach allowed Re-Value to position itself within key EU policy and innovation discussions, particularly in relation to the Cities Mission and the New European Bauhaus.

Third, **informal but consistent collaboration within the project cluster and with external initiatives has been a key enabler** for impactful dissemination. Regular coordination with sister projects - often outside formal structures - supported joint activities, shared visibility, and more coherent messaging. This highlights the importance of trust-based collaboration mechanisms alongside formal project frameworks.

At the same time, the experience also revealed challenges. Ensuring **consistent partner engagement across communication activities**, navigating a **crowded landscape of EU platforms and initiatives**, and aligning outputs with **different levels of project maturity across cities** required continuous coordination and adaptation. These insights have informed a more targeted and strategic approach for the final phase of the project.

Building on these lessons, the strategic focus for 2026 is twofold: **(1) consolidating Re-Value's key outputs**, ensuring they are accessible, visible, and relevant for a growing community of European cities; and **(2) amplifying the project's legacy**, particularly through the Re-Value Your Waterfront campaign, the Portfolio of Value-Based Approaches, the Urban Transformations webinars, and a coordinated presence in major EU events leading up to the Final Conference in Bruges.

Across all channels, the emphasis will remain on **story-driven communication** demonstrating how collaborative urban design and planning approaches can make the transition to climate neutrality both feasible and desirable. Re-Value will also continue strengthening its collaboration with Mission Cities, European initiatives and partner networks, ensuring that the project's methods, tools and city learnings travel well beyond the consortium and contribute to ongoing European processes.

The final year of the project is therefore conceived as a **peak mobilisation and consolidation phase**: a moment to translate accumulated knowledge into widely usable outputs, to strengthen the visibility of the nine waterfront cities, and to embed Re-Value's results within the broader European policy and practice landscape. Through

re-value

coordinated partner engagement, targeted dissemination pathways, and strategic use of project results, Re-Value aims to deliver a coherent and lasting contribution to urban transformation in Europe.

About Re-Value – Re-Valuing Urban Quality & Climate Neutrality in European Waterfront Cities

The Re-Value partnership consists of nine European waterfront cities and selected European organisations that work to make the urban transition irresistible for everyone. This is done by demonstrating how climate neutrality and urban quality can be aligned, by re-valuing the cities' connection to their waterfronts, strengthening co-benefits and mitigating potential adverse impacts.

Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), and Rimini (Italy) demonstrate how integrated urban planning and design can be optimally deployed to achieve climate neutrality and significantly reduce GHG emissions by 2030. In addition, Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), and Rijeka (Croatia) learn, replicate and develop their own participatory story-building, data-driven scenarios, and financial and partnership models on integrated urban planning and design to accelerate their journeys to climate neutrality.

The partnership is coordinated by the Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and Innovation funding programme Horizon Europe under grant agreement 101096943.

Learn more about the partnership and the outcomes on re-value-cities.eu.

Partners



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Annex 1: Re-Value Visual materials and Templates - overview

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Stylesheet & Logos

The Stylesheet presents the overall visual identity of Re-Value. It highlights the two fonts, Calibri and Barlow as well as the Colour codes. A screenshot of is presented to the rights, and available for partners through the project repository

Style Sheet

General Logo

Boxed Logo

Spacing General Logo

Spacing boxed Logo

Primary font

Aa Barlow

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat.cmod tincidunt ut laoreet dolore magna aliquam erat volutpat.

Secondary font

Aa Calibri

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat.cmod tincidunt ut laoreet dolore magna aliquam erat volutpat.

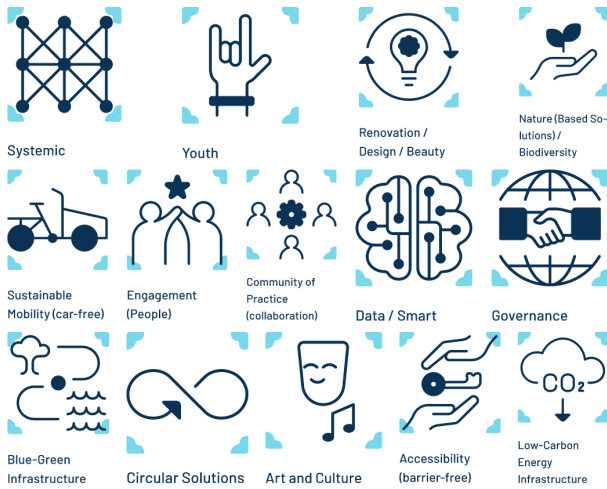
Colors

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#824132*16 #43110*134 HEX#2B6E86	#691922*2 #76161186 HEX#4CA0B9	#610110*0 #212217*238 HEX#79D9EE	#29017*0 #188236*246 HEX#BCECF6	#61012*0 #242251*253 HEX#F2FBFD
#245455*15 #179120*100 HEX#B37864	#184044*6 #204158*135 HEX#CC9E87	#019126*0 #255219*193 HEX#FFDBC1	#010113*0 #255237*224 HEX#FFEDE0	#0415*0 #255248*243 HEX#FFF8F3

Icons

Re-Value partners have produced a series of icons to fit different needs, both thematic and for various processes in Re-Value. A screenshot of those are presented below, and available for partners through the project repository.

For those preferring to work in CANVA, all the icons are shared [here](#).



Re-value funding Sticker

For situations where a presentation about Re-Value is better done in a city's or organisation's own branding. Ensures funding disclaimer and credit. A screenshot of those are presented below, and available for partners through the project repository.

RE-VALUE



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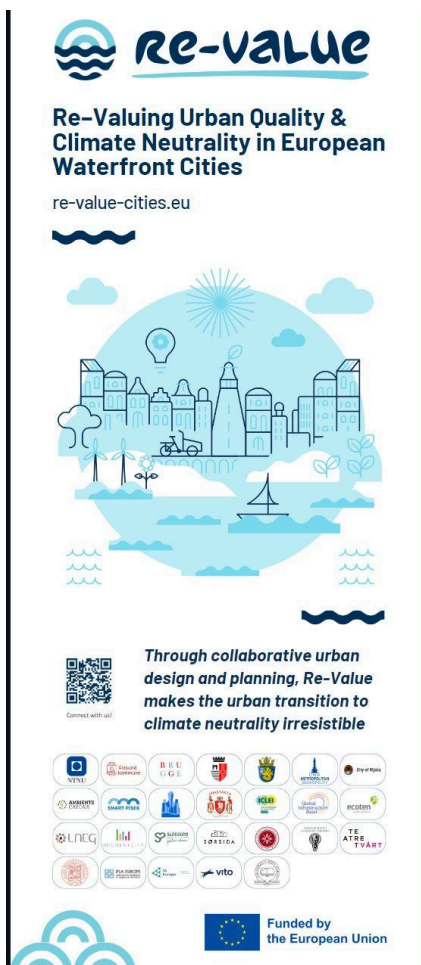
Eye catcher / logo mark

Not intended as a logo as such, but to complement where an additional visual is preferable around the "Re-Value" text.



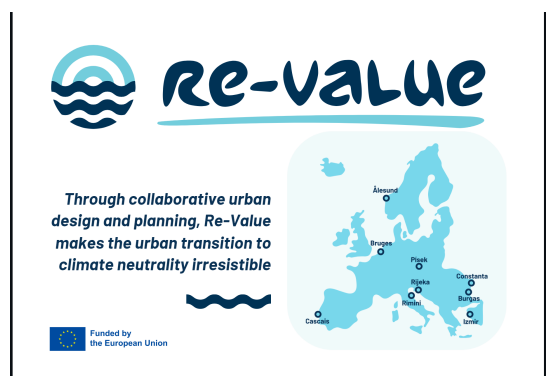
Roll up banners

A few different variants exist for the banners. Adjustments as preferred are welcome to fit the local audience. Partners can find them through the project repository or on [Canva](https://www.canva.com), and screenshots are presented below.



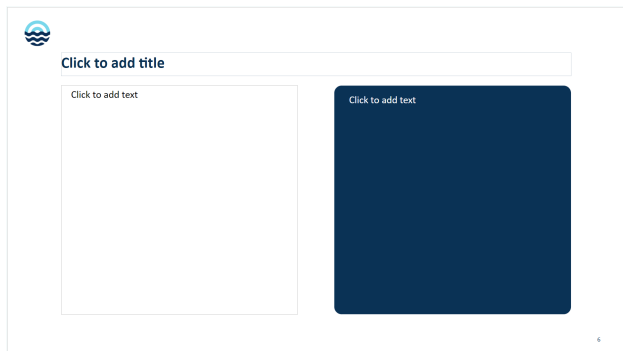
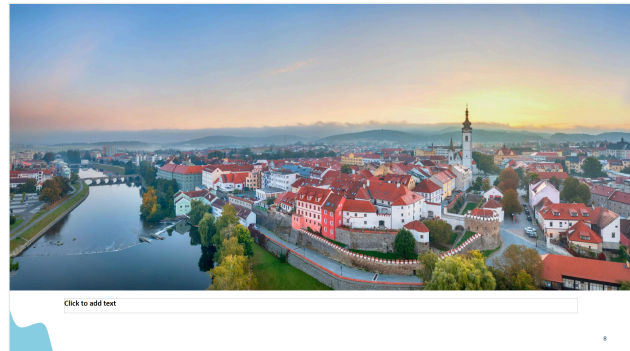
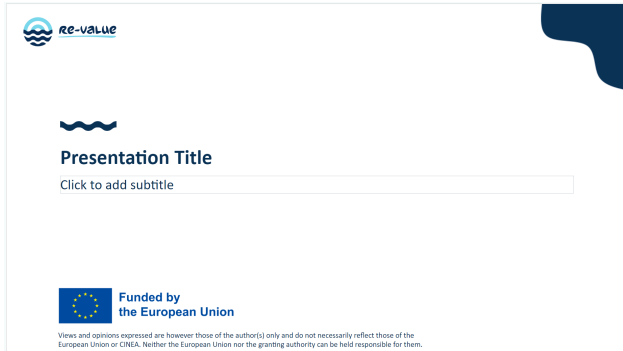
Print products in post-card size

A very simple and quick option for an easy print product containing the key elements of the above, in postcard size, is available on [Canva](https://www.canva.com) and a screenshot is presented here.



PowerPoint

A simple template for PowerPoint presentations is available through the project repository and some of the pages are presented below via screenshot.



Document Template

The template for reports used for all deliverables has also been published and shared with partners. It is also used for this Deliverable.