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# Re-Value Anchoring and Advocacy Report 1

Re-Value Deliverable D9.7

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## Report information

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**Author:** Deborah Navarra (NTNU)

**Report contributors:** Annemie Wyckmans, Slađana Lazarević, Marjan Khaleghi, Giulia Vergerio (NTNU), Andreas Amundsen (Ålesund), Lies Debbaut, Jeroen Vansteenkiste (Bruges), Daniela Derubeis (Rimini), Rita Marau (Cascais), Çelen Ayşe Ünal (İzmir).

**Task contributors:** NTNU – Norwegian University of Science and Technology, 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, Sørsida, Augment City, SU "St. Kliment Ohridski", JA Europe, Municipality of Constanța, Ecoten, Teatret Vårt, Sladovna Písek

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## Executive Summary

The Re-Value *Anchoring and Advocacy Report* documents how Re-Value has positioned itself as a European reference for **climate-neutral waterfront transformation**, demonstrating how **design-led governance** can support cities in navigating complex institutional, social, and environmental transitions. Covering the first 36 months of the project, the report consolidates how Re-Value's approaches have begun to anchor within local, national, and European policy and governance ecosystems, while outlining the advocacy pathways required to extend this work beyond the project's implementation phase.

This report builds on learning and evidence generated across the project, including *Monitoring & Evaluation work (D7.8)*, Innovation Cycle outputs developed with the cities, and the Exploitable Results framework (D8.6), translating these inputs into a consolidated anchoring and advocacy perspective.

As a [Horizon Europe Mission Cities](#) project within the *Urban Planning and Design cluster*, Re-Value fully integrates the values and working principles of the [New European Bauhaus](#). By integrating technical and governance advances with cultural, social, and aesthetic dimensions, the project presents climate neutrality as a comprehensive shift in urban quality, public value, and collective well-being that extends beyond technological goals. Across nine waterfront cities, from Ålesund to İzmir, Re-Value explores how reconnecting urban life with rivers, coasts, and harbours can align decarbonisation with resilience, heritage, identity, and liveability.

During the first three years, Re-Value has progressively anchored its methodologies at multiple governance levels.

At the **European level**, the project has strengthened its presence within the Mission governance ecosystem through sustained engagement with [NetZeroCities](#), the [Horizon Europe Urban Planning and Design cluster](#), [Cities Mission Conferences](#), and New European Bauhaus–related platforms. These activities have supported early methodological exchange and dialogue, and have included the preparation of a Memorandum of Understanding with the Mission Platform to formalise longer-term collaboration pathways.

At the **national level**, Re-Value partners have engaged with Mission-aligned hubs and platforms in several countries, including Norway, Portugal, Romania, Italy, and Türkiye. These interactions have contributed to situating Re-Value's approaches within emerging national agendas, while creating spaces to identify shared regulatory and institutional bottlenecks and to exchange early insights from waterfront pilots and Innovation Cycles.

At the **local level**, Re-Value cities have embedded the project's Innovation Cycles and Impact Model within municipal processes, linking pilot-level experimentation to longer-term Territorial Transformation Plans. This supports stronger internal coordination, enhances governance capacity, and more structured and inclusive engagement with citizens and stakeholders.

### Cross-Mission Positioning: Ocean, Cities, and Future Adaptation

A significant strategic development during this period is the extension of Re-Value into the EU Mission [Restore our Ocean and Waters](#) through the [CO-WATERS](#) project, where Rimini and Burgas act as pilot cities and NTNU and ICLEI serve as leading and transversal partners. This positions Re-Value at the intersection of

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urban transitions and water system restoration, reinforcing a European policy shift toward integrated, land-water climate resilience.

Re-Value is now one of the few projects **operating across Missions**, contributing insights at the intersection of territorial, ecological, and socio-cultural dimensions of climate-neutral transformation.

Looking ahead, Re-Value also opens opportunities for future alignment with the **EU Mission on [Adaptation to climate change](#)**, particularly in relation to heat mitigation, nature-based solutions, and climate risk preparedness in waterfront areas. In this landscape, projects such as [ClimaGen](#) illustrate the growing attention to adaptation-oriented approaches at European level. Re-Value's systemic framing, co-benefit methodologies, and scenario-building tools provide a transferable foundation that can inform adaptation-related dialogue and resilience planning beyond the project context, without presuming direct coordination, integration, or uptake.

In parallel, Re-Value aims to contribute to and benefit from [NEB Junction](#), the New European Bauhaus Hub for Results and Impacts. As outlined in the project's communication and exploitation strategy, NEB Junction provides a shared knowledge platform to make Re-Value's methods, tools, and insights visible, comparable, and accessible to broader NEB communities. Through this channel, Re-Value supports knowledge exchange and positioning, while future uptake and scaling remain dependent on external actors and policy dynamics.

Overall, anchoring and advocacy activities under Task 9.4 have established the conditions for policy-oriented engagement in the final phase of the project. Through structured synthesis of city experience and engagement with European, national, and municipal governance interfaces, Re-Value has positioned its systemic insights to inform policy dialogue in a transparent and credible manner. Advocacy outputs in the final phase will build on consolidated learning from the first 36 months.

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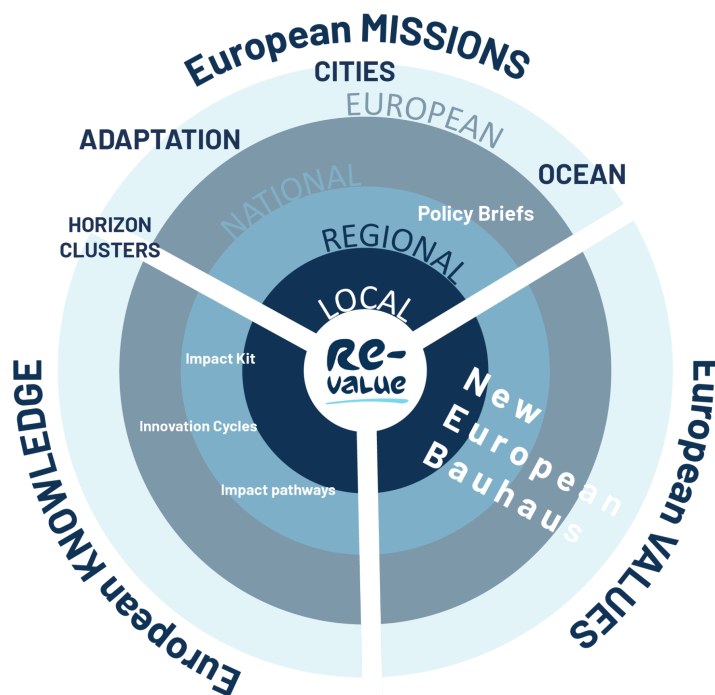
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## 1 Anchoring and Advocacy as Enablers of Mission-Oriented Urban Transformation

Europe’s waterfront cities stand at the frontline of the climate-neutral transition. Harbours, rivers, and coastlines are spaces where environmental vulnerability, cultural heritage, and urban innovation intersect, and where the ambitions of Europe’s Missions are tested against real territorial conditions. In this context, anchoring and advocacy are mechanisms through which experimental practices move across governance levels, challenge institutional silos, and influence how urban transitions are understood and implemented.

Re-Value operates as a [Horizon Europe Mission Cities](#) project that addresses climate neutrality through design-led governance and value-based urban transformation. By integrating the values and working principles of the [New European Bauhaus](#), the project expands the scope of urban transition beyond technical decarbonisation, embedding questions of spatial quality, inclusion, culture, and public value into planning and decision-making processes. Across nine waterfront cities, Re-Value explores how climate neutrality can be pursued through place-based transformation pathways that reconnect urban life with water systems, heritage, and everyday public spaces.

The growing relevance of anchoring and advocacy reflects a broader shift in European urban governance. Cities are increasingly expected to act systemically: to align climate objectives with spatial quality, social inclusion, and long-term resilience, while navigating fragmented administrative structures and regulatory frameworks. Mission-oriented policies reinforce this expectation. The [Cities Mission](#) sets ambitious timelines for climate neutrality; the [New European Bauhaus](#) promotes sustainability grounded in beauty and inclusion; and the [Mission to Restore our Ocean and Waters](#) highlights the ecological dimensions of territorial transformation. **Together, these agendas call for integrated, place-based approaches that exceed the capacity of isolated pilots or sectoral interventions.**



*Figure 1. Conceptual overview of how Re-Value links its core methodologies Credits: Deborah Navarra (NTNU) — The Impact Model, Innovation Cycles, and Impact Pathways—to European Missions (Cities, Ocean, and potential links to Adaptation), New European Bauhaus values, and relevant knowledge platforms. Operating across local, regional, national, and European scales, Re-Value positions insights from waterfront city pilots to inform policy dialogue, advocacy instruments, and systemic learning processes supporting Europe’s climate-neutral transition.*

Yet despite this evolving policy landscape, cities continue to face persistent structural barriers (more details in chapter [4 Systemic Barriers Identified Across Cities](#)). Fragmented administrations, misaligned regulations, siloed funding streams, limited data interoperability, and rigid procurement and planning procedures constrain the ability to deliver integrated transitions. These constraints emerge in everyday practice, during planning approvals, in land-use decisions that limit multifunctionality, in funding rules that separate environmental, social, and spatial objectives, and in monitoring systems that struggle to capture neighbourhood-scale change.

Re-Value responds to these challenges with a methodological approach that combines **design-led governance, co-benefit thinking, and iterative learning**. Its contribution does not lie solely in the tools it develops or the pilots it accompanies, but in how it supports cities in rethinking how they operate: how departments collaborate, how stakeholders participate, how data informs decisions, and how values such as sustainability, inclusion, and beauty become operational criteria rather than aspirational language.

**Anchoring** is the process through which these new practices are embedded into municipal routines, planning instruments, and governance cultures at various levels, allowing them to persist beyond the project’s direct intervention.

**Advocacy** follows as a natural extension of this process. As cities experiment with new ways of working, they generate situated knowledge about the institutional and regulatory conditions that enable or hinder systemic change. For Re-Value, advocacy is the structured articulation of this knowledge. It translates local experiences into policy-relevant insights that can inform national and European debates on governance reform, regulatory innovation, and Mission-oriented funding. Rather than promoting predefined solutions, advocacy serves as a translation layer, connecting territorial realities with higher-level policy agendas.

Re-Value occupies a distinctive position within this ecosystem. Its work increasingly operates at the intersection of multiple Missions, particularly through its extension into the Mission to Restore our Ocean and Waters via the CO-WATERS project, and through emerging links to adaptation-related agendas.

**Waterfront cities**, exposed to climate risks while shaped by strong cultural identities and legacy infrastructures, offer a strategic entry point for this convergence of urban and ecological transitions. In this sense, **Re-Value positions waterfront transformation as a lens through which Europe’s broader climate-neutral ambitions can be explored and refined**.

Anchoring and advocacy, serve a dual purpose:

- **Internally**, they support cities in institutionalising new ways of working by embedding Innovation Cycles and the Impact Model into planning processes, updating Territorial Transformation Plans, and strengthening governance capacity.

- **Externally**, they position Re-Value within national and European ecosystems, enabling its insights to contribute to ongoing discussions on urban resilience, multi-level governance, and Mission-oriented policy design.

Through engagement with Mission platforms, national hubs, sister projects, and knowledge infrastructures such as the NEB Junction (New European Bauhaus Hub for Results and Impacts), the project contributes to shaping how design-led urban transformation is understood and discussed.

This first report documents the foundations of that process. It captures how Re-Value has established its presence across governance levels, how cities are beginning to internalise its methodologies, and which systemic challenges recur across contexts. It also prepares the ground for the project's final phase, in which these insights will be further translated into policy briefs, guidelines, and contributions to standardisation. Taken together, **anchoring and advocacy are what allow Re-Value to move beyond a collection of pilots and contribute to Europe's evolving architecture for climate-neutral and high-quality urban transformation.**

## 2 The Re-Value Anchoring Architecture

Re-Value's anchoring architecture provides the structural framework through which learning generated in waterfront cities is connected to governance processes at European, national, regional, and local scales. The architecture frames them as interactive arenas in which experimentation, reflection, and alignment unfold over time. This approach allows place-based insights to circulate across governance levels while remaining grounded in territorial practice.

To avoid redundancy, the scale logic and the project's core methodological components are introduced in this chapter and referenced throughout the remainder of the report. The subsequent chapters focus on *how* anchoring and advocacy operate in specific contexts, rather than repeating structural descriptions.

### Scales

Anchoring in Re-Value operates across four interconnected governance scales, each fulfilling a distinct but complementary function:

- **European scale:** positioning Re-Value's methodologies and insights within Mission-oriented ecosystems, supporting cross-project learning, and contributing to dialogue on integrated urban transformation without claiming policy uptake.
- **National scale:** translating municipal experience into nationally relevant discussions on regulatory frameworks, governance mandates, and implementation bottlenecks through Mission-aligned hubs and platforms.
- **Regional scale** (where applicable): addressing coordination challenges across metropolitan areas, coastal systems, or functional territories that extend beyond municipal boundaries.
- **Local scale:** embedding new ways of working within municipal routines, planning instruments, and decision-making processes through pilots, Innovation Cycles, and Territorial Transformation Plans.

Anchoring emerges through the interaction of these scales. Local experimentation generates grounded evidence; national and regional platforms contextualise that evidence within domestic governance systems; and European arenas amplify learning within Mission-oriented discussions. Through this interaction, Re-Value functions as both a receiver of policy expectations and a contributor of experience-based insights.

### Methodology

At the centre of this architecture is Re-Value's methodological core: the **Innovation Cycles**, the **Impact Model**, and the associated **Impact Pathways**. Together, these elements structure how cities experiment, reflect, and adapt their approaches to climate neutrality, while exploring complexity, generating learning, and linking experimentation to longer-term transformation.

The **Innovation Cycles**<sup>12</sup> provide an iterative process through which cities articulate challenges, explore options, and connect ambitions to implementation realities. They consist of three interconnected phases:

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<sup>1</sup> [D1.2: Re-Value Innovation Cycles experience-based report 1](#)

<sup>2</sup> [D1.4: Re-Value Innovation Cycles experience-based report 2](#)

- **IC1 Story-Building**, supporting cities in articulating shared narratives around waterfront transformation, aligning political, institutional, and community perspectives.
- **IC2 Scenario-Building**, enabling exploration of alternatives, trade-offs, and co-benefits using both qualitative and quantitative inputs.
- **IC3 Investment and Partnership Building**, connecting visions and scenarios to governance arrangements, regulatory conditions, and financial and organisational capacities.

The Innovation Cycles support learning-oriented decision-making. They are primarily used at the local level, while their outputs inform anchoring and advocacy at national and European levels.

The **Impact Model**<sup>3</sup> complements the Innovation Cycles by providing a shared analytical and visual framework to identify interdependencies, co-benefits, conflicts, and systemic risks. It supports dialogue across departments and stakeholder groups by making complex governance dynamics legible to both technical and non-technical actors enabling co-benefit thinking.

Aligned with the **New European Bauhaus values** and structured around the **Six Systemic Challenges**, the Impact Model enables cities to interpret abstract challenges, such as governance fragmentation, regulatory rigidity, or data gaps, as concrete spatial, organisational, and decision-making issues affecting waterfront territories. Its use strengthens internal coordination and provides a common reference point for cross-city comparison and synthesis.

**Impact Pathways** connect the iterative learning generated through Innovation Cycles and the Impact Model to longer-term transformation processes. They clarify how pilot-level experimentation can inform Detailed Roadmaps, Territorial Transformation Plans, and future planning and investment decisions.

Impact Pathways support reflection on how actions taken today may influence institutional capacity, governance practices, and policy dialogue over time, without assuming linear progression or guaranteed outcomes. This perspective underpins Re-Value's approach to anchoring, emphasising persistence and learning rather than short-term adoption.

## Six Systemic Challenges

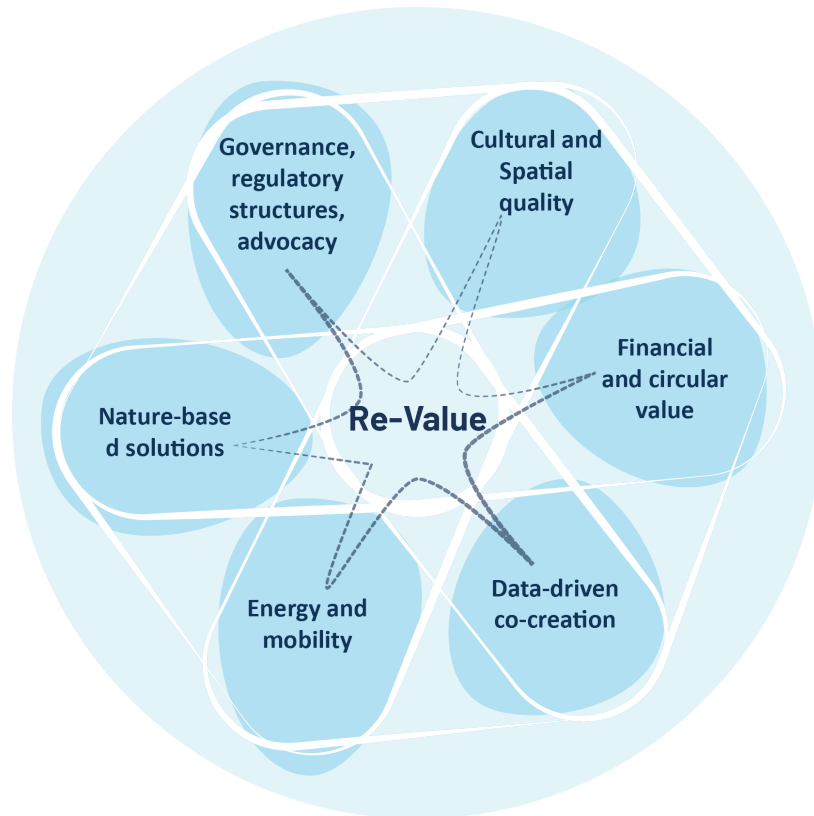
A key translational element within this architecture is the **Six Systemic Challenges** framework. Building on the systemic challenge methodology developed by NetZeroCities, Re-Value operationalises these challenges into six operational dimensions (see [Annex 1](#)) tailored to urban design and waterfront contexts: governance, regulatory structures and advocacy; cultural and spatial quality; financial and circular value chains; data-driven co-creation; energy and mobility; and nature-based solutions.

This framework enables cities to address complexity without abstraction. Governance fragmentation becomes visible in spatial planning conflicts; data gaps emerge as constraints on neighbourhood-scale design decisions; and regulatory rigidity reveals itself in limits on multifunctional land use or circular investment models. The Six Systemic Challenges, therefore, link systemic barriers directly to urban form, infrastructure, and everyday practice, supporting both the Innovation Cycles and the Impact Model.

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<sup>3</sup> [D1.3: Re-Value Impact Model \(intermediate version\)](#), <https://doi.org/10.5281/zenodo.18299099>

In addition, the concept of **societal readiness** to operationalise these systemic challenges at the local level has been introduced in D8.6 Re-Value Exploitable Results 1. This integrated approach to assessing impact, including the Societal Readiness Level (SRL), supports reflection on how urban activities can generate tangible societal benefits, contributing to evidence-informed dialogue at the European level.



**Figure 2. Re-Value Six Systemic Challenges Framework. Credits: Deborah Navarra (NTNU).** Building on the systemic challenge methodology developed by NetZeroCities, Re-Value operationalises these high-level categories into six analytical dimensions tailored to urban design and waterfront contexts: governance and regulatory structures; cultural and spatial quality; financial and circular value chains; data-driven co-creation; energy and mobility; and nature-based solutions. Used as a diagnostic and sense-making framework, the Six Systemic Challenges support the Innovation Cycles and the Impact Model by enabling cities to identify co-benefits, interdependencies, and systemic barriers shaping climate-neutral urban transformation in concrete spatial and governance contexts.

Re-Value's anchoring and advocacy work is guided by **four interrelated operational principles** that shape how its methodologies are applied across contexts and scales. These principles function as practical lenses informing the design and implementation of Innovation Cycles, Impact Model workshops, and related activities.

1. **Co-benefits-first:** Climate neutrality, spatial quality, and social value are addressed together. It informs how scenarios are framed, how trade-offs are discussed, and how value creation is articulated across sectors.
2. **Inclusiveness and diversity:** Differences in governance cultures, institutional capacity, waterfront conditions, and community needs are explicitly recognised. This principle guides stakeholder engagement, narrative-building, and the representation of local perspectives, including those of vulnerable or under-represented groups.

3. **Design as governance:** Design is used as a method for structuring decisions, revealing interdependencies, and enabling dialogue across sectors. It underpins the use of visualisation, mapping, and scenario tools within the Impact Model and Innovation Cycles.
4. **Systemic alignment:** Local learning is continuously related to wider governance contexts, including European Missions, national frameworks, and cross-border communities of practice. It supports coherence across scales without assuming uniform solutions or guaranteed uptake.

These principles are inherited from the NEB Impact Model and operationalised through the Impact Model workshops and the application of the NEB Impact Model Dominoes Game<sup>45</sup> and Innovation Cycles, ensuring that Re-Value's approach remains value-led, iterative, and grounded in real spatial contexts.

Within this architecture, **anchoring** refers to embedding methods, routines, and ways of working into existing governance systems, while advocacy refers to the structured articulation of experience-based insights into policy-relevant arenas.

Operationally, anchoring and advocacy are pursued primarily through **Task 9.4**, in coordination with WP1 (Innovation Cycles), WP7 (Monitoring & Evaluation), and WP8 (Communication, Dissemination and Exploitation). NTNU leads synthesis and cross-level positioning, while cities operationalise anchoring through pilots, Roadmaps, and Territorial Transformation Plans. Engagement at European and national scales occurs through Mission platforms, hubs, and alliances, without presuming uptake or regulatory change.

By making this architecture explicit, Re-Value clarifies how knowledge circulates, how influence is constructed, and how design-led governance can contribute to Europe's Mission-oriented transition landscape. This architecture provides the foundation for the analysis of cross-city patterns, systemic barriers, and advocacy pathways developed in the following chapters.

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<sup>4</sup> [D1.3: Re-Value Impact Model \(intermediate version\)](https://doi.org/10.5281/zenodo.18299099), <https://doi.org/10.5281/zenodo.18299099>

<sup>5</sup> [NEB Impact Model Dominoes Game](https://doi.org/10.5281/zenodo.17457943), <https://doi.org/10.5281/zenodo.17457943>

## 3 Across-City Patterns and Anchoring Practices

Across Re-Value's nine waterfront cities, anchoring is taking shape through recurring patterns that reflect how cities internalise new methods, respond to institutional constraints, and reframe pilot activities within broader transformation logics. While each city operates within a distinct political culture, administrative structure, and ecological context, several shared dynamics are already visible. In Re-Value, **design-led governance** refers to the use of design methods, such as structured storytelling, scenario exploration, visualisation, and co-creation, as instruments for organising decision-making, revealing interdependencies across sectors, and enabling dialogue between technical, political, and societal actors within municipal governance processes.

A **first** cross-city **pattern** is the **growing recognition of waterfronts as strategic transition spaces**. In several cities, pilots initially framed as contained or sector-specific interventions have increasingly been understood as leverage points for broader governance innovation. From the outset, pilots were conceived to engage with systemic challenges; however, during implementation, cities increasingly used waterfront areas as entry points for exploring governance complexity in practice. This is partly due to the specific nature of waterfronts and harbours characterised by fragmented ownership, overlapping mandates, and the involvement of multiple public and private actors operating across municipal, regional, and sectoral boundaries. Through the application of the Innovation Cycles and the Impact Model, cities have used waterfront pilots to address spatial and environmental questions and to make visible institutional dynamics such as coordination gaps, regulatory overlaps, and sectoral silos. In this sense, the pilot functions as a diagnostic lens: a concrete territorial setting through which systemic barriers become observable, discussable, and open to structured reflection, without implying deficiencies in existing planning practice.

A **second** recurring **pattern** concerns the use of Re-Value processes as **structured coordination spaces** that bring together departments which often engage with waterfront transformation from different sectoral perspectives, such as urban planning, mobility, environmental management, culture, and economic development. Across several Re-Value cities, the Innovation Cycles and Impact Model workshops have provided time-bound, facilitated settings in which these actors jointly frame challenges, explore interdependencies, and discuss implications for their respective mandates. Re-Value has introduced specific mechanisms, such as shared problem framing, visualisation of co-benefits and trade-offs, and iterative scenario discussions, that make existing coordination more explicit, collective, and comparable across sectors. In some cities, this has supported early anchoring effects, including adjustments to coordination routines, the use of shared analytical references, or more deliberate cross-departmental involvement in pilot-related decision-making. Evidence of these practices is documented through Impact Model workshops, Innovation Cycle outputs, and the iterative development of Territorial Transformation Plans.

A **third pattern** relates to **stakeholder engagement and narrative-building** as part of early anchoring processes. Through the Story-Building cycle, Re-Value has provided municipalities with structured opportunities to articulate and refine how waterfront challenges are framed and communicated. Narratives grounded in place, heritage, and collective aspirations have been used to support shared understanding among municipal departments, political representatives, and external stakeholders. These narratives help make long-term priorities, trade-offs, and co-benefits more explicit and discussable within and around pilot processes. In several cities, narrative practices initially developed for participatory activities are also being reused in internal discussions and communication materials related to pilot development and strategic

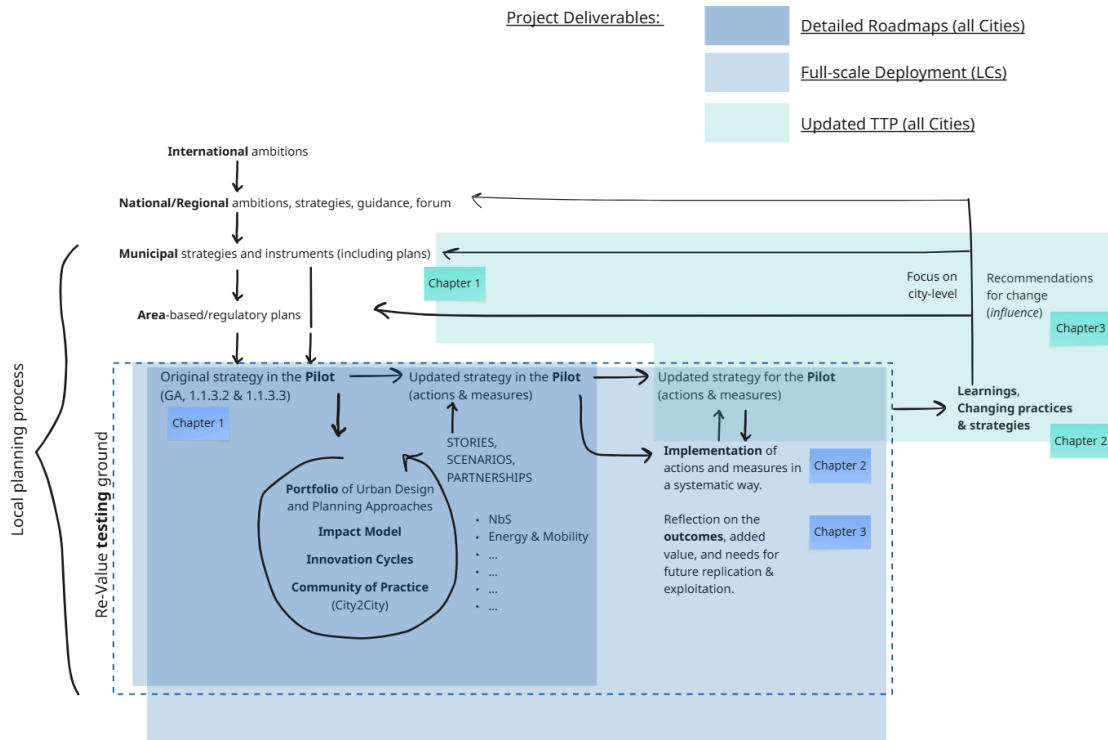
reflection. The role of data and evidence is likewise evolving through Re-Value processes. Through Scenario-Building activities and the use of modelling and analytical tools, cities have explored ways of combining quantitative inputs with qualitative value-based considerations. Re-Value has introduced settings that bring together different types of evidence to support collective sense-making and scenario discussion. In some cases, this has strengthened the coherence of internal arguments on investment needs, regulatory questions, and future development directions, and has supported cities in articulating their pilots with more integrated and transparent reasoning.

Another shared dynamic concerns the way local anchoring processes increasingly interact with national-level interfaces, particularly through Mission-aligned hubs and platforms. In several Re-Value cities, these interfaces have been used as spaces to *articulate* challenges encountered during pilot implementation, such as procurement constraints, environmental permitting requirements, heritage-related limitations, or fragmented coastal governance arrangements. This engagement reflects how local experimentation creates occasions for cities to externalise operational insights and to test how pilot-related challenges resonate beyond the municipal context. Where structured channels for exchange exist between cities, intermediaries, and national actors, these interactions support mutual learning and help situate local pilot experience within broader governance discussions..

Across all cities, a final and overarching pattern can be observed in the way the preceding dynamics, diagnostic use of pilots, structured cross-departmental coordination, narrative-building, and integrated use of evidence, begin to converge into a more systemic understanding of waterfront transformation. This pattern reflects a change in how pilots are interpreted: increasingly as entry points into wider questions of resilience, mobility, biodiversity, identity, and public space quality. This systemic perspective supports reflection on how local actions relate to longer-term strategic directions and prepares the ground for the gradual integration of Re-Value's methodologies into municipal planning practices. At this stage, such integration remains exploratory and uneven, and does not imply formal institutional change or adoption beyond the local context.

These emerging patterns become tangible through the ways in which Re-Value methodologies are tested and reused within local planning and decision-making processes. In particular, the development and iterative refinement of Territorial Transformation Plans (TTPs) provide a structured space where experimentation, learning, and reflection are brought together and related to existing municipal strategies, regulatory considerations, and implementation discussions. At this stage, TTPs function as living reference documents, no binding instruments, supporting cities in connecting pilot activities to broader strategic reflection without implying formal adoption.

The accompanying diagram synthesises this local anchoring process, illustrating how Re-Value supports cities in linking pilot-level experimentation to more integrated ways of working within planning routines. The following city snapshots then illustrate how these cross-cutting anchoring patterns manifest in specific local contexts, highlighting both shared trajectories and context-specific pathways through which Re-Value's approaches are being progressively internalised.



**Figure 3. Local anchoring of Re-Value methodologies through Territorial Transformation Plan (TTP) development and implementation. Credits: Giulia Vergerio (NTNU).** First version (to be further developed in the project). The figure illustrates how Re-Value’s methodological core supports an iterative local planning process in which pilot strategies are progressively updated, implemented, and reflected upon. Starting from existing municipal strategies and regulatory frameworks, cities use Story-Building, Scenario-Building, and Investment and Partnership Building to refine actions and measures, inform Detailed Roadmaps, and strengthen links between pilot areas and broader planning instruments. Through implementation and reflection, learning feeds back into updated strategies, contributing to changes in practices, coordination routines, and long-term Territorial Transformation Plans. The diagram highlights local anchoring as a cumulative and learning-based process.

## 3.1 City Anchoring

### Ålesund

Ålesund illustrates early anchoring through the integration of Re-Value methodologies within existing Mission-oriented governance structures, including the Norway Mission Forum. The city has used the Innovation Cycles and Innovation Camps as structured settings to support dialogue across mobility, climate, and spatial planning functions, strengthening cross-sectoral discussion around its waterfront pilot.

Engagement in the Norway Mission Forum has enabled Ålesund to situate its pilot within a broader climate-neutrality context and to articulate regulatory, data-related, and coordination challenges that extend beyond the municipal level. Through this interface, the waterfront pilot is framed not as a standalone intervention, but as part of the city’s wider transition agenda.

Within the pilot, work on several heritage buildings has provided a concrete opportunity to address the intersection of climate transition, architectural quality, and heritage considerations in a context where a dedicated municipal heritage strategy is still under development. This focus resonates with current national-level discussions on architectural quality and allows multiple Re-Value themes to be explored within a single spatial intervention.

Building on these experiences, Ålesund is using insights from Re-Value to inform ongoing planning and analytical processes, including contributions linked to the revision of the municipal societal land-use plan, in addition to other municipal strategies. These developments reflect an early, practice-based form of anchoring, in which Re-Value supports the city's capacity to work within existing governance frameworks without creating parallel structures.

## Bruges

In Bruges, anchoring is emerging through the use of Re-Value as a bridge between heritage-sensitive planning, mobility transitions, and waterfront regeneration. The Impact Model workshops have supported the city in clarifying internal dependencies, making visible where siloed competencies and fragmented responsibilities constrain integrated action. The Impact Model workshop directly formed the city roadmap for the waterfront pilot.

During the project, Bruges established a *City Atelier*<sup>6</sup> as part of the permit process. This is a space where plans are discussed between developers and the municipality represented by all the relevant departments at once. New cross-departmental insights, thanks to the *City Atelier* and the NEB Impact Model, are beginning to inform ongoing strategic visioning processes, contributing to a more coherent understanding of how spatial quality, mobility, and heritage considerations intersect along the waterfront. While still at an early stage, this process reflects a shift toward more integrated internal dialogue and problem framing.

Building on Re-Value learnings, Bruges is positioned to strengthen engagement at the municipal political level, supporting continuity of the pilot's ambitions beyond the project timeframe. Emerging practices such as the *City Atelier* as an innovative governance structure and project guidelines inspired by the NEB Impact Model illustrate how Re-Value is contributing to early anchoring of new working methods within existing municipal structures. Through the experimentation with the *City Atelier*, the city is constantly evaluating the process and improving how they, as a multi-departmental group, work with project developers. The *City Atelier* has proved its values and is now being taken forward in the municipality frameworks by engaging the mayor in the discussion in order to secure funding and resources for its continuation.

## Burgas

Burgas illustrates early anchoring through the integration of waterfront resilience, coastal ecology, and local economic development within its pilot area. Through the Impact Model workshop and the Innovation Cycles, the city has used the waterfront pilot as a setting to explore how environmental, spatial, and economic dimensions intersect, supporting a more integrated framing of the pilot within municipal discussions rather than treating it as a standalone project.

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<sup>6</sup> [D3.1: Detailed Roadmap for the Waterfront Pilot in Bruges](#), page 31

Re-Value processes have also provided occasions for Burgas to articulate structural challenges encountered in coastal transformation, particularly in relation to regulatory and permitting frameworks. Engagement with national-level networks has functioned as an interface through which these operational insights can be externalised and situated within broader governance conversations.

In parallel, Burgas is experimenting with positioning the waterfront pilot within the city's cultural strategy, using exhibitions and short-term events as temporary activators of space. Participation as a pilot city in the CO-WATERS coalition further connects local waterfront experimentation with wider discussions on coastal and water-system resilience under the EU Mission Ocean and Waters..

Building on the data-driven methodology and the experience gained through drafting their Re-Value Roadmap, Burgas is positioned to explore the development of a more comprehensive strategic approach for the broader coastal area. While this work remains forward-looking, it reflects an early anchoring effect in which Re-Value supports the city's capacity to frame long-term coastal transformation within existing planning and governance frameworks.

## Rimini

Rimini illustrates early anchoring through a focus on the interrelation between climate adaptation, mobility, and tourism pressures shaping the waterfront. Through Re-Value processes, the municipality has explored governance pathways that bring these agendas into closer dialogue, supporting more integrated discussion of adaptation measures, accessibility, and long-term territorial quality within the pilot area.

Re-Value aligns with the LIFE HELP governance model, extending its functions beyond purely environmental themes to support a more integrated and cross-cutting approach. LIFE HELP is used as a reference framework, adapted to ensure coherence with the General Urban Plan (PUG) and sustainable development objectives.

The model is based on a defined organizational structure, including an Environmental Hub, responsible for strategic direction, monitoring, and policy review, a Team for Change, a multidisciplinary operational group supporting implementation monitoring activities and a Stakeholder Engagement Plan (SEP) ensures participation and transparency.

Through Re-Value, this structure is applied in a broader, transversal way, fostering coordination across climate adaptation, mobility, tourism, and resource management, its scope is not limited to environmental policies alone.

Participation in the CO-WATERS project provides an additional interface through which Rimini can relate its local waterfront experimentation to broader discussions on land–water interactions and coastal resilience. This connection allows the city to situate its pilot within wider transition conversations while maintaining a strong focus on local adaptation challenges and urban conditions.

Within the Re-Value framework, themes such as sustainable tourism, the blue economy, and financial and partnership models for quality management have been used as lenses to clarify opportunities and constraints associated with long-term waterfront sustainability. These reflections contribute to early anchoring by supporting more explicit consideration of how environmental resilience, economic vitality, and place quality interact within existing municipal strategies.

Building on pilot-related learning, Rimini is beginning to explore data collection and impact assessment approaches to better understand the effects of implemented measures. At this stage, these activities support internal reflection and learning rather than formal evaluation or institutional adoption.

Looking ahead, the municipality plans to carry out a socio-economic and environmental study of the recent transformations of Rimini's southern waterfront, with the aim of collecting data to support monitoring and impact assessment of the changes generated by the implementation of the Parco del Mare project.

The objective is to gain a clearer understanding of the actual benefits produced by the project for local economic operators. The study may also provide valuable support for both broader strategic planning activities and the further development of Re-Value-related actions.



*Figures 4-5. Rimini CO-WATER Consortium Meeting (Nov 2025) Rimini Life HELP at Ecomondo 2025.  
Credits: Rimini Municipality*

## Cascais

Cascais illustrates early anchoring through the use of Re-Value methodologies to support systemic reflection on climate resilience, mobility, and public space quality along the waterfront. Participation in Portugal's Cities for Climate Network provides an interface through which the city can articulate challenges related to data availability and regulatory coherence affecting integrated coastal transformation, situating local pilot experience within wider national discussions.

Internally, the Impact Model workshop and the Innovation Cycles have supported collective exploration across municipal services, particularly through the development and discussion of transition scenarios that cut across mobility, energy, and spatial quality. A key focus emerging from the Impact Model workshop has been the exploration of alternative mobility scenarios aimed at improving pedestrian and cycling accessibility along the waterfront. IC2 strengthened this discussion by connecting scenario development with municipal datasets (Cascais Data Portal and GeoCascais), allowing mobility, and energy-transition layers to be jointly considered as inputs for integrated planning. IC3 further deepened the internal energy discussion by exploring implementation models such as a Renewable Energy Community and solar PV integration into urban furniture, linking spatial design choices with renewable energy deployment and public awareness.

At the same time, Cascais' experience highlights current limits to anchoring, notably related to mandate and the direct involvement of all relevant municipal departments. These constraints shape how far new strategies and approaches can be tested within existing governance arrangements. Within this context, Re-Value has supported the city in identifying areas, such as coastal mobility, energy communities, and connected investment models, where further internal dialogue and coordination will be required as part of longer-term anchoring and advocacy efforts. In particular, discussions during IC3 highlighted constraints linked to long-term ESCO contracting at municipal level, which shaped the shift toward alternative governance approaches (e.g. enabling condominiums and local actors to contract directly while the municipality coordinates and facilitates).



*Figure 6. Cascais Impact Model Workshop Credits: Cascais Municipality*

## Constanța

Constanța illustrates early anchoring through a clearer identification of governance bottlenecks related to coastal management and heritage preservation. Through Re-Value processes, the city has articulated how fragmented and partially disconnected planning frameworks constrain integrated action along the waterfront, making institutional limitations more visible and open to discussion within municipal practice.

While pilot activities are aligned with existing strategies and planning documents, the Innovation Cycles have helped surface financial constraints and political uncertainty as key conditions shaping the city's capacity to sustain long-term transformation. Recognising and working within these constraints forms part of the anchoring process itself, supporting more realistic positioning of ambitions in relation to available resources and governance capacity. In this context, the pilot has provided a basis for evidence-informed reflection on measures such as the exploration of car-free approaches along parts of the waterfront.

Engagement in the [M100 Mirror Hub](#) has functioned as an interface for learning and exchange, increasing visibility of Constanța's systemic challenges and situating local experience within wider Mission-oriented discussions at national level. The approval of the Climate City Contract by the Constanța Metropolitan Area board in March 2025 provides an important governance reference point for this engagement. Through

these interactions, Re-Value supports early anchoring by connecting local waterfront challenges to broader transition dialogues.

## İzmir

İzmir, one of the original 112 Mission Cities, demonstrates early anchoring through the use of Re-Value processes to support reflection on waterfront transformation, climate action, and public space revitalisation. Narrative- and scenario-building activities, including the Impact Model and exploratory work on a digital twin roadmap, have helped align internal priorities and stakeholder perspectives around complex interventions.

In the pilot area of Alsancak, these processes shifted problem framing toward urban heat, climate adaptation, and public space quality. Based on these outcomes, İzmir identified the need for a roadmap for nature-based solutions in public spaces that address climate risks while enhancing urban comfort. Co-creation was adopted as a core approach to support the revalorisation of urban spaces, and a series of stakeholder meetings and targeted discussions were organised to shape this roadmap and translate scenario-based insights into practical orientations.

Integration into formal planning instruments is ongoing. İzmir's SECAP is currently being updated, with the new version expected to be published by the IMM Climate Change Department in February–March 2026. Until then, alignment continues with the existing SECAP, particularly in relation to urban heat mitigation and rainwater management measures. In parallel, the IMM Transport Department has designated Alsancak as a low-carbon zone and is advancing related actions in line with both the Transport Master Plan and the SECAP, reinforcing the policy context for the Re-Value pilot.

Tools such as the digital twin roadmap and the nature-based solutions catalogue are being considered as shared reference points across municipal departments. Following Innovation Camp 3, a mini Alsancak NbS catalogue was prepared in Turkish and is being further developed with a specific focus on the corridor formed by Kıbrıs Şehitleri Street and Şevket Özçelik Street (Figure X), including their connection to Plevne Avenue as one of the pilot focus areas. Through this process, the proposals are being refined as preliminary design projects to be further developed into detailed implementation projects. This mini catalogue will also be translated into English and delivered as a Re-Value document.

Re-Value activities contributed to a change in how municipal departments coordinate around waterfront-related issues. Discussions initiated through the Impact Model and Innovation Cycles brought together units responsible for climate action, public space, and mobility, encouraging joint consideration of interventions in Alsancak rather than parallel, sector-based approaches. Narrative- and scenario-building processes also introduced a new way of framing challenges internally and politically. Instead of addressing parking, heat stress, or pedestrianisation as isolated topics, these issues began to be discussed through a shared lens of urban comfort, climate adaptation, and the long-term liveability of the waterfront and its surrounding public spaces.

Re-Value tools such as the Impact Model, Innovation Cycles, and TTPs were reused beyond single events as reference frameworks for internal reflection and stakeholder dialogue. In particular, insights generated through Story-Building and Scenario-Building informed follow-up stakeholder meetings and the preparation

of the Alsancak NbS catalogue, demonstrating continuity between workshops and subsequent planning-oriented activities. Finally, the pilot area in Alsancak became more closely connected to wider strategic and planning discussions within the municipality. Outputs from Re-Value were discussed in relation to ongoing processes such as the revision of the SECAP, the designation of Alsancak as a low-carbon zone, and preparatory work on digital tools, positioning the pilot not as an isolated experiment but as a testing ground for approaches relevant to city-wide policies.



*Figure 7. Citizen Design Science Studies in Alsancak. Interview phase. Credits: Çelen Ayşe Ünal, İzmir Metropolitan Municipality.*

## Písek

Písek illustrates early anchoring through the use of the Innovation Cycles to connect local waterfront priorities with wider municipal strategies related to mobility, public space, and ecological restoration. Through Re-Value processes, the city has identified institutional gaps that require sustained coordination across policy areas and administrative units, particularly where long-term transformation depends on continuity beyond individual projects.

Building on the Impact Model framework, Písek is exploring the development of a General Assessment Tool intended to support more systematic consideration of interdependencies in municipal projects. At this stage, this tool is being tested as an internal reference to reduce fragmentation in project evaluation and to support more transparent and structured discussion across departments.

In parallel, collaboration with Sladovna Písek through Re-Value artistic missions has provided a setting for community engagement and trust-building around the waterfront pilot. This experience has reinforced the role of cultural and social factors—such as local practices, perceptions, and values—in shaping the conditions for change. By using the waterfront pilot as a diagnostic lens, Písek highlights the importance of anchoring approaches that address not only technical and regulatory aspects, but also longer-term social and cultural dynamics within smaller-city contexts.

## **Rijeka**

Rijeka illustrates early anchoring through the exploration of cultural and post-industrial identity as drivers of waterfront transformation. Through Re-Value processes, the city has brought together cultural assets, industrial heritage considerations, and perspectives on energy, water, and mobility within a shared conceptual framing for the pilot area, referred to as the Rijeka Cultural Corridor.

The Impact Model workshop and the Story-Building process have supported the articulation of a more coherent narrative across municipal services and external stakeholders, creating a shared reference point for discussing the role of the waterfront and the revitalisation of industrial heritage within the city's climate-neutral transition. This process has helped make interdependencies and tensions more explicit, supporting alignment around a common framing of the pilot.

Working within an active harbour context, the pilot has also highlighted governance complexity related to the future use and transformation of port-owned land. These discussions underscore the need for structured dialogue and coordination among a wide range of actors and illustrate how early anchoring in Rijeka involves navigating institutional, spatial, and stakeholder interfaces linked to coastal and post-industrial regeneration.

## 4 Systemic Barriers Identified and Addressed Across Cities

*The systemic barriers discussed in this section reflect recurring patterns observed across Re-Value cities and consolidated through the Monitoring & Evaluation framework (see D7.8 Re-Value M&E Report 3, submitted 19 December 2025). Importantly, these barriers have not only been identified through project activities but also addressed through Innovation Cycles, Impact Model workshops, city pilots, and associated governance interfaces.*

As cities progressed through Story-Building, Scenario-Building, and early Investment and Partnership dialogues, a set of shared systemic challenges became visible. While each city encounters these barriers through its own institutional culture and waterfront conditions, the patterns observed point to structural dynamics operating across local, national, and European governance contexts.

1. **Governance fragmentation** has emerged as a pervasive barrier across all Re-Value cities. Responsibility for waterfront transformation is typically distributed across multiple departments, agencies, utilities, and external actors operating with distinct mandates, budgets, timelines, and accountability structures. This fragmentation complicates leadership, slows decision-making, and often reinforces sectoral problem-solving, particularly in contexts where competing urban functions place pressure on limited waterfront space.

Through Re-Value processes, cities have made these governance gaps visible and, in several cases, begun to address them through new coordination arrangements. For example, **Constanța**'s Climate City Contract, approved by the Metropolitan Area board, provides a formal governance reference for aligning municipal and metropolitan actors around climate neutrality objectives. In **Bruges**, the *City Atelier* has been introduced as a structured, cross-departmental space within the permitting process, enabling integrated discussion across planning, mobility, heritage, and development functions, while keeping the NEB values in mind. Within the public domain department also a holistic design exercise has started for the whole public area of Bruges. In **İzmir**, work on the Climate City Contract and its interface with SECAP has provided a platform for aligning climate action with waterfront transformation priorities.

In **Ålesund**, governance fragmentation is experienced primarily through limited alignment between municipal entities facing competing pressures on the waterfront. In particular, the growth of cruise tourism—requiring significant space in the city centre—has highlighted tensions between economic development, mobility, climate objectives, and public space quality.

Together, these initiatives strengthen coordination capacity within existing institutional frameworks and demonstrate how Re-Value supports cities in recognising, articulating, and beginning to address coordination challenges as a prerequisite for integrated waterfront transformation.

2. A second systemic barrier concerns **regulatory rigidity and misalignment**. Waterfront areas are subject to overlapping environmental, coastal, heritage, mobility, tourism, and economic regulations that are rarely designed to operate together. Cities report that permitting procedures, procurement rules, and regulatory guidance often discourage multifunctional, nature-based, or experimental approaches, particularly where co-benefits are difficult to quantify within sector-specific frameworks.

Re-Value has enabled cities to surface these constraints through pilot implementation and structured reflection. For instance, **Burgas** and **Cascais** have articulated permitting and regulatory bottlenecks encountered in coastal transformation through national Mission-aligned networks, using these interfaces to test how local challenges resonate beyond the municipal level. Rather than proposing immediate regulatory reform, Re-Value supports cities in framing these misalignments as shared systemic issues, creating the basis for informed advocacy and policy dialogue in later project stages.

3. Despite growing recognition of data-informed planning, cities face persistent **data fragmentation**. Relevant datasets are often incomplete, incompatible, uneven in spatial resolution, or controlled by national agencies or private operators. This is particularly evident for data related to coastal resilience, hydrology, mobility flows, and urban metabolism.

Through Scenario-Building and exploratory digital tools, Re-Value cities have made these limitations explicit and, in some cases, begun to address them pragmatically. **İzmir**'s work on a digital twin roadmap illustrates how cities are testing shared data frameworks as coordination tools across departments, even where full data integration remains out of reach. These efforts highlight data not as a purely technical issue, but as a governance challenge requiring negotiated access, shared standards, and institutional trust.

In İzmir, these limitations are further exacerbated by the scale and diversity of municipal departments engaged in climate and spatial planning. Through Scenario-Building and exploratory digital tools, Re-Value cities have made these constraints explicit and, in some cases, begun to address them pragmatically. İzmir's work on a digital twin roadmap illustrates how cities are testing shared data frameworks as coordination tools across departments, even where full data integration remains out of reach. These efforts contribute to a shared awareness that coordination itself constitutes an important part of the data governance challenge in large cities, highlighting data not only as a technical matter but as a governance issue requiring negotiated access, shared standards, and institutional trust.

4. **Financial and procedural constraints** form another recurrent systemic barrier. Funding streams are frequently short-term, sector-specific, or tied to narrowly defined outputs, making it difficult to align investments with long-term Territorial Transformation Plans. Procurement procedures tend to prioritise risk minimisation over systemic experimentation, while staffing limitations constrain continuity and institutional memory, and the ability to carry learning forward across project cycles.

Re-Value cities have begun to address these constraints by using pilots, roadmaps, and analytical work as coordination and articulation devices. In **Rimini**, pilot-related learning is being used to inform ongoing planning processes and strategic discussions on sustainable tourism, mobility, and adaptation, supporting continuity beyond individual funding cycles without presuming immediate financial restructuring. In **Ålesund**, a key challenge lies in communicating the public value of waterfront as public spaces and existing buildings, particularly in a context where competing economic pressures, such as cruise tourism, shape investment priorities. Through Re-Value, the city is working to document and articulate the co-benefits of public space quality, heritage reuse, and climate-neutral interventions, strengthening the basis for future funding discussions and procedural

alignment. Cities focus on reframing value and evidence to navigate financial and procedural constraints within existing governance frameworks.

5. Finally, cities consistently encounter **cultural and organisational inertia**. Many administrative routines, performance indicators, and professional cultures were developed for stable, sector-based governance environments rather than for integrated, uncertain climate transitions. The challenge identified through Re-Value is the absence of institutional architectures that actively support collaboration, experimentation, and learning across departments and stakeholder groups.

The experience of **Bruges** illustrates how Re-Value has helped make this inertia visible and addressable. The introduction of the *City Atelier* as part of the permitting process has created a structured space where multiple municipal departments engage jointly with project developers. This arrangement challenges established siloed routines by requiring early, collective discussion of spatial quality, mobility, heritage, and development considerations, supporting a shift in professional practice without formal institutional restructuring.

Similar dynamics are visible in other cities, where Re-Value processes have exposed how entrenched ways of working limit integrated action. By introducing shared formats, visual tools, and structured dialogue, Re-Value supports early anchoring responses that begin to reshape organisational cultures from within existing governance frameworks.

Taken together, these systemic barriers define the terrain on which Re-Value's advocacy and anchoring work operates. They indicate where enabling conditions must be strengthened, where national and European frameworks may require adaptation, and where new governance approaches are necessary to support integrated urban transformation.

Crucially, the same processes that reveal barriers also expose **leverage points**—domains where cities are already developing new coordination practices, shared narratives, and analytical capacities. These leverage points, synthesised through concrete signals from city practice (see [Annex 2. Signals Emerging from Re-Value Cities](#)), form the basis for the advocacy pathways examined in [Chapter 5](#).

## 5 Emerging Leverage Points for Policy Influence

While the systemic barriers identified in the previous chapter expose the structural conditions constraining integrated waterfront transformation, they also reveal where Re-Value cities have begun to generate leverage. In this report, leverage points are understood not as predefined tools or intended outcomes, but as **observable shifts in practices, coordination mechanisms, framing, and dialogue** that create openings for policy influence.

The leverage points presented in this chapter are grounded in city practice and consolidated through Monitoring & Evaluation and cross-city synthesis (see [Annex 2. Signals Emerging from Re-Value Cities](#)). They reflect how cities, in responding to shared barriers, are beginning to reconfigure how problems are articulated, how governance interfaces are navigated, and how local experience is translated toward national and European arenas. These shifts form the empirical foundation of Re-Value's advocacy work.

- A **first leverage point** emerges where cities move from informal or ad hoc coordination toward recognised and mandated governance arrangements. Governance fragmentation remains a pervasive barrier; however, several cities have begun to work around this constraint by creating or strengthening coordination structures that legitimise integrated action.

Examples include the approval of the *Climate City Contract* at the metropolitan level in **Constanța**, the establishment of the *City Atelier* within the permitting process in **Bruges**, and the alignment of climate planning instruments with waterfront transformation discussions in **İzmir**. In **Písek**, exploratory work on a General Assessment Tool based on the Impact Model reflects a similar effort to formalise cross-departmental reflection.

These initiatives represent a leverage point because they transform coordination from a voluntary practice into a recognised governance function. Re-Value helps by creating organized spaces where mandate gaps are made clear and open for negotiation, enabling cities to base coordination on current institutional frameworks instead of establishing new parallel structures.

- A **second leverage point** arises when regulatory rigidity shifts from an implicit constraint to an explicit policy question. Across cities, pilots have exposed misalignments between environmental regulation, heritage protection, mobility rules, procurement procedures, and coastal governance. Cities have begun to articulate them as shared systemic issues.

Cities such as **Burgas**, **Cascais**, and **Constanța** have used national Mission-aligned platforms to surface permitting bottlenecks, procurement constraints, and regulatory inconsistencies encountered through pilot implementation. These articulations constitute leverage by transforming isolated local frustrations into comparable policy-relevant signals.

Re-Value supports this shift by helping cities frame regulatory friction through shared vocabulary, narrative clarity, and cross-city comparison, enabling structured dialogue at national interfaces.

- Data fragmentation remains a structural barrier, but a **third leverage point** is visible where cities begin to treat data as a governance interface, not a purely technical resource. Through Scenario-Building and analytical reflection, cities have made explicit where data is missing, inaccessible, or incompatible—and how this affects decision-making.

In **İzmir**, exploratory work on a digital twin roadmap has functioned as a shared reference for discussing data needs across departments, even in the absence of full integration. In **Písek**, the development of an assessment framework inspired by the Impact Model illustrates a similar effort to create common analytical ground. These initiatives generate leverage by establishing shared reference points that support coordination, prioritisation, and institutional learning despite structural limitations.

- A **fourth leverage point** lies in the shift from treating pilots as isolated projects to framing them as **strategic narratives** connected to wider urban transformation agendas. Through Story-Building and Impact Model processes, cities have developed shared framings that integrate spatial, cultural, ecological, and social dimensions.

Examples include the **Rijeka Cultural Corridor**, **Bruges'** integration of heritage, mobility, and spatial quality, and **Ålesund's** use of a heritage building to connect architectural quality with climate action and national debate. These narratives are not communication products; they function internally as alignment devices that help cities navigate contested choices and justify integrated approaches.

Here, leverage emerges not from formal authority but from meaning-making: narratives create coherence before mandates are in place.

- A further **fifth leverage point** emerges through aggregation across cities. When similar challenges—such as mandate gaps, regulatory rigidity, data access issues, or funding constraints—are articulated independently by multiple municipalities, they gain visibility and legitimacy beyond the local level.

National Mission-oriented hubs and cross-project exchanges provide the infrastructure for this aggregation. Re-Value contributes by ensuring that city experiences are framed using comparable concepts and analytical lenses, enabling synthesis across contexts. The resulting signals, summarised in Annex 2, illustrate how local practice can inform broader policy conversations.

Aggregation transforms individual city experiences into collective evidence.

Taken together, these leverage points represent **conditions for influence**: moments where cities have increased their capacity to articulate challenges, coordinate internally, and engage meaningfully with national and European interfaces.

By strengthening coordination mandates, articulating regulatory questions, creating shared analytical references, developing strategic narratives, and aggregating signals across cities, Re-Value supports the transition from isolated experimentation toward policy-relevant learning. These leverage points provide the evidence base and framing necessary for the advocacy pathways developed in the project's final phase.

Translating these emerging capacities into influence requires deliberate advocacy, selective engagement with policy arenas, and careful identification of interfaces where Re-Value insights can be taken up.

Chapter 6 examines how these leverage points are being activated through advocacy pathways, policy dialogue, and forward-looking anchoring strategies, positioning Re-Value's experience within national and European debates during the project's final phase and beyond.

## 6 Strategic Partnerships and Alliances

Re-Value's anchoring and advocacy capacity depend on the strength of its methodologies, the commitment of participating cities, and a set of strategic partnerships and alliances that position the project within wider European and national transition ecosystems. These partnerships function as interfaces, enabling learning generated in waterfront cities to be contextualised, compared, and made legible within Mission-oriented and policy-relevant spaces. These spaces serve as dissemination channels and provide institutional pathways through which anchoring can extend beyond the project itself.

### European Level

At the European level, Re-Value is embedded within the EU Cities Mission ecosystem, primarily through engagement with the Mission platform and NetZeroCities. Participation in Mission Conferences, thematic clusters, joint exhibitions, and methodological exchanges allows Re-Value to situate its approaches within a broader landscape of mission-driven experimentation. Through these interfaces, the project contributes experience-based insights on governance integration, co-benefit thinking, and design-led processes, while remaining aligned with evolving Mission priorities. Re-Value's integration of New European Bauhaus values further strengthens this positioning by demonstrating how climate neutrality can be pursued through place-based, culturally grounded transformation.

A second strategic alliance is formed through Re-Value's extension into the Mission to Restore our Ocean and Waters via the CO-WATERS project. This cross-Mission interface connects urban waterfront transformation with ecological restoration, coastal resilience, and water governance. It provides a concrete context for exploring how land-based climate action and water system restoration intersect, and how insights from urban pilots can inform wider territorial and basin-scale perspectives.

Re-Value also remains attentive to opportunities for future alignment with the Mission on Adaptation to Climate Change, particularly where cities are already addressing coastal flooding, heat mitigation, nature-based solutions, and risk governance. While this alignment is forward-looking, it reflects the adaptability of Re-Value's design-led and co-benefit-oriented approaches in supporting territorial resilience agendas across Missions.

Within the New European Bauhaus ecosystem, Re-Value contributes through collaboration with NEB Junction, NTNU's cross-disciplinary hub linking research, design, culture, and societal partners. NEB Junction provides a shared space for positioning Re-Value's narratives on urban quality, identity, cultural value, and aesthetics, and for connecting technical and social dimensions of transition. This collaboration supports anchoring by situating Re-Value's insights within broader debates on European urban culture, pedagogy, and practice.

## National level

At the national level, partnerships with Mission-aligned hubs—including the *Norway Mission Forum*, *Portugal's Cities for Climate Network*, *Italy's Let'sGOv platform*, *Romania's M100 Mirror Hub*, and *Türkiye's INŞA initiative*—play a critical anchoring role. These platforms operate as translation spaces between European frameworks and domestic governance systems. Through them, Re-Value cities articulate regulatory inconsistencies, data-access constraints, permitting challenges, and funding misalignments encountered in waterfront transformation. At the same time, these hubs allow cities to situate their experience within national climate-neutrality agendas, strengthening mutual learning, not just promoting prescriptive solutions.

## Cross-project

Cross-project alliances within the Horizon Europe Urban Planning and Design cluster further reinforce Re-Value's anchoring capacity. Throughout the project, Re-Value has engaged in regular exchanges with peer projects, typically 2–3 structured exchanges per year, including, joint workshops, reciprocal presentations, and shared sessions at conferences and cluster events. These interactions have supported methodological comparison, alignment of terminology, and collective reflection on challenges related to governance integration, participation, nature-based solutions, and multi-level coordination.

These alliances function as learning infrastructures, enabling Re-Value to test its approaches against parallel experiences and to refine its framing of systemic barriers and leverage points within a broader project ecosystem.

## Internal alliance

Internal alliances across Re-Value partners are equally important. Collaboration between universities, research institutes, municipalities, NGOs, technical experts, and cultural actors enables the project to combine analytical rigour with lived experience. This multi-actor configuration mirrors the coalitions required for climate-neutral transitions and strengthens the credibility of Re-Value's insights within governance and Mission ecosystems.

Taken together, these partnerships situate Re-Value within a **multi-layered anchoring architecture**. They enable the project's learning to circulate, be tested against other experiences, and be taken up selectively by external actors. As Re-Value enters its final phase, these alliances provide the institutional conditions for forward-looking anchoring, supporting policy dialogue, methodological uptake, and longer-term integration into Europe's mission-driven transition landscape.

## 7 Advocacy Roadmap for 2026

The final phase of Re-Value focuses on **activating the leverage points already identified** and translating practice-based intelligence from the nine waterfront cities into policy-relevant contributions. Advocacy within Re-Value is not conceived as promotion or dissemination, but as the **deliberate positioning of empirically grounded insights** within governance interfaces capable of addressing systemic barriers and strengthening the enabling conditions for Mission-oriented transformation.

The advocacy roadmap for 2026 concentrates on *where* and *how* Re-Value's accumulated learning can enter policy-relevant arenas, building on work already undertaken instead of pursuing predefined outcomes.

This roadmap is grounded in three elements developed across the project:

- the **systemic barriers** identified and evidenced across cities (Ch. 4);
- the **leverage points** emerging from observable shifts in practice, coordination, and framing (Ch. 5);
- the **governance interfaces and alliances** through which Re-Value is already positioned (Ch.6).

Together, these elements define a transition from experimentation to **strategic policy relevance**.

### European | Activating Mission-oriented Interfaces

At the European level, advocacy in 2026 focuses on **consolidating Re-Value's positioning** within the governance ecosystem of the EU Missions and contributing evidence-based perspectives to ongoing policy dialogue.

Through Mission Conferences, Cities Mission governance spaces, and NetZeroCities exchanges, Re-Value will articulate concrete insights on governance fragmentation, coordination mandates, co-benefit delivery, and integrated territorial development derived from city practice. These contributions build directly on the leverage points identified in Chapter 5, particularly those related to mandated coordination, regulatory articulation, and aggregation of city signals.

Engagement within New European Bauhaus platforms and **NEB Junction** will be used to position cultural and spatial quality as *operational dimensions* of climate-neutral transformation, drawing on city narratives and pilots.

Through CO-WATERS, Re-Value will continue to activate cross-Mission dialogue with the **Mission to Restore our Ocean and Waters**, focusing on land–water interdependencies, coastal governance complexity, and nature-based solutions in waterfront contexts. Potential alignment with the **Mission on Adaptation to Climate Change** remains exploratory, informed by city experience with heat mitigation, flooding, and risk governance, rather than pursued as a formal advocacy objective.

## National | Translating city experience into policy-relevant questions

At the national level, the advocacy roadmap prioritises **structured articulation of recurring systemic issues** through Mission-aligned hubs and domestic governance interfaces.

Building on existing engagement, Re-Value cities will continue to surface regulatory, procedural, and governance bottlenecks—such as permitting constraints, fragmented competencies, procurement rigidity, and data-access limitations—within platforms including the *Norway Mission Forum*, *Portugal's Cities for Climate Network*, *Romania's M100 Mirror Hub*, *Italy's Let'sGOv*, and *Türkiye's INŞA* initiative.

The role of Re-Value in 2026 is to **translate local experience into coherent, comparable policy questions**, using the Six System Challenges as a shared analytical reference. This translation supports national actors in recognising patterns across cities while retaining sensitivity to institutional and territorial diversity.

## Local | Consolidating anchoring within municipal governance

At local level, advocacy is inseparable from anchoring. The 2026 roadmap therefore emphasises **consolidation of internal governance practices** so that learning generated through Re-Value persists beyond the project horizon.

This includes:

- stabilising cross-departmental coordination practices initiated through Innovation Cycles;
- using Impact Model insights as reference points in decision-making and internal discussion;
- ensuring that pilot learning informs Territorial Transformation Plans, roadmaps, and future investment reasoning.

Internal advocacy toward political leadership and municipal stakeholders remains critical, not for visibility, but for **institutional continuity**, particularly in contexts affected by administrative turnover or changing priorities.

## Cross-Project | Aligning Knowledge Ecosystems

Re-Value's advocacy roadmap also recognises the importance of **horizontal knowledge alignment** across European projects and communities of practice.

Continued collaboration within the Horizon Europe Urban Planning and Design cluster will support coordinated reflection on shared barriers and leverage points, strengthening the policy relevance of aggregated insights. Engagement with organisations such as ICLEI, ENOLL, Eurocities, UIA/EUI, and NEB-related networks extends this alignment into practitioner, governance, and education communities concerned with experimental policy and planning innovation.

Here, advocacy takes the form of **methodological alignment and shared framing**, rather than joint recommendations or prescriptive guidance.

## **Long-Term Positioning** | Condition for continuity

Beyond the formal project timeline, the advocacy roadmap emphasises **positioning**. The objective is to ensure that Re-Value’s methodologies, analytical frameworks, and practice-based insights remain accessible to actors shaping Mission support systems, NEB-aligned planning approaches, and future cross-Mission initiatives.

In this sense, advocacy is a **condition for continuity**: enabling gradual integration of design-led, co-benefit-driven governance into Europe’s evolving approach to climate-neutral and resilient urban transformation, without overstating influence or guaranteeing outcomes.

## 8. Conclusions & Next Steps

The first 36 months of Re-Value demonstrate that transforming Europe's waterfront cities requires more than technical solutions or isolated pilot projects. It requires shifts in governance cultures, planning routines, regulatory environments, and cross-sector collaboration. Across the nine cities, the project has shown that municipalities are willing and able to engage with this **complexity**, but that their capacity to do so depends on enabling conditions that support integrated, Mission-oriented action..

Re-Value has contributed to clarifying what these enabling conditions look like in practice. Through **design-led** and **value-based approaches**, the project has supported cities in making governance dynamics visible, articulating systemic barriers, and experimenting with new ways of coordinating actors, knowledge, and decisions. Re-Value has enabled learning to circulate across municipal, national, and European levels, allowing local experience to be positioned within wider policy and Mission-oriented dialogues.

Across cities, systemic barriers remain structural but not immovable. **Governance fragmentation, regulatory misalignment, data limitations, procedural rigidity, and organisational inertia** continue to shape what cities can deliver. At the same time, early leverage points have emerged through practice: clearer coordination mandates, stronger internal alignment, improved narrative and scenario-building capacity, and more confident engagement with national and European platforms. These shifts represent conditions for influence and longer-term transformation.

Strategic partnerships and alliances have reinforced this positioning. Engagement with the EU Cities Mission, the Mission to Restore our Ocean and Waters, New European Bauhaus platforms, national Mission-aligned hubs, and cross-project networks has allowed Re-Value to test and refine its insights within broader governance ecosystems. These alliances provide the interfaces through which experience-based intelligence can inform dialogue, comparison, and reflection beyond the project itself.

As Re-Value enters its final phase, the emphasis shifts from experimentation to consolidation and activation. Cities will continue to stabilise internal governance practices, finalise Territorial Transformation Plans, and strengthen the continuity of learning generated through pilots. National hubs will remain key interfaces for articulating recurring regulatory and procedural challenges grounded in municipal practice. At European level, Re-Value will contribute evidence-based insights to Mission-related discussions on governance integration, co-benefit delivery, and territorial transformation.

The final phase will translate collective learning into a limited and targeted set of outputs, including policy briefs, guidelines, and contributions to standardisation. These outputs will articulate operational lessons and governance conditions that support urban transformation across diverse contexts.

Re-Value's lasting contribution lies not only in its outputs, but in the way it has supported cities in understanding themselves differently: not merely as implementers of predefined policies, but as active contributors to systemic change. By reframing waterfronts as strategic arenas for mission-driven transformation and by strengthening the capacity to work across scales, sectors, and values, Re-Value contributes to a shift in how climate-neutral and resilient urban transitions are conceived and governed in Europe.

# re-value

The next steps are therefore both practical and strategic: completing the project's policy-oriented outputs, supporting cities in consolidating their transformation pathways, and ensuring that the insights generated remain accessible within European and national governance ecosystems.

In doing so, Re-Value reinforces a core insight shared by the EU Missions and the New European Bauhaus: that Europe's climate-neutral future depends on integrated, value-led, and design-driven urban transitions, beginning in places where ecological, social, and institutional pressures converge most clearly: Europe's waterfront cities.

## Glossary of Terms

<b>MoU</b>	Memorandum of Understanding
<b>NbS</b>	Nature-based Solutions
<b>NZC</b>	Net Zero Cities
<b>MEL</b>	Monitoring, Evaluation, Learning

## Annex 1. Relationship between NetZeroCities Systemic Challenges and the Re-Value Operational Framework

NetZeroCities Systemic Challenges (Methodology)	Re-Value Systemic Challenges (Operational)	Connections
Governance fragmentation	Governance, regulatory structures, advocacy	Operationalised through cross-departmental coordination spaces, alignment with Climate City Contracts, and structured permitting and decision-making interfaces (e.g. City Atelier), making governance gaps and interdependencies visible and actionable within existing institutional frameworks.
Financing gaps	Financial and circular value chains	Addressed by reframing pilots, roadmaps, and analytical work as coordination devices that articulate long-term public value and co-benefits (e.g. public space quality, heritage reuse, climate adaptation), supporting continuity beyond short-term funding cycles without presuming immediate financial restructuring.
Infrastructure lock-in (energy, transport, housing)	Energy and mobility	Addressed by situating energy and mobility interventions within integrated spatial and governance narratives, enabling cities to explore alternatives and trade-offs through Scenario-Building rather than treating infrastructure systems as fixed, sector-specific constraints.
Need for citizen engagement & behavioural change	Societal and spatial quality; Data-driven co-creation	Operationalised through Story-Building, artistic missions, and structured stakeholder dialogue that support inclusive participation, shared narratives, and trust-building, complemented where relevant by digital tools for reflection and co-creation rather than one-off consultation.
Scaling pilots to city-wide transformation	Nature-based solutions; holistic integration	Addressed by linking pilot experimentation to Territorial Transformation Plans and Impact Pathways, enabling cities to embed nature-based and integrated solutions within broader ecological, spatial, and social systems rather than replicating standalone projects.
Equity & inclusion	Societal and spatial quality	Addressed by recognising differences in governance capacity, territorial conditions, and social needs, and by framing climate-neutral transformation around co-benefits, accessibility, and public value rather than uniform performance targets.

## Annex 2. Signals Emerging from Re-Value Cities

Across the nine Re-Value waterfront cities, a set of recurring signals emerges from municipal practice. These signals are derived from lived experience of Mission-oriented experimentation, pilot implementation, and early anchoring processes, rather than from predefined policy positions.

**Cities consistently signal the need for clearer mandates for integrated waterfront governance.**

Fragmented responsibilities across municipal departments, agencies, port authorities, and external actors complicate leadership and coordination. City experience indicates that governance arrangements explicitly supporting cross-sector collaboration are more effective than structures that reinforce sectoral separation.

**Cities repeatedly point to the importance of regulatory flexibility for multifunctional land–water transformation.** Existing regulatory frameworks tend to prioritise single-sector compliance and risk minimisation. In practice, this limits the feasibility of interventions that combine climate mitigation, adaptation, ecological restoration, mobility, and spatial quality. Cities observe that more adaptive regulatory interpretation would better support co-benefit-oriented approaches.

**Cities observe that current funding and procurement instruments rarely recognise long-term value creation and co-benefits.** Short-term, output-driven funding cycles and rigid procurement procedures constrain systemic experimentation and continuity. Municipal practice highlights the difficulty of advancing integrated transformation where financial frameworks do not account for long-term public value, maintenance of nature-based solutions, or spatial quality outcomes.

**Cities identify data governance as a critical enabler of integrated planning and decision-making.** Limited access to relevant datasets, incompatible data formats, and information held outside municipal control hinder scenario-building and evidence-based planning. Cities signal that greater local capacity for integrated transformation depends on data governance arrangements that support multi-scalar analysis and cross-departmental use.

**Cities emphasise the role of design-led and narrative-based approaches in building political and institutional alignment.** Across Re-Value, cities observe that the ability to frame climate objectives through narratives linked to identity, heritage, ecology, and everyday urban experience supports alignment among stakeholders and decision-makers, particularly in contexts of uncertainty and competing priorities.

**Cities increasingly recognise waterfronts as strategic transition arenas rather than isolated pilot sites.** Waterfront pilots function as diagnostic spaces where systemic challenges become visible and discussable. Cities observe that treating waterfronts as leverage points for broader governance innovation strengthens their engagement with national and European transition agendas.

Taken together, these signals describe the conditions under which cities are more likely to sustain and extend integrated, climate-neutral transformation. They provide an experience-based reference for ongoing policy dialogue, methodological reflection, and Mission-oriented learning beyond the Re-Value project itself.

## Annex 3. Policy Briefs in Re-Value: Purpose, Scope, and Approach

Policy briefs constitute one of the targeted advocacy outputs planned for the final phase of the Re-Value project. Their purpose is to translate experience-based insights generated through city practice into concise, policy-relevant narratives that can inform dialogue at European, national, and municipal levels.

The policy briefs will build on the synthesis of systemic barriers, leverage points, and signals emerging from Re-Value cities, as documented in this report. Each brief will focus on a limited set of recurring governance challenges where city experience indicates a clear need for reflection, adaptation, or clarification of existing frameworks.

The scope and thematic focus of individual policy briefs will be defined during the final project phase, based on:

- the maturity of evidence emerging from city implementation;
- the relevance of identified barriers and leverage points across multiple contexts;
- the availability of appropriate policy interfaces (e.g. Mission platforms, national hubs, professional networks).

Methodologically, the policy briefs will:

- draw on comparative learning across cities rather than single-case advocacy;
- articulate observed challenges and enabling conditions without assuming uniform solutions;
- align with Mission-oriented and New European Bauhaus principles, while remaining sensitive to institutional diversity.

In this way, policy briefs function as translation instruments. They provide a structured means of positioning Re-Value's learning within policy-relevant arenas, supporting reflection and dialogue without overstating influence or guaranteeing uptake.

### Indicative Policy Brief Themes (Subject to Final Validation)

*The themes outlined below are **indicative and non-exhaustive**. They do not represent a commitment to a fixed number of policy briefs, nor predefined outputs. Rather, they reflect recurring areas where Re-Value city experience has revealed systemic barriers, leverage points, and governance questions that may warrant further articulation during the project's final phase. The final selection, scope, and number of policy briefs will depend on the maturity of evidence, cross-city relevance, and the availability of appropriate policy interfaces.*

PB n.	Title	Focus	Why this policy brief	Policy Frameworks Informed	Nature of Contribution
PB1	<b>Design-Led Governance and Co-Benefit Thinking for Climate-Neutral Cities</b>	Operationalising co-benefits through design-led governance	Co-benefits are widely referenced but rarely operationalised in governance frameworks	European Green Deal; Cities Mission; New European Bauhaus; New Leipzig Charter; Urban Agenda for the EU	Operationalising co-benefits and spatial quality through governance and design
PB2	<b>Governing Nature-Based Solutions in Waterfront Contexts</b>	Regulatory and procurement challenges for NBS	Cities face barriers in implementing NBS in land–water environments	EU Adaptation Strategy; EU Biodiversity Strategy 2030; Zero Pollution Action Plan; National adaptation strategies	Identifying regulatory and procurement barriers for NBS
PB3	<b>Waterfront Transformation and Regulatory Adaptation</b>	Regulatory constraints in integrated waterfront development	Overlapping regulations hinder multifunctional waterfront transformation	ICZM; Maritime Spatial Planning Directive; Cultural heritage policies; National coastal legislation	Highlighting regulatory overlaps affecting waterfronts
PB4	<b>Mobility, Access, and Quality of Life in Climate-Neutral Transitions</b>	Mobility strategies linked to health, inclusion, and public space quality	Mobility measures often generate social and political friction	Sustainable and Smart Mobility Strategy; European Climate Pact; Cities Mission	Linking mobility decisions to health, inclusion, and spatial quality
PB5	<b>Multi-Level Governance Alignment for Mission-Oriented Urban Transformation</b>	Alignment across municipal, national, and EU governance levels	Cities signal misalignment across governance scales	Cities Mission governance; EU Cohesion Policy; National Mission frameworks	Identifying governance misalignments across levels
PB6	<b>Financing Integrated Urban Transformation Beyond Project Cycles</b>	Funding and procurement models for long-term transformation	Short-term and siloed funding limits systemic change	Recovery and Resilience Facility; NextGenerationEU; EU Cohesion Funds; Just Transition Fund	Exploring limits of short-term funding and procurement
PB7	<b>Data Governance and Monitoring for Integrated Urban Planning</b>	Data access and use in scenario-building and planning	Fragmented data governance undermines evidence-based planning	Digital Europe Programme; EU Data Strategy; National spatial data infrastructures	Improving integration of monitoring evidence into planning
PB8	<b>Cultural Heritage, Identity, and Climate Transition in Waterfront Cities</b>	Role of heritage and identity in climate transitions	Cultural value is under-represented in climate policy	New European Bauhaus; Davos Baukultur Declaration; Cultural heritage policies	Demonstrating heritage as an enabler of transition
PB9	<b>From Pilots to Systemic Change: Embedding Learning into Planning Cycles</b>	Institutionalising learning from pilots	Scaling too early risks losing learning value	Horizon Europe Missions approach; Better Regulation principles; National planning frameworks	Embedding learning without premature scaling

## 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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