

re-value



## Re-Value Capacity Development and Exchange Programme, Version 3

Re-Value Deliverable D6.9 - June 2025

## Report Information

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## Executive Summary

The Re-Value Capacity Development and Exchange Programme (Re-Value CD&E Programme) is entering its third and final year. Designed to support the nine Re-Value Cities in achieving ambitious European climate neutrality goals, the programme follows a three-pronged approach: **learning, reflexivity, and motivation.**

To facilitate these focus areas, structured modules were co-designed with the Community of Practice (CoP) for Year 1, including (1) the **Re-Value Rounds**, monthly online opportunities for cities to both exchange best practices on the project's six systemic challenges in a variety of interactive formats, and to receive input from the wider CoP; (2) curated **Re-Value Study Visits** to each city; (3) **Peer Reviews** for each Re-Value Waterfront Pilot Roadmap; and (4) opportunities for spontaneous interaction among CoP members via their dedicated **peer-to-peer space on the NetZeroCities Portal**, which is equipped with conversational and collaborative technology, connected directly to the Cities Mission network. Further details on the initial goals and ambitions are available in the Year 1 and Year 2 programmes (D6.1 and D6.2).

This Version 3 deliverable, *Re-Value Capacity Development and Exchange Programme, Version 3* is presented in two sections. **Section 1** summarises the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 2** - Celebrate the City - from between September 2024 to June 2025. **Section 2** presents the planned programme concept and support activities co-created with the Re-Value Community of Practice and other Work Package leaders for Programme **Year 3** (September 2025 - June 2026).

The theme for Year 3, “**Supporting the Re-Value City Journey,**” reflects a renewed focus on enabling and strengthening the Re-Value-inspired work of the cities themselves. The Capacity Development and Exchange Programme is designed first and foremost to support the practical implementation efforts of Re-Value Cities, by providing targeted inputs / knowledge, tailored opportunities for exchange, and timely integration with core project workflows.

The first semester is dedicated to introducing targeted content to deepen learning, and facilitating the application of project approaches within local contexts. The second semester shifts toward harvesting and synthesising insights that emerge from this integrated work—laying the groundwork for sharing these learnings across the broader Cities Mission ecosystem, including via the NetZeroCities portal.

Rather than being an add-on, the Year 3 CD&E Programme is embedded within the project's operational backbone—offering cities both the support they need to advance their local innovation pathways and the structure to collectively reflect on what's working, what's emerging, and what should be shared. The ultimate aim is to **co-produce meaningful outcomes and insights**, grounded in practice, that resonate across the Cities Mission community and wider European efforts.

The Year 3 CD&E Programme still maintains the core components of the previous years: **Rounds, Study Visits** and **Peer Review**. However, in support of the renewed focus, the Rounds will be deployed in two new formats, as further detailed in Section 2.

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## 1 Introduction

The Re-Value Capacity Development & Exchange Programme (CD&E Programme) provides the Re-Value Community of Practice (CoP) with a co-designed structure for learning and exchange between members, and to connect with the Mission Platform and other cities in the Cities Mission ecosystem who are on the same climate neutrality journey.

*Re-Value Capacity Development and Exchange Programme, Version 3* presents the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 2**, which occurred between September 2024 and June 2025, and describes the planned programme activities that were co-created with the Re-Value Community of Practice for Programme **Year 3** (September 2025 - June 2026).

The Re-Value CD&E Programme continues to be anchored by the theoretical foundation detailed in *D6.1 Re-Value Capacity Development and Exchange Programme, Version 1*<sup>1</sup> and repeats some core content from this publication. As elaborated in D6.1, the CD&E Programme Year 3 will continue to use a three-pronged approach that focuses on **learning, reflexivity** and **motivation**, in alignment with the proposition that the goal of capacity development is to enable, as well as drive, systemic change towards sustainability.

A series of structured modules were co-designed with the CoP for Programme Year 1: (1) **Re-Value Rounds**, monthly online opportunities for cities to both exchange best practices on the systemic challenges in a variety of interactive formats, and to receive input from the wider CoP; (2) curated **Re-Value Study Visits** to each Re-Value city; (3) **Peer Reviews** for each Re-Value Waterfront Pilot Roadmap; and (4) opportunities for spontaneous interaction among CoP members via their dedicated **peer-to-peer space on the NetZeroCities Portal**, which is equipped with conversational and collaborative technology, connected directly to the Cities Mission network. As detailed in *D6.2 Re-Value Capacity Development and Exchange Programme, Version 2*<sup>2</sup>, the Programme Year 2 agenda slightly adapted the modules in response to the experiences and feedback from the nine participating cities in Year 1.

This Version 3 deliverable, *Re-Value Capacity Development and Exchange Programme, Version 3* is presented in two sections. [Section 1](#) summarises the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 2** - Celebrate the City - from between September 2024 and June 2025. [Section 2](#) presents the planned programme concept and support activities co-created with the Re-Value Community of Practice and Work Package leaders for Programme **Year 3** (September 2025 - June 2026). The theme of Year 3 is “Supporting the Re-Value City Journey”. The Year 3 programme is substantially integrated into the core workflows in WP1 (Innovation Cycles and Territorial Transformation). Its aim is to support the cities’ Re-Value journey with knowledge, space for exchange to share insights and local innovation, and strengthen the Re-Value city network for long-term collaboration.

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<sup>1</sup> Re-Value Capacity Development and Exchange Programme, Version 1  
<https://re-value-cities.eu/documents/re-value-capacity-development-and-exchange-programme-version-1>

<sup>2</sup> Re-Value Capacity Development and Exchange Programme, Version 2  
<https://re-value-cities.eu/documents/re-value-capacity-development-and-exchange-programme-version-2>

## 2 Looking Back: Programme Year 2 Results

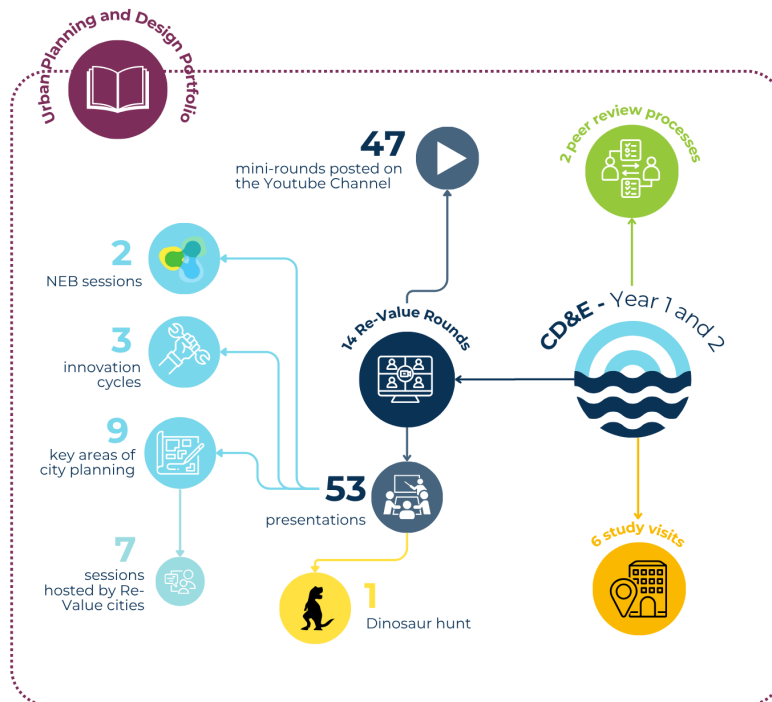
The conceptual theme for the 2024-25 Re-Value Capacity Development and Exchange Programme was “Celebrate the City.” Based on feedback from the Re-Value Community of Practice in Year 1, there was a strong desire for the programme to incorporate more content directly from cities or to be tailored specifically to the context of local governments. Participants expressed a preference for practical approaches, such as operationalising theory within local governments or using city-specific case studies to illustrate the application of concepts.

In response, the Year 2 Programme maintained its foundational structure and core modules while increasing its focus on cities and giving them greater opportunities to lead content creation and engagement. The programme adhered to the following key principles, initially listed in D6.1:

- Limit participation to no more than 8 hours per month
- Keep individual sessions under 3 hours
- Focus predominantly on case studies and interactive training

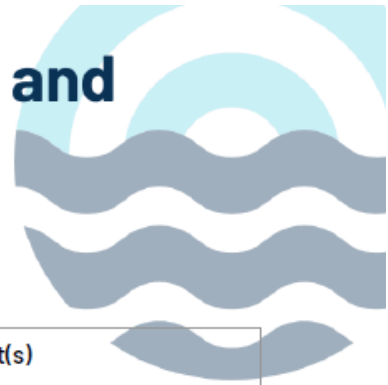
The core modules for Year 2 remained consistent with Year 1 and included **Re-Value Rounds, Re-Value Peer Reviews, and Re-Value Study Visits**. The Rounds activities aligned with the Year 2 theme by featuring shorter, city-focused sessions hosted by the cities themselves.

Additionally, the private Re-Value Cities group on the [NetZeroCities Portal](#) (NZC Portal) was used and populated in an effort to support and help activate the European Commission’s investment in the 100 Climate-Neutral and Smart Cities Mission digital infrastructure. This section presents the activities, topics/themes, participants, and insights for each of the modules in Programme Year 2.



**Figure 1: CD&E Programme Year 1 and 2 - Output Summary**

# 2024 Capacity Development and Exchange Programme



Semester 1 and Semester 2 Schedule  
Version 2: May 2025

	Date(s)	Topic / Theme	Host(s)
1	18 Sep 2024	Constanța Round: Tactical Urbanism	Constanța Municipality and the Zonă Metropolitană Constanța
	SEP 18 - OCT 2 2024	Review: Waterfront Roadmap Peer Review 2	Leading Re-Value Cities
	29-30 Oct 2024	Study Visit: Rijeka	City of Rijeka, ICLEI
	20 Nov 2024	Ålesund Round: NEB Compass Workshop	Ålesund Kommune
	11 Dec 2024	Cascais Round: Energy Transition	Cascais Ambiente (EMAC)
	29 Jan 2025	Pisek Round: Digital Engagement	Smart Pisek
	12 Feb 2025	Bruges Round: Governance Innovation	City of Bruges
2	MAR 19 - APR 2 2025	Review: Waterfront Roadmap Peer Review 3	Replication Re-Value Cities
	19 Mar 2025	Rimini Round: Sustainable mobility	Comune di Rimini
	8-10 Apr 2025	CM/Study Visit: İzmir (moved online)	İzmir Municipality and IZTECH, NTNU, ICLEI
	6-8 May 2025	Cities Mission Conference in Vilnius	European Commission & NetZeroCities
	21 May 2025	Burgas Round: Urban Planning and Climate Change Adaptation	Burgas Municipality
	Jun 2025	Co-Design Session for Year 3	ICLEI, All Re-Value Cities

Figure 2: Re-Value Programme Year 2 (September 2024 - June 2025) Schedule Summary

## 2.1 Re-Value Rounds

Re-Value Rounds are a core component of the Re-Value Capacity Building and Exchange Programme. These monthly online events are hosted and moderated by Re-Value partners, and scheduled on Wednesday mornings from 10:00 to 12:00 CET, with their duration shortened by one hour compared to Year 1. This

adjustment enabled more focused content delivery, fostering greater engagement and active participation from attendees.

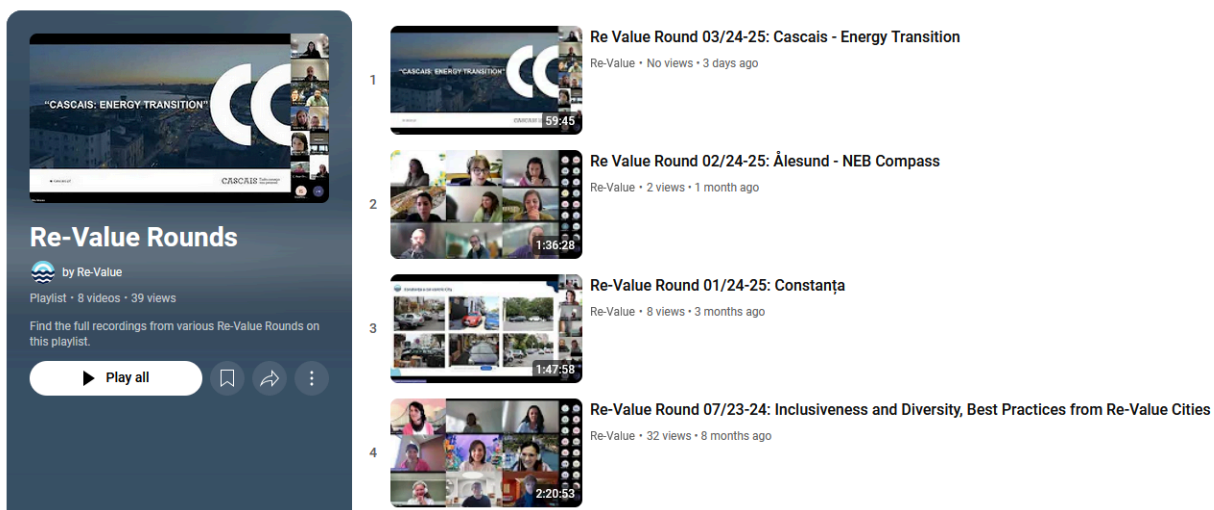
In line with Year 2's theme, "Celebrate the City", each Re-Value City hosted one Round session for each month in Programme Year 2, to develop and share city-focused content with the Re-Value Community of Practice and others. The 2024-25 Programme Year 2 Schedule for the Re-Value CD&E Programme was created based on the preferences and capabilities expressed by the Re-Value Cities present during the co-design Round in April 2024.

After the first few city-hosted Rounds were delivered, it became clear that involving external presenters could greatly enhance the sessions. With the nine Re-Value cities already well-acquainted through in-depth study visits and navigating internal and project-related deadlines, coordinating fresh content often proved challenging. This led to a shortage of new perspectives and difficulty identifying relevant presenters and examples that aligned with each Round's theme.

ICLEI engaged with the Cities Mission Urban Planning and Design Cluster sister projects, UP2030 and CLIMABOROUGH, to find synergies between the city activities to enrich the sessions and promote project-to-project collaboration. This collaborative approach was also extended to the WeGenerate project ([wegenerate.eu](http://wegenerate.eu)), given its shared focus on urban planning and design. These partnerships introduced fresh content to keep the Round sessions dynamic and engaging.

Seven Re-Value Rounds were hosted on the following topics:

- September 2024 - **Tactical Urbanism** : Constanța
- November 2024 - **NEB Compass** : Ålesund
- December 2024 - **Energy Transition** : Cascais
- January 2025 - **Engage, Educate, Empower - Digital Approaches for Climate Action** : Písek, with external presenters from UP2030 and WeGenerate
- February 2025 - **Governance Innovation** : Bruges
- March 2025 - **Sustainable Mobility** : Rimini
- May 2025 - **Urban Planning and Climate Change Adaptation**: Burgas



*Figure 3: Re-Value Rounds Playlist (internal)*

Round Hosts had the flexibility to choose the most suitable format for their topic, aiming to create an engaging and interactive experience that encouraged meaningful content sharing and effective online collaboration. Hosting cities were required to feature at least two other presenters in their agenda. While the host's presentation was expected to be the longest and most prominent, they had full control over how contributor presentations and interactive segments were structured. This flexible approach led to a variety of Round formats—from presentations with focused discussions to a workshop using the NEB Compass tool.

All Re-Value Rounds were hosted on Microsoft Teams, enhanced by facilitation tools like MIRO and polls to engage participants and maximise interactivity. Full length, unedited recordings are shared on Re-Value's unpublished YouTube Channel for CoP partners who could not attend the session or wanted to go back to review presented materials. The individual recordings are cross-posted in the Re-Value Cities group on the NZC Portal and socialised with the other Round artefacts (e.g., presentations, contributor contact information, additional readings, etc.) via the CoP email distribution list. Additionally, the individual presentations from the Year 1 Rounds have been formatted and edited for public sharing as "Mini Rounds", which are available on the public Re-Value YouTube channel and the Re-Value website<sup>3</sup>.

## 2.1.1 Content

### September 2024 - Tactical Urbanism : Constanța

The first Round of the year featured content from Constanța, Rimini and Ålesund, with a focus on tactical urbanism. In both Constanța and Ålesund, temporary events and activities offered inhabitants the opportunities to re-discover spaces they knew through a new lens.

In Constanța, a car free day event was organised along 1 km of Tomis Boulevard (a major thoroughfare in Constanța's city centre) as part of the European Mobility Week. The presentation showed how temporary pedestrianisation measures can support new perceptions and uses of the streetscape. As part of Kulturhavna's "Summer at the Cultural Harbour" in Ålesund, a variety of activities - from graffiti walls to saunas with seawater barrel plunges - were programmed throughout the summer to bring visitors to this "no place" space on Ålesund's waterfront.

Rimini showed the potential of small places and larger events to materialise a commitment to sustainable development in the public space, making it more real to residents. The **e-borg gardening** initiative consists of a group of volunteers part of the Neighborhood Civic Volunteering municipal initiative (Volontariato Civico di Quartiere), who take part in actions to upgrade the Brogo's neglected public spaces. The Festa de Borg, a large multi-day event in the city, was used in a strategic way to present the city's new sustainable urban development strategy (ATUSS).

This Round offered valuable insights into how events and tactical urbanism can successfully activate public spaces and engage communities. It was particularly interesting to explore the diverse forms these initiatives can take—examining who initiates them, their lifespan, intended goals, and lasting impact.

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<sup>3</sup> <https://re-value-cities.eu/multimedia>



*Figure 4: Kulturhavna; Summer at the Culture Harbour installation, City of Ålesund*

## **November 2024 - NEB Compass : Ålesund**

The November Round began with a presentation on how Ålesund applied the NEB Compass Framework<sup>4</sup> using the NEB Compass Self-Assessment tool<sup>5</sup> to develop their Waterfront Pilot Roadmap, as well as share their results / lessons from using the tool. In the second half of the session, participants split into small groups—one city per group—and were invited to apply the NEB Compass to their own pilot sites. One “NEB coach” was allocated to each of the groups to guide cities.

This session offered cities a valuable introduction to the NEB Compass tool and a starting point for its practical use. Although time was limited for a complete exploration of the tool, participants gained an initial understanding of its application.

<sup>4</sup> [https://new-european-bauhaus.europa.eu/tools-and-resources/use-compass\\_en](https://new-european-bauhaus.europa.eu/tools-and-resources/use-compass_en)

<sup>5</sup> <https://neb.eitcommunity.eu/neb-assessment/>

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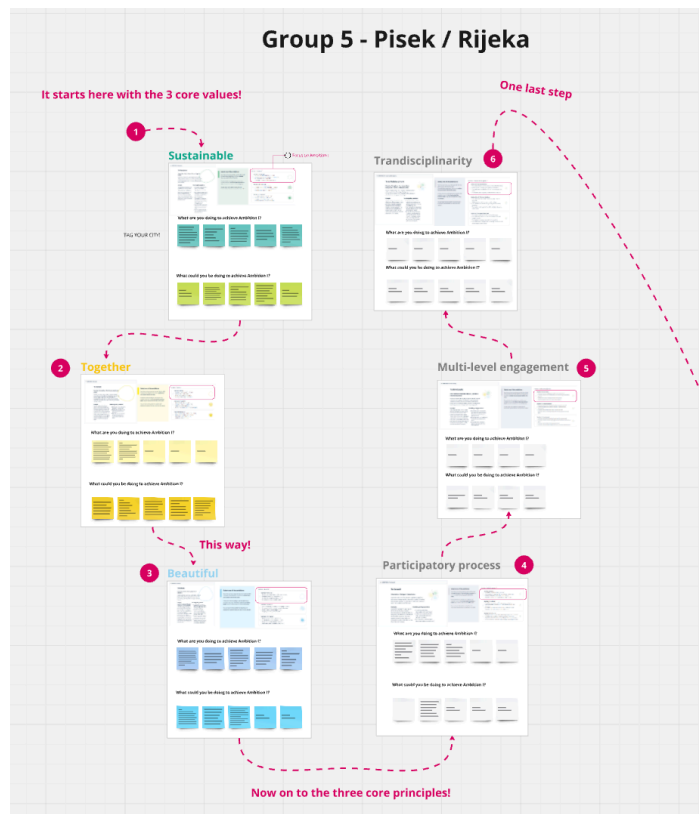


Figure 5: The MIRO board provided during the workshop to help participants work together

At the end of the workshop, cities were asked to comment on their experiences using the NEB Compass, providing one surprise, one frustration and one wish for the NEB compass tool.



Figure 6: Cities' comments on their experience using the NEB Compass tool

Most cities valued the NEB Compass tool and the opportunity to engage with it. However, some found it somewhat theoretical and were frustrated by the limited time allocated for hands-on use during the workshop. Additional explanation before using the tool and navigating the MIRO board would have been beneficial for some participants. Despite these challenges, cities recognised the NEB Compass as an effective brainstorming tool that offers a useful, shared framework for reflection and expressed their intention to share it with their colleagues. Participants were encouraged to complete the exercise with their local replication teams.

## December 2024 - Energy Transition : Cascais

The final 2024 session featured six presentations on Energy Transitions, beginning with an overview of the challenges in Cascais. The session was split into two segments—first on Renewable Energy Communities (RECs), then on Sustainable Energy Sources. Cities presented similar initiatives for comparison, with Cascais and Rimini highlighting their RECs, including a look at how such communities could help reduce energy poverty in Portugal. Other presentations focused on biowaste use and sustainable heat sources in Cascais and Bruges, respectively. A facilitated discussion on energy engagement methods allowed all cities to share their experiences.

Despite a content-rich agenda, the session remained on schedule and included time for meaningful discussion. Presentations addressed both social and technical aspects of the energy transition, underlining the need to tailor strategies to local contexts. Cascais showcased its wave energy potential assessment, while Bruges presented its innovative heat source inventory—both examples of leveraging local resources for the transition.

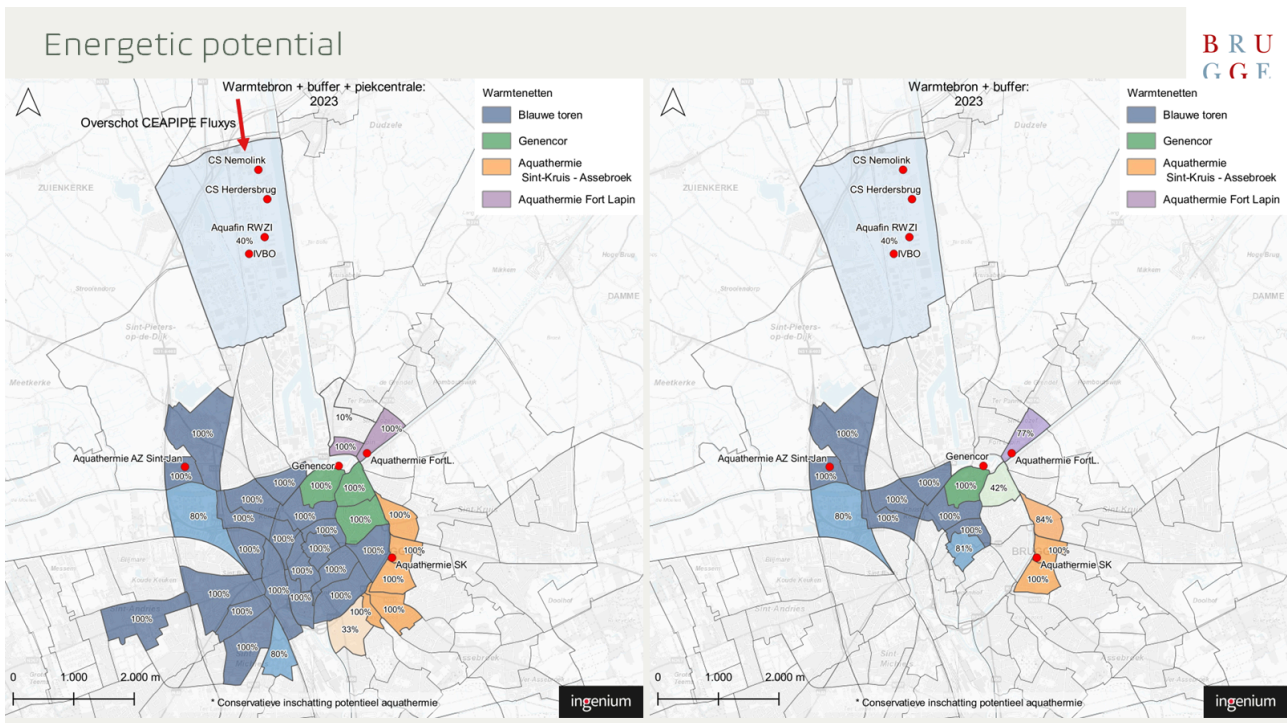


Figure 7: Energy potential based on heat sources, City of Bruges

The presentations also fueled the reflection around public-private partnerships and financing models for energy transition through the example of energy communities. Participants explored various contracting options across countries and considered how control might be shared among municipalities, local communities, and energy companies. Although often technical, these questions are critical for the successful implementation of energy projects.

## **January 2025 - Engage, Educate, Empower - Digital Approaches for Climate Action : Písek**

This Round session was the most collaborative yet, featuring two out of three presentations from partners of our sister projects, UP2030 and WeGenerate. For the first time, the session was shared with all partners from these projects, expanding participation beyond Re-Value.

Each presentation showcased a different level of technology integration—from Písek’s analog-driven engagement, supported by technology, to Tampere’s advanced Digital Twin project. This contrast allowed participants to explore a broad spectrum of approaches. A key takeaway from our Písek host was clear: keep people at the heart of technological development.

Miloš Prokýšek’s presentation, *"From Technology to People: The Evolution of an Organisational Unit from a Technology Innovator to a Citizen Engagement Hub"*<sup>6</sup> challenged participants to critically assess the role of technology in engagement strategies. What can technology achieve that traditional methods cannot? Písek’s journey—from a digital-focused structure to an engagement-driven model supported by technology—offered valuable insights into effective citizen engagement. The presentation highlighted both successes and challenges, using real events from Písek as case studies, part of the journey to lasting and impactful citizen engagement.

Next, the *Neutrality Story Maps*<sup>7</sup> from UP2030 provided inspiration on using a shared online tool for citizen engagement and communication. A live demonstration illustrated how story-building can take many forms, and showcased its applications in prompting cities and collecting data. This sparked reflections on Re-Value’s IC1 (story building) and opened the door for Re-Value cities to test the tool themselves.

Finally, the city of Tampere, as part of WeGenerate, demonstrated the potential of advanced Digital Twins. Their presentation<sup>8</sup> showcased the depth of visualisation achievable and explored how these tools are perceived by citizens, and how they can increase collaboration between experts and non experts.

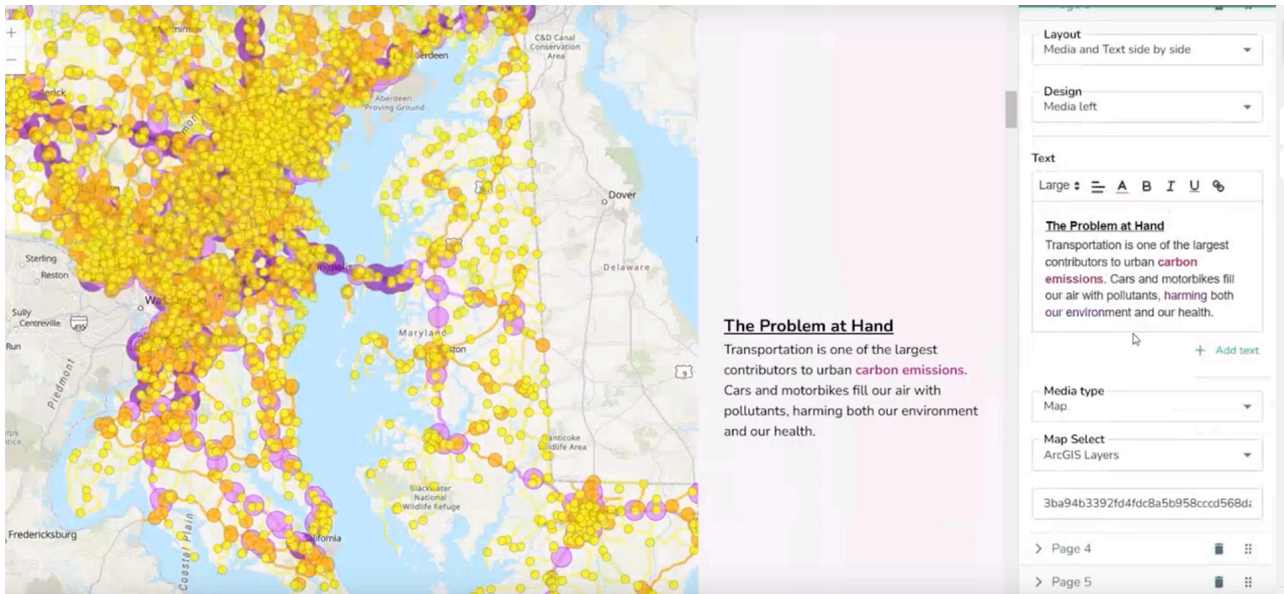
The diverse and complementary approaches sparked insightful discussions throughout the session. Participants expressed interest in dedicating more time in future Rounds to dive deeper into these topics and explore the practicalities of implementation in greater detail.

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<sup>6</sup> <https://re-value-cities.eu/multimedia/technology-people-pisek>

<sup>7</sup> <https://re-value-cities.eu/multimedia/neutrality-story-maps-leveraging-digital-storytelling-citizen-engagement>

<sup>8</sup> <https://re-value-cities.eu/multimedia/digital-twins-urban-futures-tampere>



*Figure 8: Neutrality Story Maps developed as part of the UP2030 project*

## February 2025 - Governance and Regulatory Structures Innovations : Bruges

This Re-Value round focused on one of the six systemic challenges in urban planning and design: systemic changes in governance, regulatory structures, and advocacy. Hosted by the city of Bruges, the session showcased a diverse range of initiatives, ranging from large-scale organisational strategies to site-specific projects aimed at enhancing citizen and stakeholder engagement across the Flanders region in Belgium.

The first presentations highlighted efforts from the City of Bruges, including its reorganisation to support the city's climate action plan<sup>9</sup> (BruggeNaarMorgen) and a governance innovation in the city, the City Atelier<sup>10</sup>. These efforts exemplified a comprehensive strategy that spans all city departments, with a focus on the City Atelier serving as a platform for coordinated feedback to developers at the city planning level.

The City of Ostend also shared its experience with an internal reorganisation that adopts a more horizontal, integrated approach to climate governance. This model has led to the creation of neighborhood-level transition maps.

At the project level, the City of Roeselare presented an integrated strategy for two development projects, which included the implementation of an internal Urban Lab framework and an external quality advisory panel<sup>11</sup>. The Visit Flanders presentation focused on the St. Godelieve Abbey in the heart of Bruges<sup>12</sup>. After its reopening in 2021, the site adopted a participatory approach to shape its future activities and programming, engaging over 15,000 stakeholders and visitors—including heritage experts, architects, entrepreneurs, and community members—resulting in 5,000 valuable and actionable ideas.

<sup>9</sup> <https://re-value-cities.eu/multimedia/bruggenaarborgen-climate-plan-bruges>

<sup>10</sup> <https://re-value-cities.eu/multimedia/city-atelier-bruges>

<sup>11</sup> <https://re-value-cities.eu/multimedia/integrated-approach-and-early-involvement-roeselares-design-process>

<sup>12</sup> <https://re-value-cities.eu/multimedia/governance-model-saint-godelieve-site>

From organisational shifts to project-level initiatives, each of these efforts demonstrated how innovative governance approaches can effectively integrate climate neutrality goals into city departments while breaking down silos and fostering collaboration.

## March 2025 - Sustainable Mobility : Rimini

This Round focused on sustainable mobility initiatives in Italy, spanning from local and regional efforts to European projects tested within the country. Practical examples from the city of Rimini, the MASS4ITALY program, and the MOBILITAS project highlighted innovative approaches to balance mobility needs, economic efficiency, and environmental protection.

Particular attention was given to sustainable tourism mobility—a crucial topic for waterfront cities that often experience a significant surge in visitor numbers during the summer months.

The discussion was supported by Mentimeter, which allowed us to collect insights on sustainable mobility from other cities.



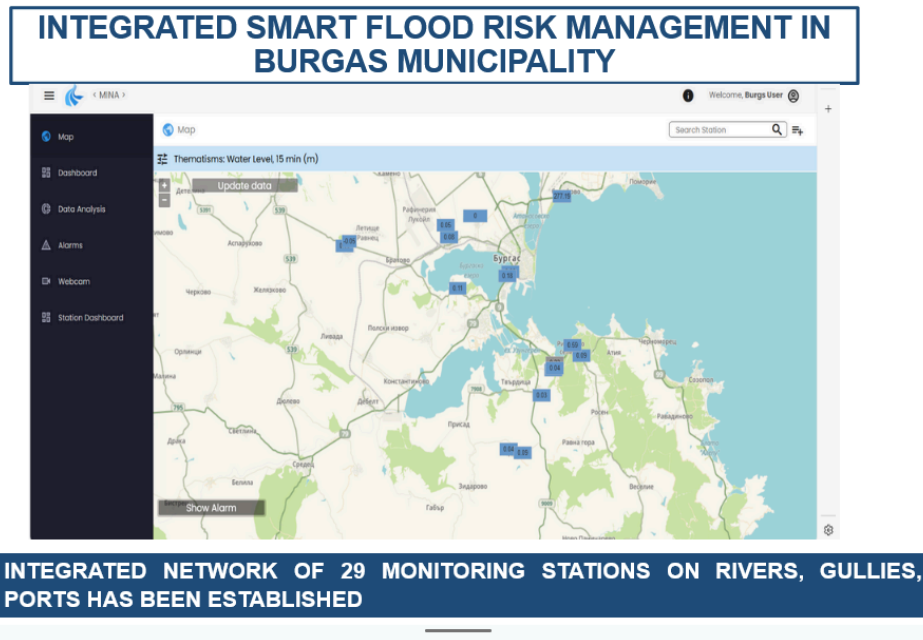
*Figure 9: Collected responses on other replicable practices*

## May 2025 - Urban Planning and Climate Change Adaptation : Burgas

For this Round session, partners addressed the hot topic of adapting cities for climate change. They provided concrete examples of methodologies and tools urban planners can mobilise to adapt urban infrastructure and prepare residents.

Stelian Dimitrov introduced advanced technologies used to identify temperature hotspots across the city. These tools help prioritise interventions aimed at improving urban microclimates and guide data-driven decision-making. On the topic of renewable energy, Ivaylo Trendafilov presented a city-wide assessment of residential rooftops in Burgas to evaluate their photovoltaic (PV) potential. The resulting data is accessible

to energy communities and stakeholders, helping them understand and act on the solar capacity of individual buildings. Finally, Georgi Sakaliev, from Burgas Municipality, demonstrated a real-time flood forecasting system designed to anticipate flood risks and issue timely alerts to residents, helping prevent accidents and enhance urban resilience.



*Figure 10: Map of flood management monitoring stations*

## 2.1.2 Round Evaluations and Feedback

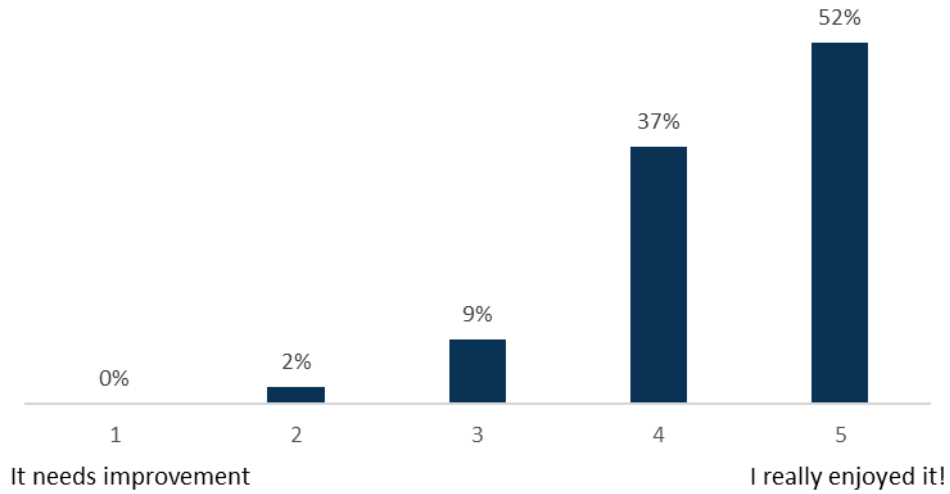
Re-Value Round participants were asked to fill in a short online feedback questionnaire after each session. It comprised both multiple choice and open ended questions. Each question was designed to respond to the indicators which were elaborated in the design of the CD&E Programme before the beginning of Year 1. The indicators serve to monitor the effectiveness of the CD&E Programme modules, amongst them the Rounds. Detailed descriptions of the indicators were provided in D6.1; only the Round Evaluation form's questions and results are aggregated and presented here. They aggregate a total of 87 responses.

- **Attendance**
  - Attendance ranged from 23 to 45 participants (excluding hosts), with an average of 33 participants at each session.

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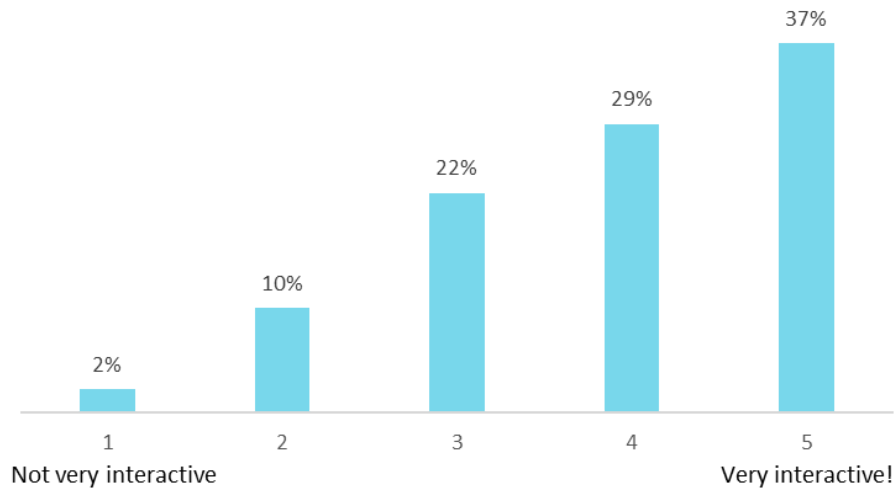
- **Satisfaction**

What is your overall impression of the Round?



- **Participation**

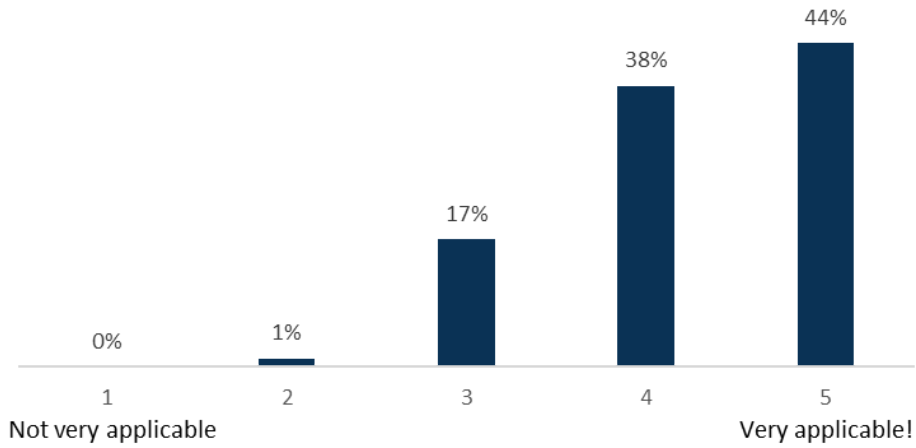
How interactive was the Round?



# RE-VALUE

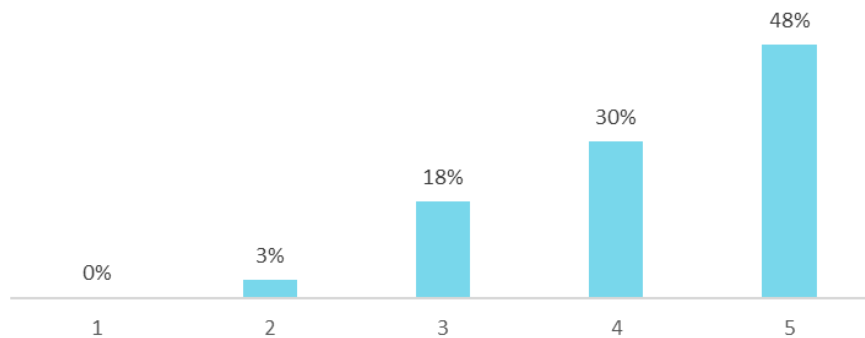
- **Relevance and applicability**

How applicable was the Round's content to your (Re-Value) work or for your city?



- **Follow-up Actions, Networking and Impact on Participants' Work**

How likely are you to share ideas or contacts from the Round with your professional network (e.g., Re-Value team, colleagues, LinkedIn)?



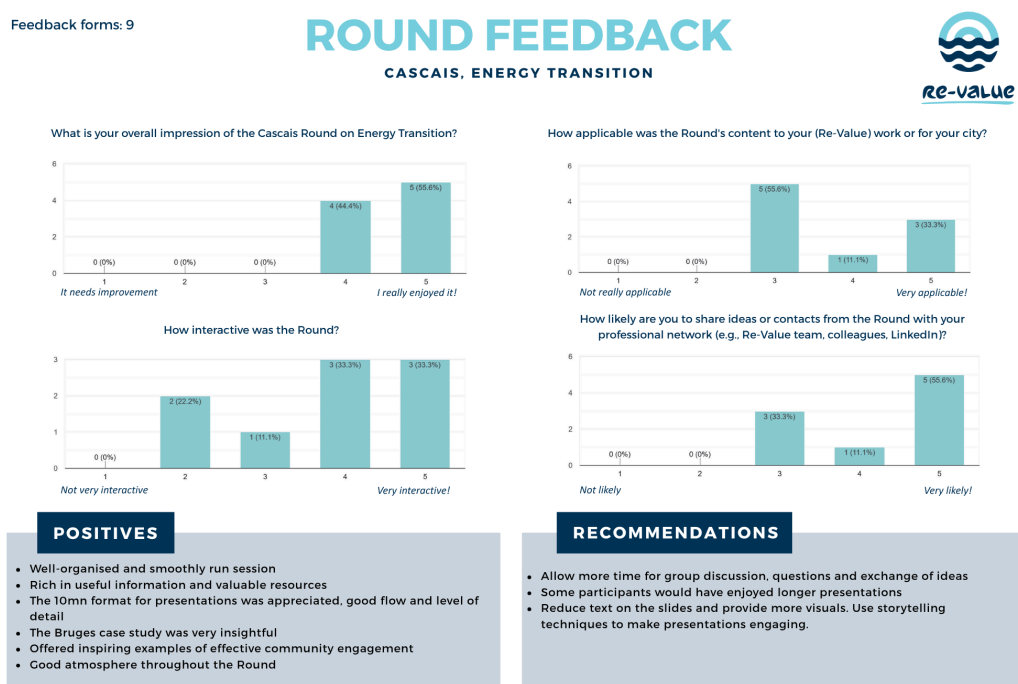
# RE-VALUE

The previous graphs show that the majority of Rounds were rated as **good to very good** across all indicators. While “Participation” has the most room for improvement, the overall positive feedback encourages us to keep the approaches, as they seem to have proven successful.

In addition to the quantitative responses presented above, we also gathered responses from open-ended questions. The key take-aways from all Rounds include:

- More concrete examples to illustrate the approaches
- More interaction opportunities / more break-out sessions
- More time for discussion
- Provide the material in advance when possible
- In case of online workshop, plan enough time for explanations / questions to ensure participants are comfortable with the exercise
- Don't overload the presentations with information / text

A sample Re-Value Round Evaluation Survey can be found in [Annex 1](#). One-page feedback summaries were created for each hosting city with constructive feedback.



*Figure 11: Sample one-page Round Feedback summary for Cascais*

In response to partners calling for engaging sessions, significant effort was sometimes invested by the hosts to prepare interactive and varied activities. However, these efforts were met with lower-than-anticipated levels of participation. This can be first explained by the digital fatigue of Re-Value partners, exacerbated by the inability to meet in person during the first semester and the heavy reliance on online interactions.

Second, the Re-Value Rounds have not fully reached their intended audience: urban planners. Many city partners have few or no urban planners on their teams, leading to limited knowledge of urban planning and design processes and topics. This highlights a key lesson for future partnerships: successful collaboration on

urban and design-led projects requires more intentional outreach to ensure that there are active participants with the relevant expertise to enhance engagement from the start.

## 2.2 Re-Value Waterfront Pilot Roadmap Peer Review

Peer review of Re-Value Cities' Waterfront Pilot Roadmaps offer numerous benefits for the Re-Value CD&E Programme. Firstly, it promotes quality and rigour in the planning process by bringing diverse perspectives and expertise to the table. Project peers can identify gaps, inconsistencies, or potential pitfalls that may have been overlooked by the city's Waterfront Pilot team. Secondly, peer review fosters a culture of collaboration and knowledge sharing, as participants engage in constructive discussions and share best practices and experiences. This collective input strengthens the overall plan, ensuring it reflects a comprehensive understanding of Re-Value's aims and addresses systemic issues. Ultimately, this leads to more effective and evidence-based decision-making, improving the overall quality and impact of the Re-Value CD&E Programme. The peer review also provides constructive feedback to enhance the quality, clarity, and effectiveness of the Roadmap. The review process should be driven by objectivity, professionalism, and a commitment to supporting the Re-Value City in improving their work. The review process will also take cues from Re-Value's internal quality processes.

Two peer review cycles were anticipated to take place in Programme Year 2, following the first review of the Waterfront Pilot Roadmap Deliverables in Year 1. Re-Value Cities were asked to develop a harmonised "Roadmap Phase 1" document that detailed a Current State Assessment for their Pilot area(s), which was circulated for the first Peer Review process in March 2024.

As part of Year 2, the first cycle of peer-review focused on the Re-Value Leading Cities' Detailed Waterfront Pilot Roadmaps in Fall 2024 (18 September - 2 October 2024), as they prepared to submit their Deliverable to the European Commission on 31 October 2024. These roadmaps went beyond initial plans and context to focus on the vision and next steps for the waterfront pilot site. The roadmap included, for instance, a more detailed assessment of the **Challenges** for the site; the **Vision; Strategy for stakeholder engagement**; the **impact of Re-value**, "Re-Valuing the pilot site"; and the **transformative actions** that will take place on the pilot site and **next steps**.

All of the Leading Cities' Detailed Waterfront Pilot Roadmaps are available for viewing and download on the Re-Value website.



Figure 12: Detailed Waterfront Pilot Roadmap documents of the Re-Value Leading Cities

## 2.3 Re-Value Study Visits

The Re-Value CD&E Programme highly values in-person interaction. As such, Re-Value Cities have financial resources (allocated via each city's "Travel Punch Card"), to travel to and participate in Study Visits to support this cross-cutting approach. Three CoP representatives from each Replication City have an allocated budget to travel to larger capacity development events in each of the four Leading Cities: Ålesund, Bruges, Burgas and Rimini. Conversely, two CoP members from each Lead City have a budget allocated to join three capacity development events in any of the five Replication Cities: Cascais, Constanța, İzmir, Písek, or Rijeka. However, the Travel Punch Card funds are flexible and can be used to participate in as many Study Visits as feasible, depending on shared interests and challenges between cities.

Study Visit agendas are co-created with the hosting city and explore a mix of topics through interactive components over two and a half days. Generally speaking, the Study Visits are designed to include several **learning and exchange** components (e.g., site tours, presentations and discussions with local experts, trainings, workshops, etc.), a **CoP cohesion** component (e.g., team building or collaboration activity), and a **moderated reflection** component. Participants receive a Re-Value Field Notes booklet to document their experience with sketches and notes during each visit for a lasting memory.

As of 30 June 2025, one Re-Value Study Visit and one exceptional visit took place in Programme Year 2, with one study visit moved online:

- Venice Biennale: 27 October 2024
- Rijeka Study Visit: 29-30 October 2024
- İzmir Consortium Meeting & Study Visit: 8-10 April 2025 (moved online)

## 2.3.1 Venice Biennale

In Venice, more than 30 Re-Value partners joined university students from Nova Gorica, Gorizia, and NTNU Trondheim in a workshop led by Marco Acri titled "Heritage Cities, Water, Migrations – Examples from Re-Value, Venice, and Beyond."

The workshop focused on three key themes, (1) Adaptive Reuse of Industrial Heritage, (2) Post-Harbour Regeneration in Waterfront Cities, and (3) Migration, in Line with the Biennale di Venezia Theme – "Foreigners Everywhere / Stranieri Ovunque". Participants were asked to reflect on the three themes while touring the 60th International Art Exhibition at the Giardini and the Arsenale, organised by La Biennale di Venezia. They then had an opportunity to explore the three themes during the workshop, with presentations from Re-Value Cities and a contemporary artist duo on their work, *Floating Borders*, and a photo sharing exercise involving Re-Value participants and students from Nova Gorica, Gorizia, and NTNU Trondheim.

The event connected the Re-Value with the GO!2025, Nova Gorica - Gorizia, European Capital of Culture<sup>13</sup> project, led by the University of Nova Gorica on Green Spots and Mobility, featuring an action titled **Landscape of Migration**.

## 2.3.2 Rijeka Study Visit

Over 45 Re-Value project partners - mostly practitioners from Re-Value Cities met in Rijeka, Croatia, on 29 and 30 October 2024, for a Re-Value Capacity Development and Exchange Programme Study Visit. The highlights and insights from the study visit are summarised in The Rijeka Report<sup>14</sup>, available on the Re-Value website.

The Rijeka Study Visit Programme was a two-day journey along the city's industrial waterfront and waterways to learn about Rijeka's rich industrial past and see how it is reimagining itself as part of a sustainable future. This was an occasion for the City of Rijeka to share an inspiring video<sup>15</sup> (RI:VALUE) about the city's past and future.

The Re-Value partners engaged and exchanged with local experts on topics related to hacking industrial heritage (adaptive reuse of cultural and industrial heritage), sustainable waterfront redevelopment, gentrification, and culture as a driver of change. They were also able to reflect and plan for continuing the Re-Value work by identifying upcoming European funding opportunities during a Knowledge Cafe on research topics for 2025.

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<sup>13</sup> <https://www.go2025.eu/en>

<sup>14</sup> <https://re-value-cities.eu/documents/rijeka-report-study-visit-highlights-and-insights>

<sup>15</sup> [https://www.youtube.com/watch?v=U\\_7aJaCrtB0](https://www.youtube.com/watch?v=U_7aJaCrtB0)



*Figure 13: Group Shot from the roof of the IVEX Building in Rijeka*

## 2.3.4 İzmir Consortium Meeting

Re-Value project partners met online from 8 to 10 April 2025, for a Consortium Meeting. Initially planned and designed as an in-person meeting and Study Visit in İzmir, the event was moved online due to the uncertainty of safely hosting over 60 international participants amid ongoing large-scale protests happening at that time in İzmir and other Turkish cities.

The Consortium Meeting acted as a pivotal moment in the Re-Value Project, to share experiences and progress and co-build a coherent pathway to the project's completion in 2026. A key goal of the consortium meeting was to ensure that all partners could leave with a clear vision of the next two years, inspired by everyone's work, and fully up to date with the scientific direction and methodology for innovation.

To achieve this objective, the programme was structured around three key online sessions:

- **Day 1: The Integrated Cities' Journey** - This session focused on embedding WP1 processes (Impact Model and Innovation Cycles) into the ongoing work of Leading Cities (LCs) and Replicating Cities (RCs). It featured presentations, interactive MIRO board activities, and speed dating sessions to foster knowledge exchange and explore LC-RC partnerships, leading to the identification of potential "sister cities"
- **Day 2: Lead City Exchange** - Designed for LCs, this session clarified the role of key deliverables, roadmaps and the Territorial Transformation Plan (TTP), to ensure alignment and shared understanding across partners
- **Day 3: Re-Value Impact Pathway** – This session reconnected partners with the broader vision of Re-Value, using impact pathways to shift focus from deliverables to long-term outcomes. Practical tools and examples helped partners reflect on short-, medium-, and long-term actions to achieve meaningful impact.

This Consortium Meeting online week was followed by two additional online sessions:

- **CD&E Year 3: The Home Stretch** (13 May / 4 June 2025), which focused on shaping the Year 3 of the Capacity Development and Exchange programme.
- **Re-Value Innovation Day** (15 May 2025), a morning session dedicated to reflecting on the Innovation Camps and examining the broader impacts of youth engagement beyond the Re-Value project.

Even though the Consortium Meeting was held online, the local İzmir Artistic Mission still took place in the Kültürpark as planned on April 9. This interactive art project was designed to materialise the core values of the Re-Value project - sustainability, aesthetic beauty, and participation - within the unique setting of the park. Through a guided tour, participants were invited to engage with the space by observing, photographing, reflecting on their sensory experience, and taking note. They explored elements such as historical traces, natural features, and signs of everyday life within the park. The collected materials will be curated and transformed into an interactive art piece using digital projection and multi-layered reproduction techniques, contributing to a collective visual memory of Kültürpark and helping to reposition it within the city's shared cultural consciousness.



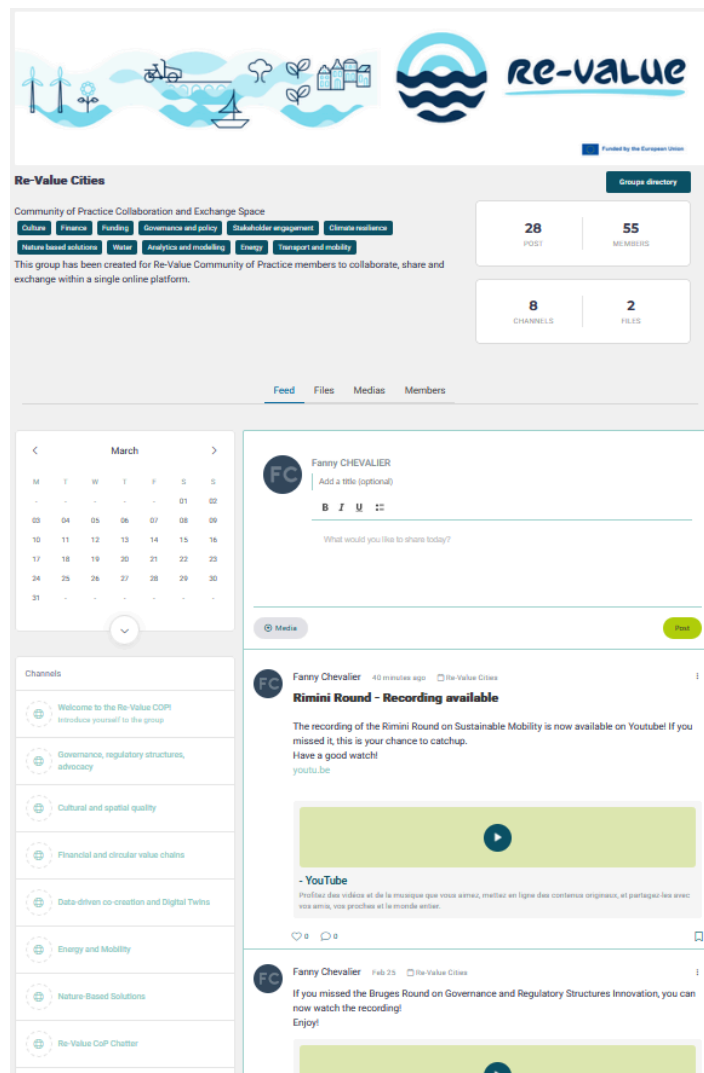
*Figure 14: Artistic Mission in the Kültürpark, İzmir*

## 2.4 NetZeroCities Portal

The Re-Value Community of Practice needs a place for partners to easily and effectively come together to exchange, share, and collaborate. While the Re-Value CD&E Programme includes Study Visits and other in-person exchange opportunities, the majority of the Programme activities will take place online. Selecting the best-fit online tool for this is one key to the Programme's success and still in process.

Re-Value established a closed (private) group within the peer-to-peer collaboration space, which offers Re-Value cities and their partners a secure, user-friendly online environment to share openly about their experiences, host online events (i.e., webinars, meetings, etc.), as well as connect to the wider resource offer from NetZeroCities, including networking with Mission Cities and other cities advancing in this domain.

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*Figure 15: Screenshot of the Re-Value Cities private group on the NetZeroCities Portal*

The NZC Portal offers a highly integrated online collaboration opportunity, but it is still another platform in a crowded space of existing online tools that are already familiar to cities and partners. Despite successfully registering and on-boarding 55 Re-Value Community of Practice members to the NZC Portal to activate the private Re-Value Cities group, the platform is seldom visited or used to its full potential.

Initial efforts to host the Re-Value Rounds on the NZC Portal also failed, due to the overall lack of administrative control, a buggy interface with the event creator / calendar, and no access to the cloud recordings created with the in-platform communication tool (Jitsi). It did not make sense to host events on the NZC Portal with an existing third-party communication tool, like Teams or Zoom, because it added yet another access barrier to the event.

## 2.4.1 Cities Mission Conference

From 6-8 May 2025, Re-Value partners were present at the 2025 Cities Mission Conference in Vilnius to engage with Mission Cities and other invited Mission stakeholders. The Re-Value project organised a 36m<sup>2</sup> interactive exhibition space with sister projects, UP2030 and CLIMABOROUGH, as part of the Cities Mission

Urban Planning and Design Cluster. The exhibition was an occasion to showcase the work achieved by the projects' cities, and receive feedback from participants for improvement, a goal of task T6.7. Over 300 New European Bauhaus (NEB) Impact Model Dominoes games were distributed to Mission Cities, with some facilitated sessions during breaks to get direct feedback on the game and NEB Impact Model. The exhibition space also included a multi-media theatre showcasing videos and productions from the projects, as well as a resources library with interactive QR-linked publication covers. Custom postcards featuring each of the 31 cities were distributed to spark discussions about the projects and gather feedback.

## 2.4.2 National networks

Re-Value has a specific task in its work programme to cooperate with national platforms created as part of the EU Cities Mission. Since İzmir is the only selected Mission City, effort was also put in identifying national platforms for non-mission cities to join. In Year 2, we supported cities by monitoring the development of national platforms and supporting the city's efforts to join them.

Constanța was selected to join the Mission Mirror Cities Hub Romania (M100) in September 2024 (M21). M100 is an initiative aimed to connect national and local authorities working to support the implementation of the Mission Cities at the national level. It is governed by a Coordination Committee involving the Ministry of Investments and European Projects (MIPE), the Ministry of Research, Innovation and Digitalization (MCID), the Ministry of Development, Public Works and Administration (MDLPA), the Ministry of Environment, Waters and Forests, and the Ministry of Education. Constanța submitted their own Climate City Contract in March 2025.

In Norway, Ålesund joined the national forum managed by the Design and Architecture Norway (DOGA), as a non-mission city member. The first major multi-actor meeting was held in Stavanger in May 2024, with other participants including the Transition Teams from the three Mission Cities (Stavanger, Trondheim, and Oslo), representatives from the Norwegian NZC Pilot City (Drammen), and delegates from the four cities that applied to join the Mission (Ålesund, Bergen, Bodø, and Tromsø). Also in attendance were representatives from the Ministry of Local Government and Regional Development, Ministry of Climate and Environment, and Ministry of Digitalisation and Public Governance, as well as representatives from national institutions such as Innovation Norway, the Research Council of Norway, the Norwegian Confederation of Business, and Design and Architecture Norway (DOGA). In March 2025, Ålesund joined another event held by the DOGA, to present on alternative value assessment for the project, and use of the NEB Compass on the Sorsida site.

In 2024, Rimini joined the *Let'sGOv Observatory of Follower Cities* network at the invitation of the Municipality of Bologna. Participating on a voluntary basis, Rimini will have the opportunity to observe the *Let'sGOv – Governing the Transition through Pilot Actions* project, which involves nine Italian cities selected under the Horizon Mission to take part in the NetZero Cities Pilot Programme. Led by Bologna and supported by technical partners, UNIBO, AESS, and the Politecnico di Torino, the project aims to test innovative governance solutions to accelerate decarbonisation across three key areas: stakeholder engagement, data management, and financing. By joining the network, Rimini gains access to valuable insights and opportunities for mutual learning and inspiration.

## 3 Moving Forward: Programme Year 3

The Re-Value Capacity Development and Exchange Programme was intentionally designed with flexibility to accommodate evolving needs within the Community of Practice—particularly among Re-Value city partners—each spring. The concept, preliminary schedule (see following page), and overall approach for Programme Year 3 were developed collaboratively, drawing on input from all project partners during the İzmir Consortium Meeting, a dedicated online CD&E workshop with Re-Value Cities, and close coordination with Work Package and Innovation Cycle leaders. This section presents the proposed Year 3 CD&E Programme as of June 2025, though elements may be adjusted following further coordination and the finalisation of the WP1 2025/2026 work plan.

The theme for Year 3, “**Supporting the Re-Value City Journey**,” reflects a renewed focus on enabling and strengthening the Re-Value-inspired work of the cities themselves. The Capacity Development and Exchange Programme is designed first and foremost to support the practical implementation efforts of Re-Value Cities, by providing targeted inputs / knowledge, tailored opportunities for exchange, and timely integration with core project workflows.

The first semester is dedicated to introducing targeted content to deepen learning, and facilitating the application of project approaches within local contexts. The second semester shifts toward harvesting and synthesising insights that emerge from this hands-on work—laying the groundwork for sharing these learnings across the broader Cities Mission ecosystem, including via the NetZeroCities portal.

Rather than being a standalone task, the Year 3 CD&E Programme is embedded within the project’s operational backbone—offering cities both the support they need to advance their local innovation pathways and the structure to collectively reflect on what’s working, what’s emerging, and what should be shared. The ultimate aim is to co-produce meaningful outcomes and insights, grounded in practice, that resonate across the Cities Mission community and wider European efforts.

The Year 3 CD&E Programme still maintains the core components of the previous years: **Rounds, Study Visits** and **Peer Review**. However, in support of the renewed focus, the Rounds will be deployed in two new formats, as furthered detailed in section 2.3.3:

- **C2C Insight Round:** 90-minute Roundtable sharing and discussion with representatives from each Re-Value City. These sessions are envisioned to take place after Sister Space<sup>16</sup> meetings, which are proposed structured online meetings with the Re-Value Cities orchestrated by WP1 / Innovation Cycle leaders.
- **Expert Exchange:** 90 - 120 minute interactive webinars with external experts that focus on topics closely aligned with WP1 TTP Talks and topics identified by Re-Value Cities during the CD&E Workshop in early June 2025. Expert exchanges will be recorded, edited, and shared publicly.

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<sup>16</sup> Bi- and trilateral Peer-to-Peer exchange meetings orchestrated by WP1 / Innovation Cycles

## 2025 Capacity Development and Exchange Programme



DRAFT - Semester 1 and Semester 2 Schedule  
Version 1: June 2025

Date(s)	Event	Organiser
Sep 2025	C2C Insight Round	ICLEI
Oct 2025	Study Visit: <b>Cascais</b> + Expert Exchange (NbS)	Cascais, ICLEI, NTNU
Nov 2025	UP2030 Final Conference	UP2030
Nov 2025	Expert Exchange (topic TBD)	ICLEI
Dec 2025	C2C Insight Round	ICLEI
Jan 2026	Expert Exchange (topic TBD)	ICLEI
Feb 2026	Expert Exchange (topic TBD)	ICLEI
Mar 2026	Brussels RP2 & <b>Consortium Meeting</b>	NTNU
Apr/May 2026	Peer-to-Peer Review: TTP documents	ICLEI
May 2026	Study Visit: <b>Pisek</b>	Pisek, ICLEI
May 2026	Cities Mission Conference 2026	NetZeroCities
Jun 2026	C2C Insight Round: The Road to Bruges	ICLEI

TTP: Territorial Transformation Plan



**Figure 16:** Draft 2025-26 Programme Year 3 Schedule for the Re-Value CD&E Programme  
(subject to modifications upon finalisation of the WP1 Work Plan)

## 3.2 Re-Value Rounds

This final Round programme was co-developed with all partners and ultimately aligned with WP1 work flows to ensure complementarity between all online sessions. While the co-creation process was initially intended to combine in-person and online meetings, it was fully moved online following the cancellation of the İzmir Consortium Meeting and Study Visit.

### 3.2.1 Collecting and synthesizing feedback

Before the İzmir Consortium Meeting, a survey was circulated among the Replication Cities to collect reflections and early ideas for Year 3 of the Capacity Development & Exchange Programme. The aim was to identify initial areas of interest, to be followed by in-person observations and a collaborative workshop with Leading Cities during the Consortium Meeting. However, this second phase was cancelled when the meeting was moved online.

To adapt, the ICLEI team closely observed the exchanges and discussions across the three days of the online Consortium Meeting. These observations, combined with the survey responses, were synthesised into an Insight Document, which was shared at the project's Technical Board meeting on 13 May 2025.

Key insights highlighted a need to shift the programme's focus more explicitly toward waterfront-related challenges and topics tied to climate mitigation and adaptation. Cities also expressed a strong interest in more opportunities for exchange—not only between themselves but also with external experts who could contribute fresh perspectives and technical knowledge.

In response, the team recognised the need for two complementary types of sessions:

- **Thematic sessions** to deepen shared knowledge on core Re-Value topics, and
- **Smaller, interactive sessions** to enable peer exchange and more tailored, ad-hoc support.

To accommodate these needs, two new types of session formats were proposed:

- **Expert Discussion Round (Big Bites):** A core module dedicated to in-depth exploration of Re-Value's central themes: climate mitigation and adaptation in waterfront contexts, and the six systemic challenges. These sessions aim to deliver more technical depth than previous rounds and will feature external expert speakers.
- **Focused Conversation Round (Small Bites):** Interactive sessions to support peer learning between cities, Innovation Cycle leads, and technical experts.

Several conceptual structuring options for the Focused Conversation Round were proposed for discussion:

- Option 1: Supporting the City Journey with Innovation Cycles – focusing on innovation sharing from the waterfront pilots.
- Option 2: City-to-City Sharing (“Sister City”) – based on mutual exchange and city-specific interests.
- Option 3: Thematic Exploration – targeting the six systemic challenges.

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- Option 4: Fruit Salad – a mix of the above formats to offer a more holistic exchange.
- Option 5: City-to-City (C2C) Insight Round – developed in collaboration with WP1 leads to align with the Sister Space Meetings. These sessions focus on shared learning from WP1 activities, including Innovation Cycles, the TTP, and the Re-Value Impact Model. This option encourages cities to move beyond their Sister City pairings and reflect collectively on insights from the WP1 process.

All five options were presented and discussed with most Re-Value Cities during an online CD&E Programme workshop on 4 June 2025. Cities actively contributed ideas and preferences using the Miro board, leading to valuable exchanges. For those unable to attend, bilateral meetings were held to ensure their input was considered.

Option 4, *Fruit Salad*, received the most interest for its comprehensive and flexible approach. However, Option 5 was also highly valued due to its alignment with the broader work programme, particularly WP1 work flows. Its integration with ongoing online sessions and its emphasis on cross-city learning were seen as significant added benefits.

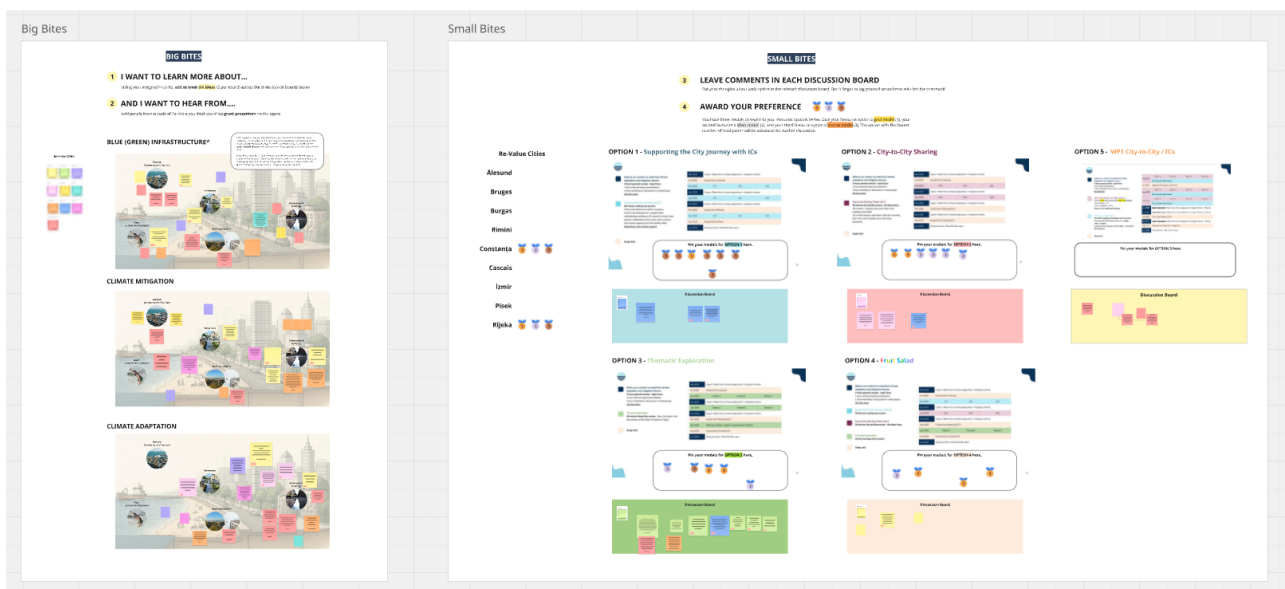


Figure 17: CD&E Programme workshop MIRO boards

## 3.2.2 Year 3 Rounds

Following ongoing consultations with Re-Value partners, Option 5 was selected and further refined into what is now colloquially referred to as the “Enhanced Fruit Salad Option.” This approach most effectively supports the ambition of Supporting the Re-Value City Journey by enabling thematic depth, deep exchange, and integration with multiple work streams across the project. Within this conceptual framework, Rounds in the Year 3 CD&E Programme will be delivered through two distinct but complementary formats: **C2C Insight Rounds** and **Expert Exchanges**. However, it is important to note that the WP1 programme is still being finalised, so the frequency and final structure of these sessions may be adjusted to ensure optimal alignment.

## C2C Insight Rounds

**Format:** 90-minute roundtable discussions, online (and in-person, where feasible)

**Participants:** Re-Value City representatives

**Observers:** Re-Value Community of Practice, WP leaders, Innovation Cycle leaders

**Purpose:** Peer exchange and collective reflection on key learnings from the WP1 Sister Space meetings

C2C Insight Rounds are designed to build on the structured online *Sister Space* meetings led by WP1 and Innovation Cycle leaders. These sessions will create a shared space for cities to step beyond their one-on-one Sister City pairings and exchange cross-cutting insights, reflections, and challenges from their ongoing journeys.

These sessions are envisioned to occur at least twice:

- Following the first round of Sister Space meetings in **September–October 2025**, and
- Following the final round in **December 2025–January 2026**.

The sessions will not be recorded for public dissemination in order to foster open dialogue. However, key insights will be documented and shared across the project through WP6, WP7, WP8, and WP9, ensuring that outcomes are integrated into other workstreams and contribute to the overall synthesis of results. Synthesised contributions will be shared in the NetZeroCities Portal's Knowledge Repository.

## Expert Exchange

**Format:** 90 - 120 minute interactive webinars

**Structure:** One part external expert presentation(s), one part discussion or small group workshop

**Participants:** Re-Value Cities, Re-Value Community of Practice

**Purpose:** Deep-dive into technical and thematic challenges aligned with the WP1 TTP Talks

The Expert Exchange series will invite external experts to explore advanced topics identified by city partners and WP1 leaders, particularly those connected to the six systemic challenges. These webinars build on the momentum of the TTP Talks and are designed to support cities with targeted insights and applied knowledge relevant to their waterfront contexts.

Each session will be recorded, professionally edited, and made publicly available for broader dissemination.

Themes and specific topics were co-identified during the June 2025 CD&E Workshop with Re-Value Cities and focus on applying systemic challenges to climate mitigation and adaptation in urban waterfront environments. They include:

- **Connecting People to the Waterfront:** Accessibility, inclusive design, and recreational uses of blue infrastructure
- **Integrating Harbour Heritage and Activity:** Repurposing / transforming industrial spaces, supporting local craft economies, managing cruise traffic and mass tourism impacts

- Climate-Proof Street Design: “Living streets” initiatives, resilient public space planning, and associated financial models
- Integrated Urban Technology: Photovoltaic urban furniture, weather-resilient systems, and smart heating/cooling infrastructure
- Nature-Based Solutions (NbS): Flood prevention, heat island reduction, carbon sequestration, and ecological shoreline design

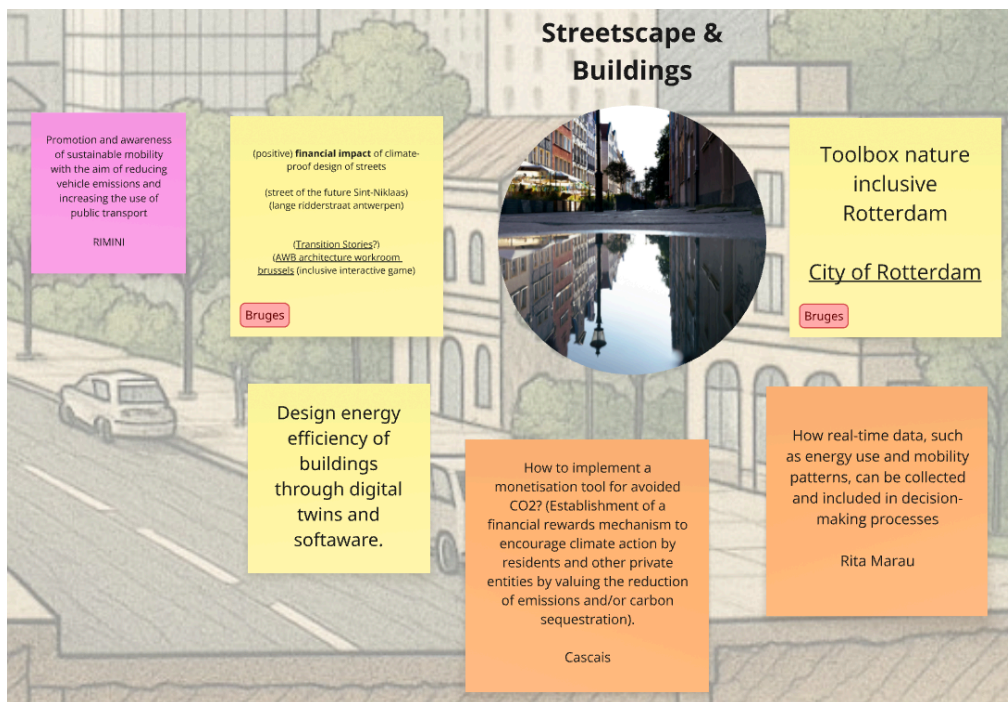


Figure 18: MIRO board workshop - topics and presenters suggestions

### 3.3 Study Visits (and Other European Events)

In Year 3 of the programme, Re-Value partners will participate in the final two Study Visits: one in Cascais and one in Písek. These visits will continue to offer valuable opportunities to build on the insights gained from previous engagements, enabling deeper reflection and dialogue. They will also help refine and enrich the Round programme by identifying shared interests and knowledge gaps that the Rounds can address.

Re-Value Cities will also participate and actively share their experiences as part of other European events, including the UP2030 Final Conference, Cities in Action: Shaping just resilient & climate neutral urban planning conference, in November 2025, and the 2026 Cities Mission Conference in May 2026. Other engagements with the Oceans Mission and other European initiatives are also foreseen.

### 3.4 National networks

Re-Value has a specific task in its work programme (T6.7) to develop an Urban Transitions webinar series, which is envisioned to be an online webinar series hosted by Re-Value partners, targeting other cities in the

same context (specifically shared language, legal frameworks, and climate neutrality ambition). Due to only İzmir being selected as a Mission City, most Re-Value cities lack the opportunity to directly join a Mission Cities network and benefit from a national audience for an Urban Transitions webinar series. Instead of duplicating efforts and creating a new Urban Transitions webinar series, it was considered that joining existing networks and initiatives to showcase the Re-Value work during in-person and online events was the best opportunity.

As detailed in the Year 2 reflection, some Re-Value Cities managed to join extended forms of Mission Cities networks, and play roles of contributors, replicators or observers. This is the case for Ålesund, Rimini and Constanța. The ICLEI team will support their integration within the network by making connections, providing ideas of presentations and monitoring the involvement of cities in the networks.

For cities with weak ties to the Mission Cities network, the Re-Value team will keep looking for opportunities to connect cities with the network by monitoring their development. To complement this approach, other national networks of cities have been identified where Re-Value Cities could both showcase their Re-Value work and gain inspiration. Several networks have been identified including [VVSG](#) for Bruges, [Cities for Climate Network](#) and the future non-mission cities network for Cascais, and the [working group on Smart Cities](#) for Písek.

### 3.5 Territorial Transformation Plan Peer Review

One Peer Review cycle is anticipated to take place in Programme Year 3. The cycle will focus on the Re-Value Leading Cities' Territorial Transformation Plan towards climate neutrality by 2030 (and 2050, for Replication Cities) in April / May 2026, as they prepare to submit their Deliverable to the European Commission in June 2026.

### 3.6 NetZeroCities Portal

Following earlier insights about the limited use of the NetZeroCities (NZN) Portal by Re-Value partners, we will continue using the channels established within the Re-Value WhatsApp Community. These groups are very actively used by participants, not only during study visits but also between meetings, to share informal updates, event photos, and inspiring observations relevant to the Re-Value community.

The "Randomly Re-Value" channel, in particular, has evolved into a dynamic space for informal exchange. It allows partners to stay connected, share inspiration, and follow each other's activities in real time, beyond the confines of formal gatherings.

For example, on May 27, our partner from Bruges shared images of a workshop where their social partners used a physical 3D model to engage local residents. This contribution directly connected to earlier discussions about İzmir's development of a Digital Twin and whether analogue tools still hold value in certain workshop contexts.

While the NZN Portal's Re-Value Cities group will continue to serve as a repository for key project documents, its long-term use is not anticipated, unless significant improvements are made to enhance its usability, accessibility, and appeal compared to other more widely used platforms.

## 4 Next Steps

The final phase of the Capacity Development and Exchange Programme is to harvest the work of the Community of Practice to present as part of both D6.10 Re-Value Urban Planning and Design Approaches Portfolio - Final Version and D8.10 Exploitable Results. It is also a valuable exercise to reflect on the programme's strengths and weaknesses. Building on insights from two years of the Capacity Development and Exchange Programme, several key areas for improvement and recommendations have been preliminarily identified to inform similar programmes in EU projects. These initial reflections will be further elaborated and included in the final task Deliverable: D6.16 – Re-Value Community of Practice Recommendations.

## 5 Conclusions

The Re-Value Capacity Development and Exchange Programme has, over three programme years, evolved into an embedded support structure that meaningfully contributes to the Re-Value Cities' journeys toward climate neutrality through integrated urban planning and design. Anchored in the three-pronged approach of learning, reflexivity, and motivation, the Programme has demonstrated the value of combining structured knowledge inputs, peer-based exchange, and carefully curated in-person encounters to strengthen both individual and collective capacity within the Re-Value Community of Practice.

Reflections from Programme Year 2 and the design of Programme Year 3 confirm that capacity development is most effective when it is closely integrated with core project workflows and grounded in the practical realities of city implementation. The shift in Year 3 toward “Supporting the Re-Value City Journey” reflects a maturation of the Programme—from an exploratory learning space toward a targeted, impact-oriented support mechanism aligned with WP1 processes such as Innovation Cycles, Sister Spaces, and the Territorial Transformation Plans. This integration ensures that capacity development is not perceived as an add-on, but as an enabling backbone for delivery.

Across the Re-Value Rounds, Peer Reviews, Study Visits, and broader networking activities, several transversal insights have emerged that are relevant both for the remainder of the Re-Value project and for similar EU-funded initiatives:

### **Targeting the Right Audience**

Urban planning and design spans a wide range of technical, spatial, environmental, and social domains. The Re-Value experience shows that when capacity development activities engage participants without the relevant thematic background—or without sufficient time and mandate to engage deeply—the potential impact is reduced. While diversity of profiles within the Community of Practice enriched discussions, it also highlighted the importance of clearly defining expected participant profiles from the outset and encouraging cities to involve colleagues with the appropriate expertise when technical or design-led topics are addressed. Early clarification of roles and expectations is critical where meaningful engagement is required.

### **Managing the Co-Creation Process**

Co-creation has been a defining strength of the Re-Value CD&E Programme, particularly in the iterative shaping of the Rounds and the Year 3 programme concept. At the same time, working with a diverse group of cities inevitably generated a wide range of ideas, priorities, and occasionally conflicting expectations. Experience shows that co-creation processes benefit from clear framing of scope, decision-making boundaries, and non-negotiable constraints. Explicit communication about where partners can influence outcomes—and where alignment with wider project structures is required—reduces frustration and strengthens trust in the process.

## **Addressing Digital Fatigue**

Despite continuous experimentation with formats, tools, and facilitation techniques, sustaining high levels of engagement in online sessions remained challenging. Digital fatigue, competing municipal responsibilities, and uneven internal capacity all affected participation. The Programme experience suggests that shorter, more focused online interactions, complemented by offline or “homework-based” activities carried out within local teams, may offer a more sustainable model. Aligning expectations with participants’ real capacity to contribute is essential for long-term engagement.

## **Coordinating Online Support Across Partners**

As Re-Value activities intensified, the number of online meetings, workshops, and support sessions increased across work packages. Feedback from cities highlights the importance of stronger inter-partner coordination to avoid overlapping discussions, repetition, and meeting overload. Streamlining online support not only respects participants’ limited time, but also improves coherence and reinforces the connection between capacity development and implementation.

## **Simplifying Access to Resources**

The Programme reaffirmed that cities benefit from simple, centralised access to materials. Distributing resources across multiple platforms and folders creates gaps, particularly when staff turnover occurs. While access rights and institutional constraints remain a challenge, establishing a user-friendly, unified entry point for key resources early in a project significantly improves usability, supports onboarding, and enables more personalised learning pathways.

In conclusion, the Re-Value Capacity Development and Exchange Programme demonstrates that effective capacity development for climate-neutral urban transformation depends less on the volume of activities and more on their strategic alignment, relevance, and accessibility. By embedding learning and exchange within cities’ real implementation journeys, fostering structured peer reflection, and remaining responsive to participants’ capacities, the Programme has laid a strong foundation for both the final project phase and the wider dissemination of insights across the Cities Mission ecosystem. Ultimately, the Re-Value Capacity Development and Exchange Programme shows that capacity development delivers the greatest value when it is embedded in practice, responsive to cities’ realities, and designed to evolve alongside their transformation efforts.

## Annex 1: Sample Re-Value Round Evaluation Survey



# re-value

### Re-Value Round Pisek: Evaluation Survey

**B** *I* U

Please fill in the below survey. It will take less than 5 minutes. Your answers will be collected anonymously.  
**Thank you for your feedback!**

What is your overall impression of the Pisek Round on digital engagement? \*

	1	2	3	4	5	
It needs improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I really enjoyed it!

How interactive was the Round? \*

	1	2	3	4	5	
Not very interactive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very interactive!

# re-value

How applicable was the Round's content to your (Re-Value) work or for your city? \*

	1	2	3	4	5	
Not really applicable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very applicable!

How likely are you to share ideas or contacts from the Round with your professional network (e.g., Re-Value team, colleagues, LinkedIn)? \*

	1	2	3	4	5	
Not likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very likely!

We would like to provide the Host(s) with constructive feedback on the design and execution of their Round. What specific suggestions or recommendations do you have for future improvement? \*

Long answer text

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Did you find something particularly irresistible about this Round? If so, please tell us here and we'll share it forward.

Long answer text

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## 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](https://re-value-cities.eu).

## Partners



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