

re-value

A large, faded QR code is visible in the background, partially obscured by the text and a white wavy shape.

## Re-Value Communication, Dissemination and Exploitation Plan 2

Re-Value Deliverable D8.4, 10.12.2024

Connect with us!

## Report information

**Deliverable:** Re-Value Communication, Dissemination and Exploitation Plan 2

**Submission date:** December 2024

**Authors:** Esben Pejstrup (ICLEI Europe)

**Contributors:** Dirk Ahlers (NTNU), Arianna Orlando, Allison Wildman, and Fanny Chevalier (ICLEI Europe), all partners

**Task contributors:** NTNU Norway, Municipality of Ålesund, City of Bruges (Stad Brugge), Burgas Municipality, Municipality of Rimini, Cascais Ambiente, ADI-ZMC, İzmir Metropolitan Municipality, Písek municipality, City of Rijeka, ICLEI Europe, VITO, Alma Mater Studiorum-Università di Bologna, LNEG, IZTECH, University of Nova Gorica, IFLA Europe, Sørstida, Augment City, SU "St. Kliment Ohridski", JA Europe, Municipality of Constanta, Ecoten, Teatret Vårt, Sladovna Písek

**Front page photo:** Photo by Re-Value

**Terms of use:** This publication has been produced as part of the Re-Value project and is licensed under a Creative Commons Attribution 4.0 International licence ([CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)), except where otherwise noted.

**Horizon Europe Grant Agreement No:** 101096943



**Funded by  
the European Union**

Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.

## Executive summary

The report provides an update, mainly centred on measurable KPIs set in relation to the first 18 months of the project, of the first overview of Re-Value's plans for Communication, Dissemination and Exploitation (CDE) which was submitted in September of 2023.

As such, it keeps word-to-word its focus on how Re-Value will succeed with its plan by deploying an open, transparent and inclusive form of communication both in the nine cities that are part of the partnership and from the core "communication centre" driven 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 responsibilities by partners, but provide a brief look back and clear path to increased impact going forward through the key message that *"Through collaborative urban design and planning, Re-Value makes the urban transition to climate neutrality irresistible"*.

This report also benefits from a more mature project, by providing a clearer timeline of activities and the key plans for the coming years and what key steps especially the cross-European partners *can* take to ensure Re-Value delivers to the wider sphere of passionate Europeans working towards a more sustainable continent. Unlike the first version, this report aims to provide detailed planning for many of the activities Re-Value partners will do as a consortium in the next three years. This plan is not focused on the specific activities planned in each of the nine Re-Value cities as that is the topic of other reports (Deliverable 8.3 and the future Deliverable 8.7). The plans in this report will be updated in Deliverable 8.8 in M34.

## Table of contents

<b>1. Introduction</b>	<b>5</b>
1.1. Principles of Re-Value Communication	5
<b>2. Background for the Communication, Dissemination and Exploitation</b>	<b>7</b>
2.1. Approach	7
2.2. Project Ambition	8
2.3. Context	9
2.4. Partner Context	10
<b>3. Key Message</b>	<b>13</b>
<b>4. Visual Identity</b>	<b>14</b>
<b>5. Target Audiences</b>	<b>15</b>
5.1. Outside city ecosystems	15
5.2. Inside city ecosystems	20
<b>6. Systemic Challenges</b>	<b>21</b>
6.1. Systemic Changes in governance, regulatory structures, and advocacy	21
6.2. Financial and circular value chains	21
6.3. Data-driven co-creation, digital twins	22
6.4. Energy and mobility	22
6.5. Nature-based solutions	22
<b>7. Channels</b>	<b>23</b>
7.1. Website	23
7.2. Social Media	24
7.3. Mission Platform	25
7.4. Other Initiatives	26
7.5. Partner Channels	26
7.6. Events	27
<b>8. Specific CDE activities (and processes)</b>	<b>28</b>
8.1 Draft Communication Briefs	28
<b>9. Monitoring, reporting and evaluation</b>	<b>34</b>
9.1. Events	34
9.2. Online Communication	34
9.3. Dissemination & Exploitation	34
<b>10. Conclusion &amp; Next Steps</b>	<b>36</b>
<b>Annex 1: Re-Value Visual materials and Templates - overview</b>	<b>38</b>



## 1. Introduction

This document, 'Re-Value Communication, Dissemination and Exploitation Plan 2,' presents the continued plan for how the Re-Value partnership will strategically maximise the impact of the project. It presents the communication strategy for the overall project, first submitted in the first version of the CDE Plan<sup>1</sup>, with selected updates in this document which is an update of the original CDE plan. Individual plans for local communication and outreach strategies in each Re-Value City<sup>2</sup> are available on the Re-Value website to supplement this report.

This plan is structured and written in a practical manner to support project partners (and other collaborators wishing to support) in understanding the foundation for the CDE efforts of the projects. Who is best positioned to reach who? What activities are we planning on the European scene in the next 15 months? What message should we deliver when addressing this or that audience?

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 2, and the position of the main partners working across Europe.

Then, the plan moves into the Key message and the supporting materials made available for partners in Section 3 and 4, before expanding on the specific target audiences including detailed information on appropriate messages, best channels, key activities to reach them and more 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 by a new set of very specific KPIs, to support, guide and strengthen the effort going forward. 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, and minor language changes (main one being substituting "we" to "project partners" or similar throughout the document).

The 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 in general and therefore also the communication efforts are grounded in a set of principles that influence both the planning and execution of Communication, Dissemination and Exploitation (CDE).

---

<sup>1</sup> D8.1 Communications, Dissemination and Exploitation Plan:  
<https://re-value-cities.eu/documents/communications-dissemination-and-exploitation-plan>

<sup>2</sup> D8.2 Re-Value local CD Plans by Leading and Replication Cities 1  
<https://re-value-cities.eu/documents/local-communication-and-dissemination-plans-cities>

Firstly, Re-Value seeks to co-create its activities and achieve its impacts in partnership with external stakeholders through processes including both internal and external partners. This is also true for the CDE efforts. What is presented in this report is not the final iteration but rather an intermediate point for the co-creation with everyone.

The co-creation with external partners will be especially poignant in the project's partners connections with the Cities Mission where they are committed not only to engaging but also to 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 'D9.2 Inclusiveness and Diversity Management Plan 1' has been developed and is available on the project website.<sup>3</sup>

---

<sup>3</sup> D9.2 Inclusiveness and Diversity Management Plan:  
<https://re-value-cities.eu/documents/inclusiveness-and-diversity-management-plan-1>

## 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).<sup>4</sup>

##### **Outreach: Connecting the project**

Outreach refers to the actions taken to connect with others (for example, NetZeroCities or a local climate initiative) 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 but the specific planning to maximise this ambition will also follow co-creation activities and be expanded in future versions of this report and specific Reports on Exploitable results. Re-Value will work to always have its ambitions for exploitation and aims for impact steering its communication and dissemination.

#### 2.1.2. Overall planning

Re-Value's CDE efforts will develop in a co-creative way as the project work progresses through its planned phases (below).

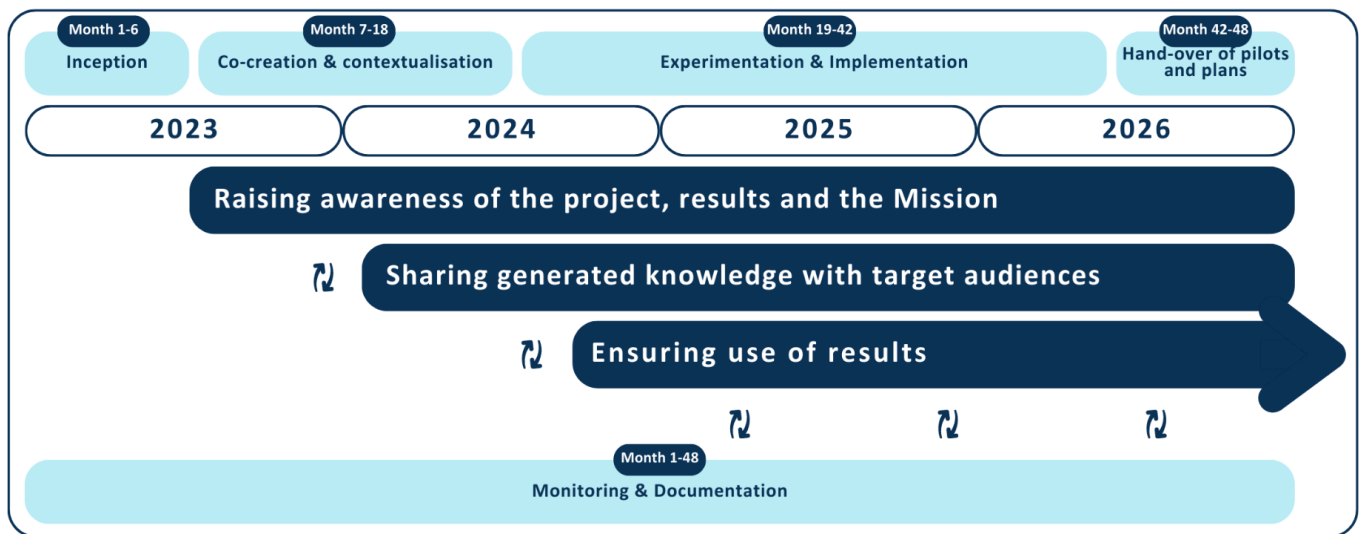
---

<sup>4</sup> [https://rea.ec.europa.eu/dissemination-and-exploitation\\_en](https://rea.ec.europa.eu/dissemination-and-exploitation_en)

Re-Value's internal methodology follows four phases<sup>5</sup> 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 an update, but following some delays in the initial phase project-wide, the sharing of knowledge has only been accelerated in the later months of 2024.

## 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*

<sup>5</sup> Also compare Re-Value D9.1 Consortium Plan 1, internal

*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<sup>6</sup>, 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 (UP2030<sup>7</sup> and CLIMABOROUGH<sup>8</sup>) funded by the same specific calls. Supported by CINEA, the first meeting between these projects took place in Brussels in February 2023, and the commitment to the partnership is strong. It has been shown by several meetings and a couple of joint dissemination activities in the first 18 months of the project.

Simple steps, such as ensuring the ‘sister projects’ presence on the Re-Valye website has already been undertaken, and the biggest activity foreseen at this point is a joint Urban Planning in Transition(s) Forum in May 2025. In 2023 and 2024 this was discussed in several smaller meetings between the respective project’s dissemination partners, and the time for detailed planning is coming up quickly.

---

<sup>6</sup> <https://netzerocities.eu/>

<sup>7</sup> <https://up2030-he.eu/>

<sup>8</sup> <https://climaborough.eu/>

## 2.3.2. New European Bauhaus

Re-Value also ties into the New European Bauhaus (NEB) initiative, by building on the CrAft CSA project<sup>9</sup>. Through NTNU as Project Coordinator of both projects, Re-Value will work with CrAft on its framework 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. Re-Value also plans to contribute to major NEB events, most notably currently the NEB festival which the project participated in in 2024 in Brussels.

## 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 the planning of activities an exercise in combining and aligning partner plans and project ambitions. The cities' local CDE plans will be covered in a separate upcoming plan, 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. The Cities and their local partners will be discussed further in upcoming reports.

### 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 has also been selected by M100<sup>10</sup> 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

<sup>9</sup> The CrAft CSA project responds to the HEU 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", <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-miss-2021-cit-01-02>, <https://craft-cities.eu/>

<sup>10</sup> <https://m100.ro/home>

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 report on Local Communication Plans<sup>11</sup>.

## 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 Smart Sustainable Cities 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 and currently leading the New European Bauhaus project NEB-STAR, and the CrAft projects which bridges NEB and the EU Cities Mission, in addition to being an official partner of the EU commission's New European Bauhaus initiative<sup>12</sup>. 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, Intelligent Cities Challenge and the CIVITAS Initiative. In addition, as NTNU, ICLEI Europe is also an official partner of New European Bauhaus.

In Re-Value, ICLEI Europe will work 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 will especially support the work to understand and monitor the impact of urban interventions.

---

<sup>11</sup> D8.2: Re-Value local CD Plans by Leading and Replication Cities:

<https://re-value-cities.eu/documents/local-communication-and-dissemination-plans-cities>

<sup>12</sup> <https://www.ntnu.edu/neb>



## 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 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.

## 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 will contribute to the communication, dissemination and exploitation of Re-Value activities within and across cities. JA Europe will provide 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<sup>13</sup>.

## 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 can build on proven strengths in implementing data-driven solutions for the lead and replica 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 will especially focus on supporting the cities through developing project financial models as well as project partnerships.

---

<sup>13</sup> <https://re-value-cities.eu/Innovation-Camps>

## 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 will form 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 section and have been further segmented in the Local Communication Plans published in June 2024, 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.

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 [D6.1](#) as an example.)
- Presentation template
- 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.

Re-Value



Funded by  
the European Union



## 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 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, all-round project makers 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 deliver 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, 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.

**Specific Re-Value messages:**

**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. The youngest in this group are not currently a dedicated target group outside of the city-ecosystems but are expected to become one in the next iteration of this plan.

**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. 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<sup>14</sup>; Pact for Skills<sup>15</sup>.

**Specific partners with key expertise:** JAE 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, where risks and benefits are expressed in a different way or include usually not considered co-benefits, which also shifts 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

---

<sup>14</sup>

[https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/european-year-skills-2023\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/european-year-skills-2023_en)

<sup>15</sup> [https://pact-for-skills.ec.europa.eu/index\\_en](https://pact-for-skills.ec.europa.eu/index_en)



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.*

## **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<sup>16</sup>: 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."

---

<sup>16</sup> <https://invest4nature.eu/>

- “...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:** The Cities Mission

**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. For the local ecosystems the 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 report D8.2: Re-Value local CD Plans by Leading and Replication Cities 1<sup>17</sup>.

- 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

---

<sup>17</sup> <https://re-value-cities.eu/documents/local-communication-and-dissemination-plans-cities>

## 6. Systemic Challenges

The systemic challenges will be presented as one overall concept by Re-Value where the separate challenges are strongly integrated. 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.

### 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 Mission Platform. 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.

#### 6.1.1. 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.

**Key Initiatives:** Cities Mission, New European Bauhaus.

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

### 6.2. 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.

## 6.3. 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 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, NTNU.

## 6.4. 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 to deal with large amounts of tourists throughout the year, in a sustainable manner.

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

**Key partners in the consortium:** ICLEI Europe, all.

## 6.5. Nature-based solutions

**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 to deal with large amounts of tourists throughout the year, in a sustainable manner.

**Key Initiatives:** Network Nature.

**Key people in the consortium:** IFLA Europe, Ecoten, ICLEI Europe.

## 7. Channels

In the first version 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](http://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 as presented below.

About	Cities	News & events	Resources
Vision	Ålesund	News	Publications
Climate Neutral Cities Mission	Bruges	Events	Multimedia
Community	Burgas	Newsletter	
Partners	Rimini		
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 site will see the latest news and publications including Bruges.

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

**Status to date (M23):** Since launching the full website in Month 6, it has been visited 9.366 times which is assessed as relatively good, considering the project still gearing up its dissemination efforts and outreach. Interestingly enough at this early stage, the publications have already been a successful component of the website with 726 views of the Initial Impact Model<sup>18</sup> and 136 downloads (it is possible to read the report without downloading) in a little more than a year. In total, the website has achieved 314 downloads.

**KPI for remaining project period:** Having assessed the current situation as relatively good, considering the phase of the project, there is still room for improvement. The KPI set for the forthcoming period is:

**10.000 yearly visits to the Re-Value website.**

<sup>18</sup> <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

This, while realistic, will especially ask for an increased number of updates of the website, focused on more news stories.

## 7.2. Social Media

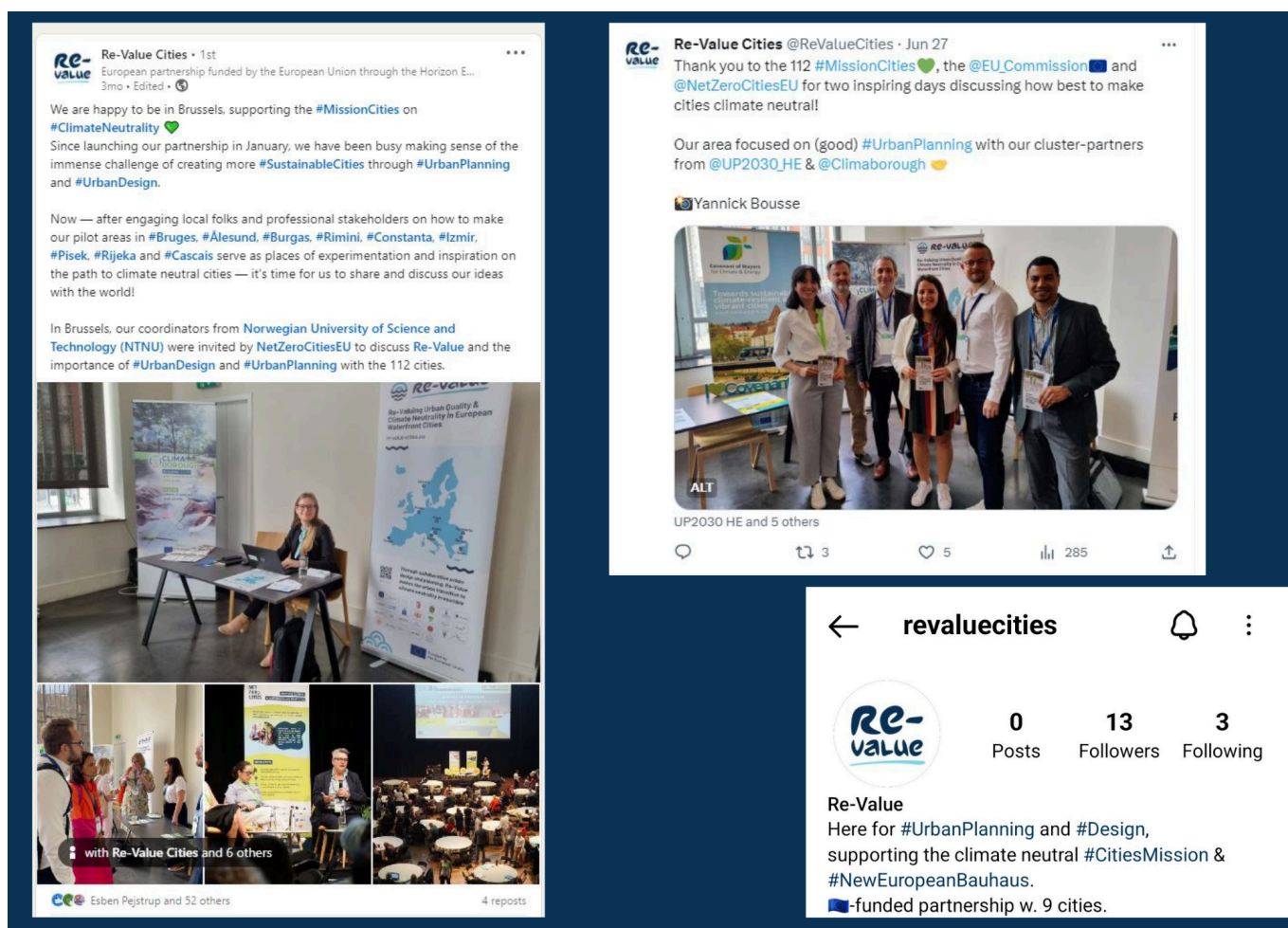
Accounts have been created for Re-Value on LinkedIn, X (previously Twitter) and Instagram. Content on LinkedIn and Twitter is sourced by ICLEI Europe through general project communication and exchange directly with the cities, while Instagram will mainly feature photos from the Cities and live events. Of three three, LinkedIn was from the beginning considered the most crucial, and X primarily meant to feature content produced for LinkedIn.

### Main Target audiences

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

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

**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.



Picture: Screenshots from the various Re-Value accounts on social media.

**Status to date (M23):** As expected, LinkedIn has been by wide distance the most utilised and beneficial of the three, amassing above 50.000 impressions and 668 followers. For a project only now moving into the dissemination side of activities, this is more than acceptable. On Instagram, the Following is less impressive with 122 followers, mainly acquired through stories posted during various study visits. Twitter / X is being phased out by the project.

**KPI for remaining project period:** In the remaining project, no KPI will be set for Twitter / X, as the situation (and ownership) on the platform is making it non-desirable for project outreach and dissemination. On the other hand, the Instagram possibilities are increasing, with a bigger community of urban changemakers (and their projects) on the platform today than 20 months ago, and this should be exploited by posting content as-it-happens in and around the cities. Therefore, the Instagram KPI is:

***Increasing the follower count on Instagram to at least 250.***

On LinkedIn, the ambition going forward would be to continue on the good beginning, but increase the output as it aligns with results:

***Increase reach on LinkedIn to 30.000 impressions per year.***

## 7.3. Mission Platform

As described, Re-Value has high ambitions for connecting with the Cities Mission/NetZeroCities and a key focus point of this will be disseminating and exploiting the Re-Value outputs through the Mission Platform, including its Portal / Knowledge repository being established<sup>19</sup>, the City advisors of NetZeroCities and the overall NetZeroCities project and the affiliated Climate Neutral projects. This should naturally flow following the MOU and engagement with the Platform in the introductory phases of the project, but the specific output of the project will be shared directly with NetZeroCities and other projects for dissemination.

**Main Target audiences:** Local Governments

**Status to date (M23):** In the period, Re-Value has set up its own community on the Mission portal (WP6) which is being actively used by ICLEI Europe in sharing information with the Community of Practice. Beyond that, the dissemination-focused activities have been limited to participation in joint events, and Re-Value, the logical effect of the results not yet being there in the project itself, is not included in the Knowledge Repository.

**KPI for remaining project period:** Going forward, the Re-Value Community on the Portal itself will continue to be a place for the Community of Practice, but ICLEI Europe will seek to expand more into the public discussions on the portal too. At the same time, Re-Value is also seeking to contribute to an upcoming Missions Forum Event in Vilnius in 2025. The main goal however, is to have Re-Value results included in the Knowledge Repository, supporting other Cities in using Urban Planning and Design to achieve climate neutrality:

***Include Re-Value results/knowledge at least three times in the Mission's/NetZeroCities' Climate Transition Map.<sup>20</sup>***

<sup>19</sup> <https://netzerocities.app/knowledge>

<sup>20</sup> <https://netzerocities.app/ClimateTransitionMap>



## 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 Initiative

**Status to date (M23):** 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 Smart City Expo World Congress in Barcelona.

**KPI for remaining project period:** With more output-heavy periods coming up, we will seek to further publish content in support of (and cooperation with) the major European Initiatives:

***Publish Re-Value content on the websites and/or newsletters of CIVITAS, Smart Cities Marketplace, the Covenant of Mayors, NetworkNature and New European Bauhaus at least once per year.***

## 7.5. Partner Channels

Re-Value partners (see section 2) represent several organisations with significant reach within different target audiences. Dissemination through these channels will be supported by regular mailings to partners, and 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 (M23):** To date, partners have published as relevant on their own websites but it's mainly been focused on the communication side of things in the "this event happened" sense. With the project being in the early phases, pushing outputs of the project has not yet been a major theme, which is natural.

**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 period of the project will mainly be local events (covered in the Local Communication Plans in June) and the Innovation camps also happening locally that will be covered in a full planning report on these camps (also due in June). In addition to the events organised by the partnership, partners are supported with slides and event scouting from the central communications efforts.

**Status to date (M23):** In the first period, 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. is, if anything, better than expected in the early phases.

**KPI for remaining project period:** While Re-Value are participating or holding events at a quite high intensity, these are have not always captured and used in the outward-facing communication (Social Media and website especially) sometimes due to internal communication and at other times due to a wish not to flood the channels only with news about “event X happening somewhere”, as the relevance for the target audiences is not always. Going forward, as other activities will increase on the website, the challenge of content becoming too similar should recede, and sharing content from the many engaging events could serve as a great engagement boost on the Re-Value Channels.

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

## 8. Specific CDE activities (and processes)

Throughout Re-Value a series of outputs and specific processes were identified early that will need specific 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 will be 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 to the list as more activities are done.

**Status to date:** In general, the activities have been undertaken successfully but the communication and dissemination parts of them have not been carried through to the fullest extent possible. The briefs have only taken the verbal form and mainly been limited to short discussions in the technical steering committees or bilaterals 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 will be utilised as a tool much more than until this date. These will go from mainly being ad-hoc to being monthly emails (minus summer) covering the current main focus of communication activities and what actions partners can take to support the different ones (and input new ones).

*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. They have so far been produced ad-hoc mainly as meetings but going forward these will be stand-alone brief documents. Below are presented some non-confidential drafts.

#### 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 is validating this innovative approach specifically for sustainable urban development.

Detailed information about the Innovation Camps methodology is available in Deliverable 8.2 and will be expanded upon—focusing on lessons learned—in the forthcoming Deliverable 8.5.

**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 a European Camp.

**Lead Partner:**

JA Europe

**Other Key Partners:**

All cities + local JA 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 (to be 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 will continue collecting 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 first two camps in each city, which will be presented in Deliverable 8.5.

**Internal Communication Brief Deadline:**

Month 34 (October 2025)

## 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 Portfolio itself is a document of good practices from cities (including the Re-Value city but also beyond) covering six sections of previously articulated Re-Value principles.

It has been published as a report and a key communications task is then to make it available in an interactive and easily shareable format.

**Timeline:**

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

**2025:** Dissemination of the portfolio, also online.

**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 has one very big benefit compared to practically speaking all other Re-Value deliverables up until this point in the project: It is sharing fully developed experiences providing immediate value not just to the project, but to any outsider.

As such, the Portfolio is arguably the first meaningful dissemination output from Re-Value, and the Communication and Dissemination planning is therefore highly important both for the long-term success of the final portfolio (which will be full of urban interventions from Re-Value) and as a test case for the power of the overall approach to communication and dissemination.

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 partner's included in the Portfolio will be encouraged (and supported) in sharing with the world that their specific approach has been included as 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 constantly deployed, ICLEI Europe will use the great examples from the cities on Social Media to produce a plethora of interesting approaches, providing real value to the audience. 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 Mission Platform, in one way or another. The ins and outs of this possibility could be tested with this first Portfolio.

**Next Planning Activity:**

The key upcoming activity for the Portfolio is integrating them as interactive elements on the Re-Value website.

**Internal Communication Brief Deadline:**

This above text is viewed as an example of how the written communication brief would look, but a further update will be made for the final Portfolio before it's ready for publication in M42 (June 2026.)

## **“Urban Transformations” webinar series**

### **About:**

The Urban Transformation webinar series aims to build capacity in both the Re-Value cities and other national cities that are part of - or interested in - the Cities Mission. 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 current plan is to identify knowledge gaps, and opportunities to add value on the NetZeroCities portal and seek out cooperation with the national platforms of the Mission Cities, as for example well underway in both Romania and Norway. Sessions will focus specifically on Urban Planning and Design and the value of co-creation.

### **Timeline:**

Mid 2025 - end 2026

### **Lead Partner:**

ICLEI Europe

### **Other Key Partners:**

NTNU, Cities

### **Overall Planning Approach:**

This task is not quite ready for deep communication planning, but a few things have already been decided. First of all the webinars / sessions will be mainly in the national language focused on Urban planning, but not necessarily limited to cities as participants.

This will mean the communication efforts will primarily be on supporting good partnerships and supporting the local Re-Value partners as much as possible in sharing about the webinars.

### **Next Planning Activity:**

The next relevant planning activity will be the production of the second version of the Local Communication Plans, in which specific planning should be made for the group as a whole and for each city. This is expected to be submitted in M27 (March 2025).

### **Internal Communication Brief Deadline:**

The full communications Brief should be part of D8.7, expected in M27 (March 2025).

## **Urban Transformations Conference**

### **About:**

The Urban transformation Forum will be organised as a partner activity to the wider Mission Cities Conference happening in May 2025 in Vilnius, organised by NetZeroCities and now with active support from Re-Value and the sister projects Climaborough and UP2030. Discussions have been ongoing about whether to organise the event as a stand-alone event, or seek cooperation with the Mission Conference, and supported by encouragements at the Re-Value review meeting in September 2025 the decision has been the latter. This consolidated presence at the major event has the benefit of reaching a larger group of cities seeking to become climate neutral, of supporting

the mission environment and of, if allowed by the Mission Conference, 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 biggest downside is it will limit the extent of plenary discussions on urban planning and design but this is being alleviated by both Up2030 (in the Fall/Winter of 2024) and Re-Value (in 2026) organising large final conferences.

## **Timeline:**

At present (late November 2024) intense discussions and collaboration exchanges is underway with NetZeroCities on how Re-Value and sister projects can contribute, and the current direction, partly suggested from our cluster, is dedicated zones at the conference for the different clusters that are part of the mission environment.

If successful, the time until the big event will be spent planning the presence in partnership with the sister projects, most likely with Re-Value taking the lead on the organisation of it.

## **Lead Partner:**

ICLEI Europe

## **Other Key Partners:**

NTNU, Cities (mainly if also welcome at the conference, which remains tbd. Re-Value has made the request for this to be possible)

## **Overall Planning Approach:**

In general, joining the major event means the key task is for Re-Value and its sister projects to support where the need is from the Mission. The practical learnings and experiences will be key and it's a good chance for Re-Value to also truly begin targeting the wider world with consolidated experiences from the project. The focus should be on bringing these out for the benefit of all the participants.

## **Next Planning Activity:**

The key at this moment is to await final confirmation on participation and what can be shaped. And then to act.

## **Internal Communication Brief Deadline:**

Ideally, it will be possible to produce a joint brief between Re-Value and the sister projects in January 2025, pending final confirmation from NetZeroCities

## **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.

**Lead Partner:**

NTNU

**Other Key Partners:**

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

**Future Communication Briefs:**

- Innovation Model Workshops
- Policy Briefs / Meetings
- A brief per Innovation Cycle
- Expanded community of Practice
- Final Conference
- etc.

## 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)<sup>21</sup> and the reporting of these are included in D7.2 Re-Value M&E Report 1<sup>22</sup> and will be updated in the forthcoming updates of this 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 Transformations 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*
- 9 Policy Briefs and follow-up meetings  
*Reporting by: NTNU & ICLEI Europe*

<sup>21</sup> <https://re-value-cities.eu/documents/re-value-monitoring-evaluation-model-initial-version>

<sup>22</sup> <https://re-value-cities.eu/documents/re-value-me-report-1>

- 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

This document provides a framework for organising the project's established structures and planned activities, to ensure that partners can quickly act on the results and communicate them when they are produced. These structures include the most typical ones, such as a website, newsletter mentions, and some key messages for social media, but also includes tools and methods for partners to reach different target audiences, for highly segmented communication and dissemination across topics and audiences.

This report still serves the primary purpose of its original version (D8.1) of opening up opportunities for partners, not to limit them. Further possibilities for partners locally have also been described in Deliverable 8.2 Local Communication and Dissemination Plans by Cities but neither of these seek to limit the activities of partners.

Having completed the initial stage of the project - the inception phase - where the work was primarily focused on internal workshops - including several on Re-Value's story-building perspective - both across the project and within the Re-Value cities, this plan was updated in early December of 2024. The changes reflect the plan to make adjustments or course corrections to the framework - if necessary - in response to partners' capacities and capabilities, results advancement, and the introduction of new information, and have centred almost exclusively on setting up KPI's on the different channels following the first assessment of the activities and providing examples of internal draft communication briefs.

This plan will be updated again in Month 34 of the Project (October 2025) expected to primarily focus on detailed planning of the important activities towards the later stages of Re-Value (Policy Briefs, conferences etc.)

## 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



**Funded by  
the European Union**

Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.

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


<b>Annex 1: Re-Value Visual materials and Templates - overview</b>	<b>30</b>
Stylesheet & logos	30
Icons	31
Re-value funding Sticker:	31
Eye catcher / logo mark	31
Roll up banners	32
Print products in post-card size	32
Power point	33
Docs Template:	33

## 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





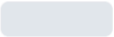










Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. cmod tincidunt ut laoreet dolore magna aliquam erat volutpat.

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.

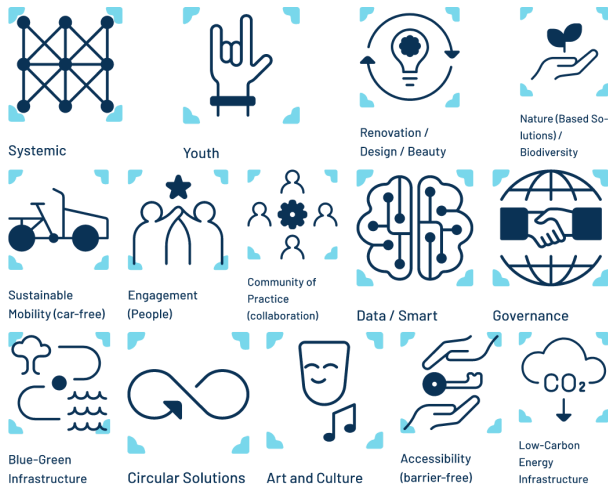
Colors

 C100°81°38°32 R10°50°88 HEX#0A3258	 C79°54°31°16 R65°98°126 HEX#41607E	 C57°36°25°7 R120°142°163 HEX#788EA3	 C38°21°18°1 R175°188°201 HEX#AFBCC9	 C12°6°6°0 R230°234°238 HEX#E6EAE6
 C82°41°32°16 R43°110°134 HEX#2B6E86	 C69°19°22°2 R76°161°186 HEX#4CA0B9	 C51°0°10°0 R212°217°238 HEX#79D9EE	 C29°0°7°0 R188°236°246 HEX#BCECF6	 C6°0°2°0 R242°251°253 HEX#F2FBFD
 C24°54°55°15 R179°120°100 HEX#B37864	 C18°40°44°6 R204°159°135 HEX#CC9E87	 C0°19°26°0 R255°219°183 HEX#FFDBC1	 C0°10°13°0 R255°237°224 HEX#FFEDE0	 C0°4°15°0 R255°248°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**



Funded by  
the European Union



## 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.



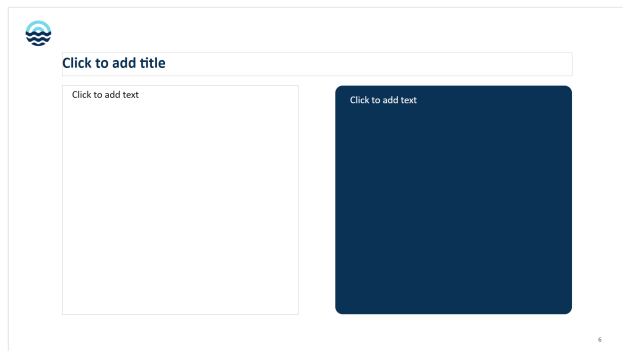
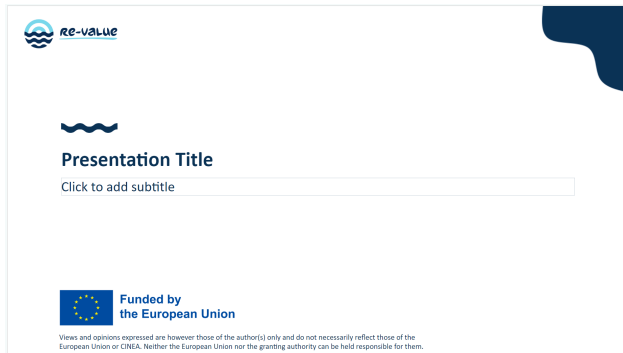
## Print products in post-card size

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.