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Re-Value Capacity Development and Exchange Programme, Version 2

Re-Value Deliverable D6.2 - June 2024

Report Information

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Executive Summary

The Re-Value Capacity Development and Exchange Programme (Re-Value CD&E Programme) is a three-year programme designed to support the nine Re-Value Cities - Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), Rijeka (Croatia) and Rimini (Italy) - in their efforts to meet ambitious European climate neutrality goals, as they test and embed collaborative urban design and planning approaches through a series of Innovation Cycles.

The CD&E Programme aims to support the cities' capacity to design, initiate and implement change within and across multiple complex urban systems in their Waterfront Pilots by strengthening collaboration between city administrations, urban stakeholders, and citizens. It also aims to identify integrated urban planning and design approaches that accelerate climate neutrality objectives while embracing New European Bauhaus (NEB) principles, and to help cities identify the contribution of these approaches to address systemic challenges and embed them in local/regional regulatory frameworks.

These goals help define the Programme's scope, which will use a Community of Practice (CoP) approach to build on the common "practices" of the Re-Value Cities and their partners, and focus on six Systemic Challenges addressed in the Re-Value Waterfront Pilots: systemic changes in governance, regulatory structures, advocacy; cultural and spatial quality; financial and circular value chains; data-driven co-creation; energy and mobility; and nature-based solutions.

The programme adopts a three-pronged approach that focuses on **learning**, **reflexivity** and **motivation**, in alignment with the proposition that the goal of capacity development is to enable, as well as drive, systemic change towards sustainability. To support the learning, reflexivity and motivation tracks of the CD&E Programme, a series of structured modules were co-designed with the CoP for Programme Year 1: (1) the **Re-Value Rounds**, monthly online opportunities for cities to both exchange best practices on the systemic challenges in a variety of interactive formats, and to receive input from the wider CoP; (2) curated **Re-Value Study Visits** to each city; (3) **Peer Reviews** for each Re-Value Waterfront Pilot Roadmap; and (4) opportunities for spontaneous interaction among CoP members via their dedicated **peer-to-peer space on the NetZeroCities Portal**, which is equipped with conversational and collaborative technology, connected directly to the Cities Mission network. The Programme Year 2 agenda presented in this Deliverable has slightly adapted programme agenda and modules in response to feedback from the nine participating cities - Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), Rijeka (Croatia) and Rimini (Italy) - and other members of the Re-Value Community of Practice (CoP).

Re-Value Capacity Development and Exchange Programme, Version 2 is presented in two sections. Section 1 summarises the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 1** from between September 2023 and July 2024. Section 2 presents the planned programme concept - Celebrate the City - and support activities co-created with the Re-Value Community of Practice for Programme **Year 2** (September 2024 - July 2025). It also highlights the potential for wider engagement and exchange as the Re-Value Cities' Waterfront Pilots transition into their implementation phase.

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1 Introduction

Re-Value recognises that all Re-Value Cities have equally valuable experiences and competencies to share and learn from one another when it comes to accelerating the urban transition to climate neutrality. Re-Value uses a Community of Practice (CoP) model that emphasises peer-to-peer exchange, review, and learning throughout the project to tap into this knowledge and foster collaboration between cities. The Re-Value CoP is defined as a group of core Re-Value Team members and partner organisations who will share expertise and experiences from their local Innovation Cycle work amongst themselves, with the objective to create new knowledge and share it back / out to the wider Cities Mission community. The Re-Value CoP includes core members of each city's Waterfront Pilot Team, core members of the scientific partner organisations, and other practice-oriented project members who have a deep interest in learning and/or sharing on a specific systemic challenge.

The Re-Value CoP will work collectively to identify and develop a portfolio of urban planning and design approaches (*D6.3 Re-Value Urban Planning and Design Approaches Portfolio - Initial Version*) that can be applied to a real-life, multi-stakeholder transformation process in the cities with financial support from the project (Waterfront pilots), and on targeted engagement opportunities with the most relevant change communities at all governance levels. The Re-Value Capacity Development & Exchange Programme (CD&E Programme) provides the CoP with a co-designed structure for learning and exchange between members, and to connect with the Mission Platform and other cities in the Cities Mission ecosystem who are on the same climate neutrality journey.

Re-Value Capacity Development and Exchange Programme, Version 2 presents the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 1** from between September 2023 and July 2024, and describes the planned programme activities that were co-created with the Re-Value Community of Practice for Programme **Year 2** (September 2024 - July 2025).

The Re-Value CD&E Programme continues to be supported by the theoretical foundation detailed in *D6.1 Re-Value Capacity Development and Exchange Programme, Version 1*¹ and repeats some core content from there. As elaborated in D6.1, the CD&E Programme Year 2 will continue to use a three-pronged approach that focuses on **learning, reflexivity** and **motivation**, in alignment with the proposition that the goal of capacity development is to enable, as well as drive, systemic change towards sustainability.

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

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

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Bruges (Belgium), Burgas (Bulgaria), Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), Rijeka (Croatia) and Rimini (Italy) - and other members of the Re-Value Community of Practice (CoP).

Re-Value Capacity Development and Exchange Programme, Version 2 is presented in two sections. Section 1 ([Looking Back: Programme Year 1 Results](#)) summarises the activities undertaken and insights gleaned from the Re-Value Capacity Development and Exchange Programme (CD&E Programme) **Year 1** from between September 2023 and July 2024. Section 2 ([Moving Forward: Programme Year 2](#)) presents the programme concept - Celebrate the City - and support activities co-created with the Re-Value Community of Practice for Programme **Year 2** (September 2024 - July 2025). It also highlights the potential for wider engagement and exchange as the Re-Value Cities' Waterfront Pilots transition into their implementation phase.

2 Looking Back: Programme Year 1 Results

Re-Value CoP members were consulted on how to operationalise the Re-Value CD&E Programme and CoP collaboration in Spring 2023. Based on a voting exercise and discussion round during a co-creation workshop, CoP members established that they would prefer structured Re-Value CD&E Programme activities that:

- Do not take more than 8 hours per month
- Do not last longer than 3 hours per session
- Focus predominantly on case studies and interactive training

These parameters set the basis for the core capacity development modules and schedule for Programme Year 1: **Re-Value Rounds**, **Re-Value Peer Reviews**, and **Re-Value Study Visits**. In addition, a private Re-Value Cities group on the [NetZeroCities Portal](#) (NZN Portal) was created in an effort to support and help activate the European Commission's investment in the 100 Climate-Neutral and Smart Cities Mission digital infrastructure. This section presents the activities, topics/themes, participants, and insights for each of the modules in Programme Year 1.

2023 Capacity Development and 2024 Exchange Programme



Semester 1 and Semester 2 Schedule
Version 4: April 2024

	Date(s)	Topic / Theme	Host(s)
1	20 Sep 2023	Round: Story-Building	NTNU
	16-18 Oct 2023	Study Visit: Rimini, Italy	Rimini, ICLEI
	22 Nov 2023	Round: Landscape Transformations - Urban Waterfronts	IFLA EU
	13 Dec 2023	Round: Digital Twins (and Other Digital Tools)	Augment City, ECOTEN
	17 Jan 2024	Round: Financing the Ambition	GIB
	14 Feb 2024	Round: New European Bauhaus	ICLEI, NTNU
2	March 2024	Review: Waterfront Roadmap Peer Review 1	All Re-Value Cities
	19 - 21 Mar 2024	Consortium Meeting & Study Visit: Ålesund, Norway	Ålesund, NTNU, ICLEI
	17 Apr 2024	Round: Co-Creation Session - 2024/25 Programme	All Re-Value Cities, ICLEI
	15 May 2024	Round: Inclusiveness & Diversity	NTNU & Re-Value Cities
	12-14 Jun 2024 17-19 Jun 2024	Black Sea Study Visit Burgas, Bulgaria Constanta, Romania	Burgas, Constanta, ICLEI
	17 Jul 2024	Round: TBD - Impact Model Workshop Results	NTNU, Participating Cities



Figure 1: Re-Value Programme Year 1 (September 2023 - July 2024) Schedule Summary

2.1 Re-Value Rounds

Re-Value Rounds are a core component of the Re-Value Capacity Building and Exchange Programme. A Re-Value Round is a monthly online event hosted / moderated by thematic experts for the Re-Value CoP. In Programme Year 1, the Re-Value Rounds were held on Wednesday mornings from 09:30 - 12:30 CET. Seven Re-Value Rounds were hosted on the following themes / topics:

- **Story-Building:** NTNU, Sladovna Pisek, Teatret Vårt
- **Landscape Transformations:** International Federation of Landscape Architects Europe(IFLA Europe)
- **Digital Twins:** Augment City, Ecoten Urban Comfort, NTNU/Ålesund
- **Financing the Ambition:** Global Infrastructure Basel (GIB)
- **New European Bauhaus:** NTNU, ICLEI
- **Inclusiveness and Diversity:** NTNU
- **Re-Value CD&E Programme Co-Design:** ICLEI

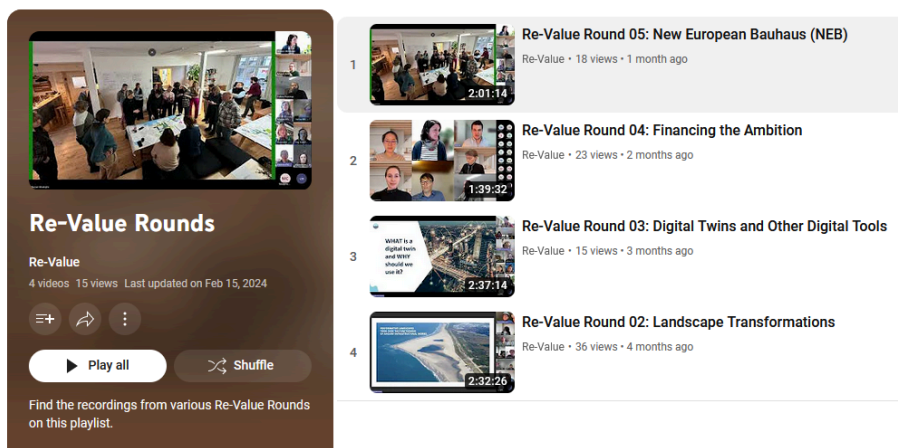


Figure 2: Re-Value Rounds Playlist (internal)

Round Hosts had the freedom to choose the most appropriate format for their topic to achieve the desired outcome: an engaging and interactive format that enables Round contributors to share meaningful content and effectively exchange in an online environment. A Host Guide document was developed to communicate expectations and support hosts to design a successful Round.

The Rounds in Programme Year 1 were intentionally hosted by Re-Value partners linked to specific project workflows (e.g., Innovation Cycles) or anchoring themes for the project (i.e., New European Bauhaus, inclusiveness and diversity, Nature-based Solutions, etc.) to set precedents and make immediate course corrections, if needed. The role of the Host is to design the Re-Value Round, select and coordinate partner/guest participation, and moderate the Round on the NZC Portal.

However, we learned that - despite efforts to get all of the CoP participants to join the NZC Portal - hosting online events on the NZC Portal presented too much of a participation barrier, particularly when the Round included external contributors. Our efforts to host the Re-Value Rounds on the platform failed principally due to the overall lack of administrative control, a buggy interface with the event creator / calendar, and no access to the cloud recordings created with the in-platform communication tool (Jitsi).

Re-Value Rounds are currently conducted and recorded on MS Teams, and shared on Re-Value’s unpublished YouTube Channel. The individual recordings are cross-posted in the Re-Value Cities group on the NZC Portal and socialised with the other Round artefacts (e.g., presentations, contributor contact information, additional readings, etc.) via the CoP email distribution list.

2.1.1 Round Evaluations and Feedback

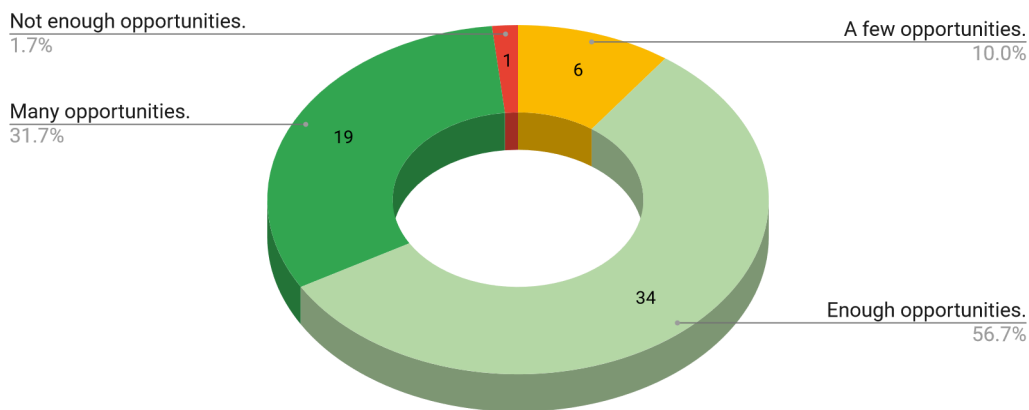
Re-Value Round participants were asked to fill in a short online feedback questionnaire after each event. It comprised both multiple choice and open ended questions. Each question was designed to respond to the indicators which were elaborated in the design of the CD&E Programme before the beginning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

- **Attendance**

- We kept track of the number of attendees for each Round. Attendance ranged from 29 to 45 participants (excluding hosts), with an average of 37 participants.

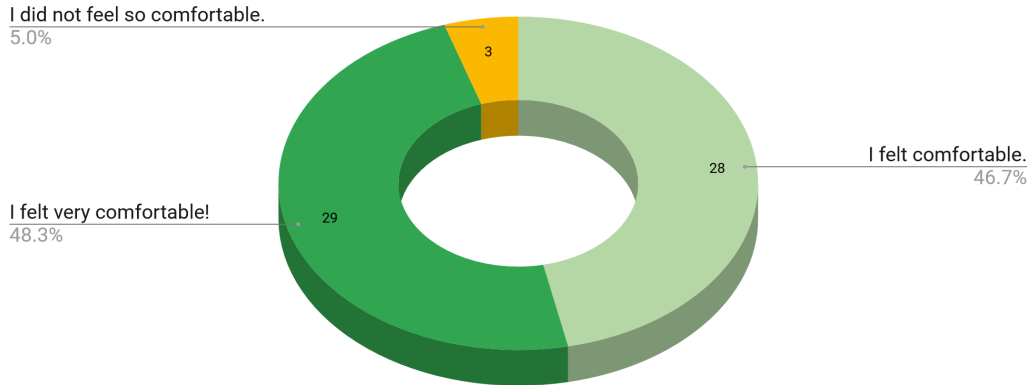
- **Participation**

How do you feel about the opportunities you had to actively participate in this Round?

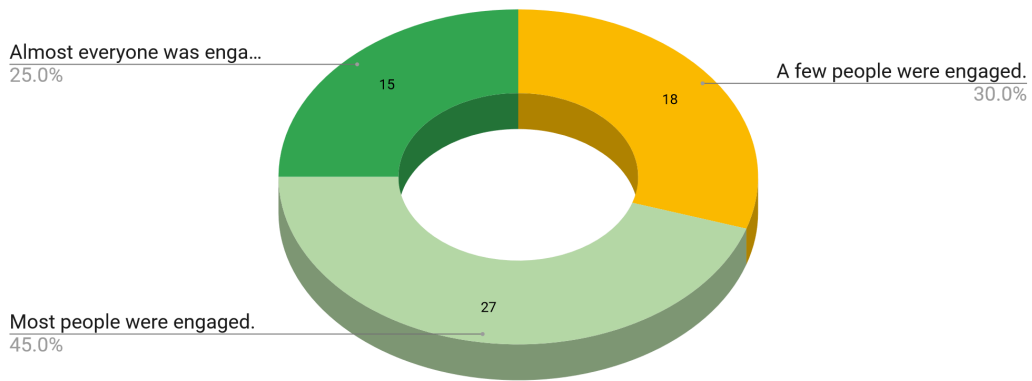


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How comfortable did you feel sharing your ideas and opinions during the Round (even if you did not take the opportunity to do so)?

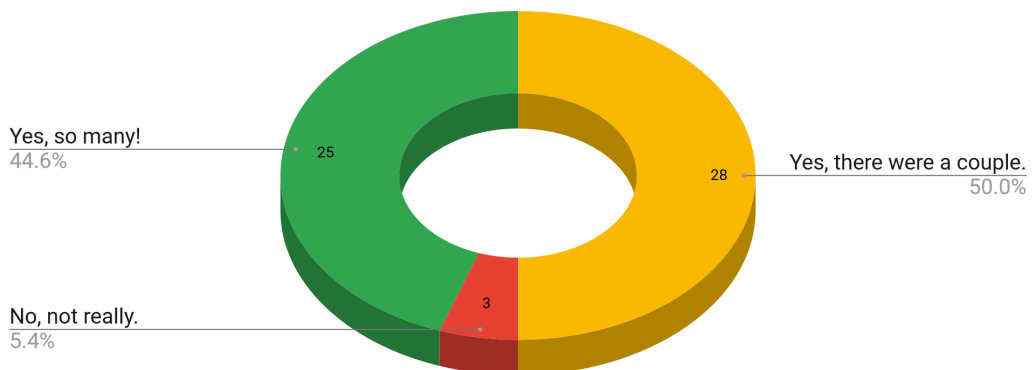


Rounds are more interesting when all of the participants are engaged in the programme. How engaged did you feel other participants were in the Round?



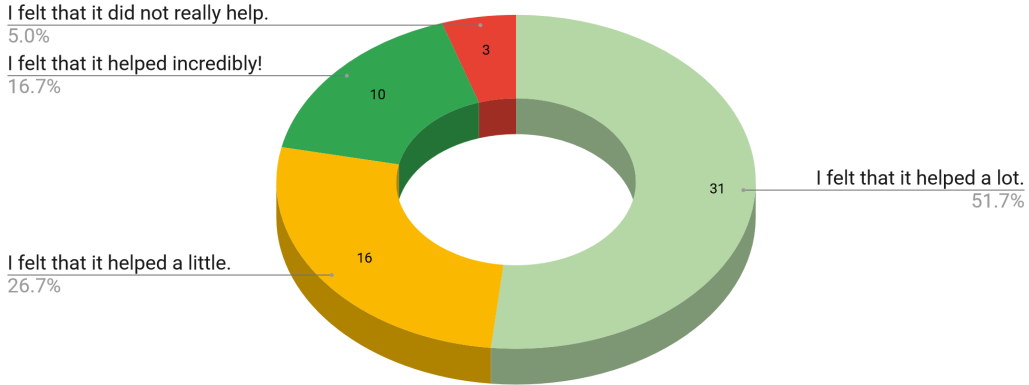
● Relevance, Applicability and Best Practices

Did the Round provide Best Practices that you could apply to your work or your city's Re-Value Waterfront Pilot?



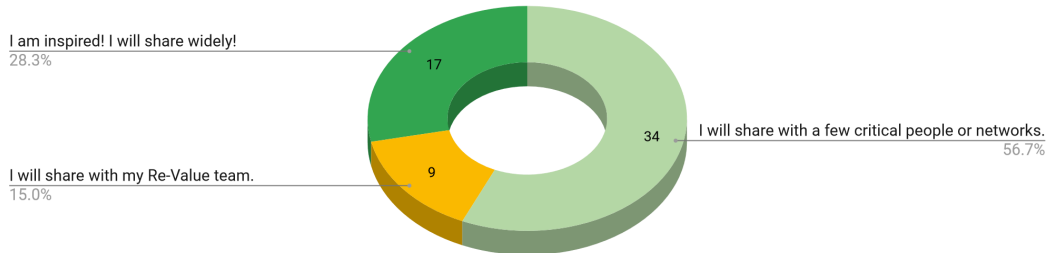
- Peer-to-Peer Networking and Collaboration**

How do you feel this Round helped you make new connections or strengthen existing connections with other Re-Value Community of Practice members?

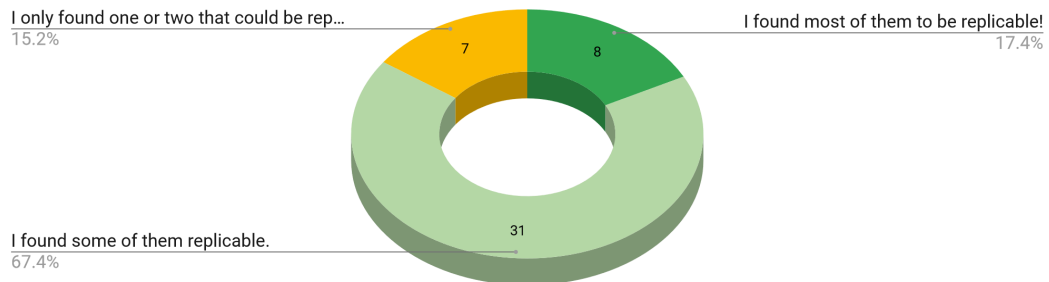


- Follow-up Actions, Replicability and Impact on Participants' Work**

How likely are you to share the key knowledge gained in this Round with your colleagues or networks?

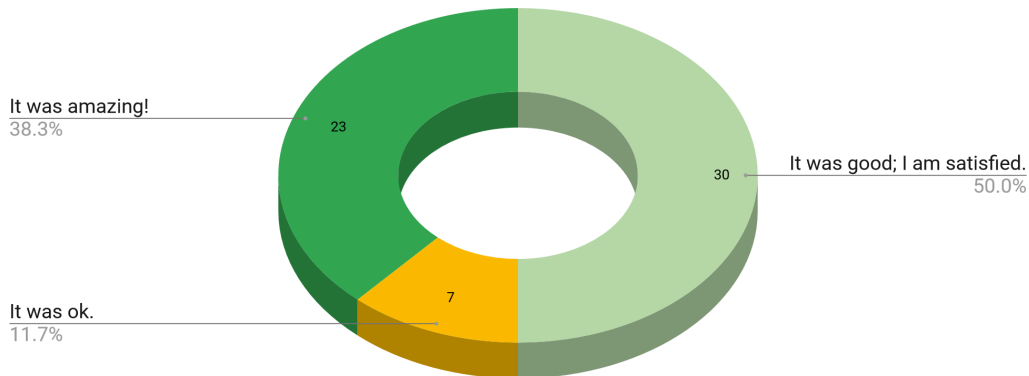


How replicable did you find the Best Practices and approaches discussed in the Round to be for your work or your city's Re-Value Waterfront Pilot?

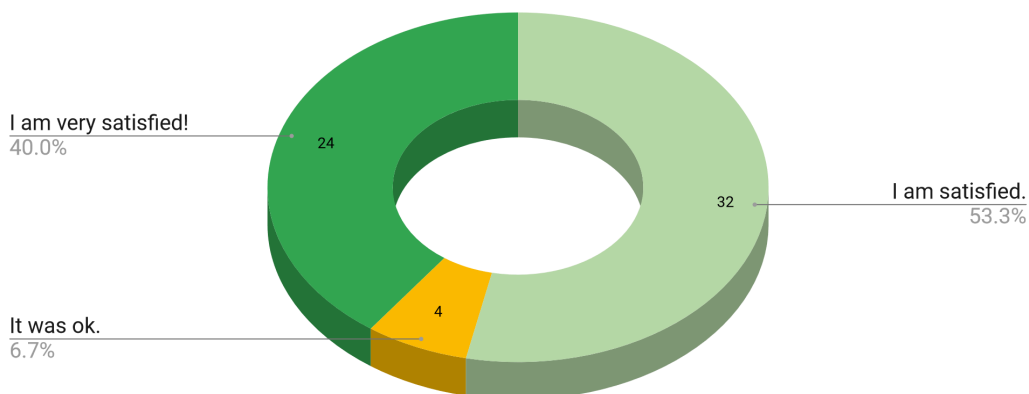


● Satisfaction

Rate your level of satisfaction with the delivery and facilitation of the Round's sessions and activities.



Overall, how satisfied are you with the Round?



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

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

- Include more case studies and more concrete examples from the Re-Value cities
- a “focus on one of the cities as an example” for each Round
- more interaction opportunities / more break-out sessions
- more time for discussion
- experts with knowledge of city realities should facilitate the Round
- not too much academic content at once
- a summary slide at the end of each Round’s presentation
- the Rounds to be a bit shorter and/or to plan more breaks

A sample Re-Value Round Evaluation Survey can be found in [Annex 2](#).

2.2 Re-Value Waterfront Pilot Roadmap Peer Review

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



Figure 3: Waterfront Pilot Roadmap “Phase 1”

The Re-Value City Waterfront Pilot Roadmap Deliverables were only in the pre-development phase in Programme Year 1. As an interim product, all Re-Value Cities were asked to develop a harmonised “Roadmap Phase 1” document that detailed a Current State Assessment for their Pilot area(s), which was circulated for the first Peer Review process in March 2024. The “Roadmap Phase 1” guidance included a general structure and instructions for how to develop the following sections: **Waterfront Pilot profile**, comprised of a written summary of the Pilot(s) existing conditions, with brief descriptive narrative and photos/maps that described the Pilot’s history, demographic profile, and socio-economic, infrastructure, and built environment conditions; a **planning, policy and regulatory framework analysis** that highlighted existing plans, laws, regulations, or adopted policies influencing or impacting the Pilot, specific **urban planning and design approaches** in the Pilot area (or in the city as a whole), and specific **urban planning and design or implementation instruments**; and a summary of any **previous Concept Developments or adopted Plans** associated with the Pilot area - before any Re-Value measures were applied.

This work for the Roadmap Phase 1 also helped the Re-Value Cities prepare for in-person discussions and a poster presentation at the Consortium Meeting / Study Visit in Ålesund (March 2024). The Roadmap Phase 1 documents were shared between the cities in March 2024, who provided written constructive feedback accordingly:

- **[Leading Cities]** Ålesund reviews Burgas, Burgas reviews Bruges, Bruges reviews Rimini, Rimini reviews Ålesund.
- **[Replication Cities]** İzmir reviews Rijeka, Rijeka reviews Cascais, Cascais reviews Pisek, Pisek reviews Constanța, Constanța reviews İzmir

The first Peer Review process included prompts for reviewers to consider specific points related to Understanding, Clarification, and Opportunities in the Waterfront Pilot area. The next Peer Review process will take place in Fall 2024 with the Leading Cities' Waterfront Pilot Roadmaps.

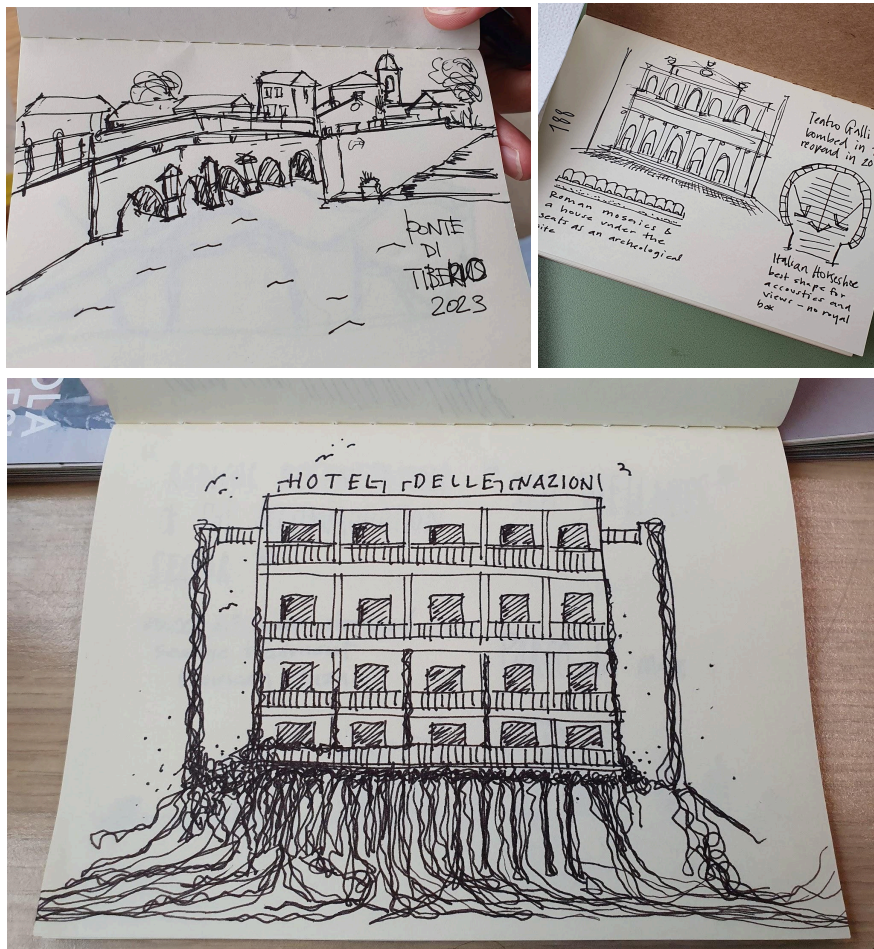


Photo 4: Poster presentations for each Waterfront Pilot Roadmap at the Ålesund Consortium Meeting

2.3 Re-Value Study Visits

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

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



Sketches and impressions from Rimini captured in the Re-Value Field Notes

As of 30 June 2024, four Re-Value Study Visits will have taken place in Programme Year 1:

- Rimini Study Visit: 16 - 18 October 2023
- Ålesund Consortium Meeting & Study Visit: 19 - 21 March 2024
- Burgas Study Visit: 12 - 14 June 2024
- Constanța Study Visit: 17 - 19 June 2024



Re-Value Study Visit Programmes (Year 1)

2.3.1 Rimini Study Visit

Over 40 Re-Value project partners - mostly practitioners from Re-Value Replication Cities - met in Rimini, Italy, from 16 - 18 October 2023, for the first Study Visit of the Re-Value Capacity Development and Exchange Programme.

The Rimini Study Visit Programme was designed with three core objectives:

- **Strengthen** the fledgling Re-Value Community of Practice through “serious play”;
- **Learn** about Rimini’s history, strategic approach, implementation successes, and challenges;
- **Exchange and Share Knowledge** during a World Cafe workshop to identify best practices and potential solutions to two of the city’s key challenges: 1) engaging with private actors and investments to implement their strategic plan, and 2) working more collaboratively within the municipality.

The ambitious Study Visit agenda reflected Rimini’s own ambition to strategically position itself as a high-quality tourist destination while also valorising its rich cultural heritage and relationship with the Adriatic Sea to improve residents’ quality of life. The **Rimini Protocol** ([Annex 1](#)) summarises the Rimini Study Visit experiences and the key contributions and insights from the World Cafe Exchange on collaboration.

The Rimini Study Visit’s moderated reflection component was structured by the [Re-Value Reflection Canvas](#), which prompted participants to complete reflective writing exercises inspired by four “P” words:

- **Personal**: Participants were given a **note card** and asked to reflect on and write - in their own language - how the Study Visit personally affected them. Prompts included: What touched or inspired you? How did you feel during the Study Visit and why? This personal reflection was not

shared with the rest of the CoP, but meant to be kept by the participant as a personal reminder of their learning journey.

- **Professional:** Participants were given a **postcard** of Rimini and asked to reflect on how the Study Visit impacted them professionally. They were asked to self-address the postcard and write themselves a note with one or two key takeaways from the Study Visit that they would like to be reminded of later. The addressed / completed postcards were collected by ICLEI and mailed to the participant by post the following week. Prompts included: What experiences were you able to contextualise from this visit to apply to your Re-Value Waterfront Pilot? What new things did you learn? What will you bring back to your colleagues and/or professional network?
- **Programme:** Participants were given a green card and asked to reflect on the Study Visit programme to contribute to a **Suggestion Box** for future visits. Prompts included: What did you enjoy during the Study Visit? What did you find relevant to your Re-Value work? What could be improved? What could be included in a future Study Visit to make it more relevant for you and your Re-Value Waterfront Pilot work?
- **Portfolio:** Participants were given a yellow card and asked to reflect on and note any approaches, methods, tools, cases or stories from their own city / region / experience to include as a Best Practice in the **Re-Value Urban Planning and Design Approaches Portfolio** (a project Deliverable).

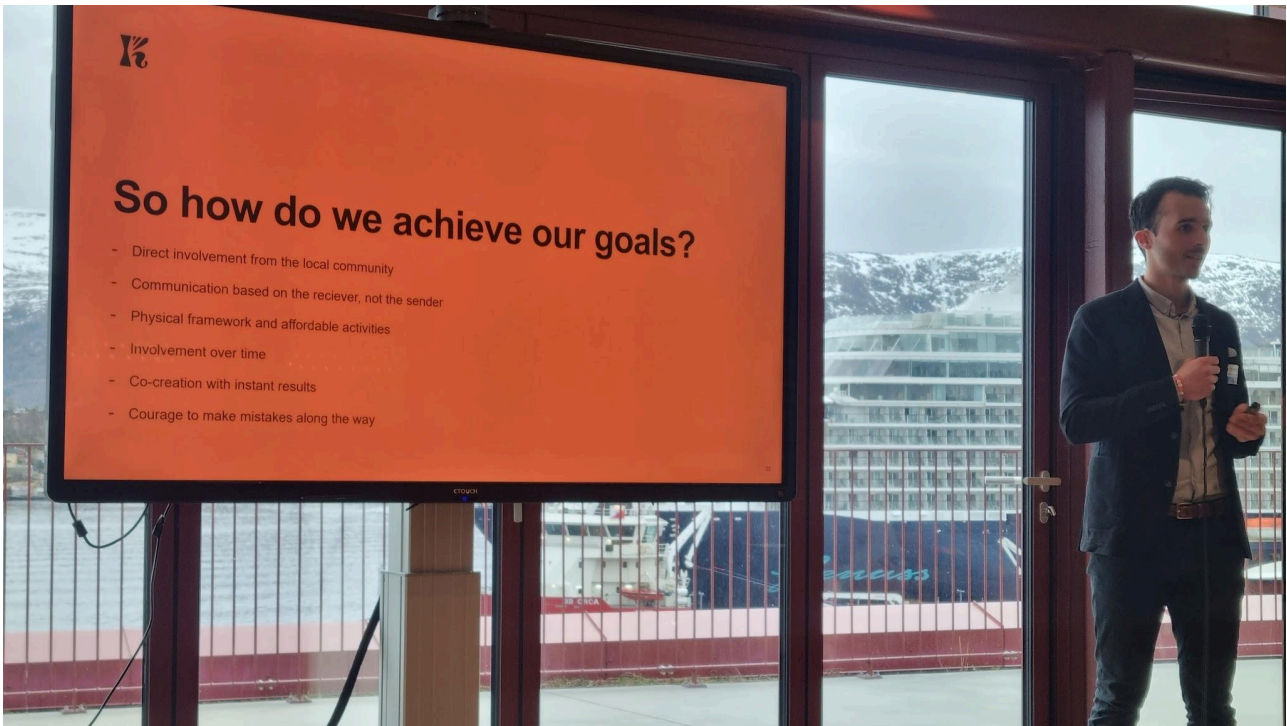
Contributions from the Rimini Suggestion Box were taken into consideration when designing subsequent Study Visits:

- Find balance between passive and active elements of the programme
- Have a clear agenda, but don't programme every minute
- Go deeper with specific content from the hosting city
- Include preparation activities for participants
- More time for workshops enables deeper discussions
- Feed the people (coffee, catered lunches, snacks)

2.3.2 Ålesund Study Visit

The Ålesund Study Visit was embedded in the 2nd Re-Value Consortium Meeting programme in an effort to consolidate travel and include more partners. The event was held from 19 - 21 March 2024, utilising a variety of spaces and locations in Ålesund to frame the thematic discussions about the Re-Value Cities' Waterfront Pilots, Big Data and Decision-Making, Stories, and Culture & Theatre.

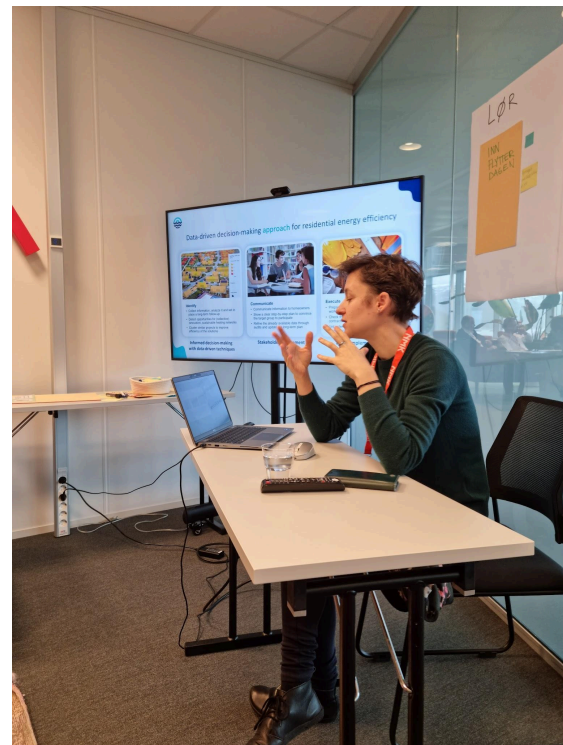
The Pir Co-Working Space, overlooking the [Sørsida Waterfront](#) Pilot site, provided the perfect space to learn more about the Re-Value Cities' progress and Sørsida's details, while looking at the Waterfront Pilot site below. The Re-Value Cities also worked in small groups on their Waterfront Pilot Roadmaps, creating a draft process and proposed output for the final deliverable.



Learning and working together at Pir Co-Working

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The United Future Lab Norway (and the Augment City Dome) immersed partners in the project's data-driven decision-making tools and approaches. Re-Value partners cycled through six stations to learn about and discuss the various opportunities and drawbacks of each approach for their local work. The afternoon work included a hands-on workshop with a domino game designed for the Re-Value Impact Model, as well as discussions on "Fit for 55" and Monitoring and Evaluation.



Total data immersion in the Augment City Dome, playing "Impact Model Dominoes", and learning about Vito's residential energy efficiency tool

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Two of Alesund's performance spaces / theatres provided the perfect backdrop for NEB-inspired activities and exchanges about Story-building, lived experiences, youth engagement, and theatre performances about climate change / mass extinctions.



An interactive moment during "A play for the living in a time of extinction", creating visualisations for Story-Building, meditation exercises on a city journey, and looking for opportunities to work together on future Artistic Missions

Combining the Ålesund Study Visit with the 2nd Re-Value Consortium Meeting enabled travel efficiencies and more partner participation, but a full programme addressing Work Package-related tasks and collaboration needs diluted the city-specific engagement and cohesion opportunities that a Study Visit can offer. We learned that care must be taken to create these deliberate moments in the agenda when Study Visits are combined with Consortium Meetings in the future.

The **Meeting Summary Re-Value Consortium Meeting & Study Visit, March 2024, Ålesund** (internal document shared with the Re-Value Consortium) summarises the activities, photos, and findings from the second Consortium Meeting.

2.3.3 Burgas Study Visit

The Burgas Study Visit was part of a “Super Study Visit to the Black Sea”, where partners spent 2.5 days in Burgas, Bulgaria, and 2.5 days in Constanța, Romania. The Burgas Study Visit was held from 12 - 14 June 2024 with approximately 40 participants joining the planned activities. The Burgas Study Visit Programme was designed with four core objectives:

- **Strengthen** the Community of Practice by creating opportunities to professionally socialise and deepen relationships between partners in a relaxed environment;
- **Observe & Learn** as we travelled along the Coastal Corridor between the city centre’s Sea Garden to Sarafovo’s Sea Park and made notes of what we saw using sensory / analog and digital approaches;
- **Ideate & Exchange** during a workshop on nature-based solutions for Burgas’ Re-Value Waterfront Pilot, Sarafovo Sea Park; and
- **Support** Burgas Municipality to identify new ideas, resources, and professional networks to help reimagine and co-design a future-proof Sarafovo Sea Park.

The Burgas Study Visit programme enabled partners to deeply immerse themselves in the city’s cultural realities, and better understand its relationship to the natural environment, rich biodiversity, and critical regional (and European) ecosystems. Science-oriented discussion about coastal erosion found its place in the nature-based solutions workshop, as well as during an observation and active experience of the (urban) environment. The planned activities highlighted the Black Sea’s significance for Burgas’ ambition to remain a high-quality visitor destination (balancing both traditional beach tourism and “ecotourism” related to its surrounding protected cultural and natural areas, including undeveloped beaches to the south), but also its systemic challenges as a seaport city with a substantial carbon economy embroiled in geopolitics - specifically the Balkans’ largest crude oil refinery, owned by Lukoil (Russia). This juxtaposition sparked many discussions about local sustainable urban development in these contexts and how urban planning and design can support pathways to a different economic future.

The Study Visit kicked off with one of the Burgas Study Visit’s key experiences, an **Observation Journey** on e-bikes along the Black Sea coast to **Sarafovo Sea Park**, as well as the exploratory and interactive **Sarafovo Sea Park site tour**.

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Riding e-bikes from Burgas Sea Garden to Sarafovo Sea Park on the Observation Journey and arriving for the exploratory Sarafovo Sea Park site tour

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Before the Sarafovo Sea Park site tour, participants were asked to create an ArcGIS online account and were provided access to a shared map. During the site tour, participants were invited to explore the pilot area and add geo-located points on the map with suggestions for possible modifications and uses of the area. Over 98 suggestions were made and will be considered during the park's design process.



Study Visit participants review the collected suggestions on the ArcGIS online map

On Day 2, participants set sail (literally) across Burgas Bay to gain a more cultural and contextual understanding of the city-region. Participants were invited to join local experts to learn about Burgas' fishing culture at the Chengene Skele Culture and Tourist Centre, and about its rich maritime history encapsulated on St. Anastasia Island. The guided tours shed light on Burgas' settlement history, cultural traditions, and historical and geographical significance on the Black Sea.

After lunch, participants shared their insights from the Observation Journey during a Nature-Based Solutions Reflection and Ideation workshop at Chengene Skele Culture and Tourist Centre. The goal of the workshop was to share an overview of existing resources for nature-based solutions in waterfront cities, connect the experiences and impressions gained from the site visit the day before, and apply a NBS lens to imagine solutions to the challenges. Marco Acri (University of Nova Gorica) introduced a collection of excellent NBS resources, as well as a bespoke solutions toolkit for the Sarafovo Sea Garden site. Associate Professor and Bulgarian Landscape Architect, Svetlana Anisimova (University of Forestry, Sofia), shared her professional insights and recommendations from a technical perspective, and followed up with more detail after the workshop.

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Participants discuss solutions for the Sarafovo Sea Garden site during the Nature-Based Solutions Observation Reflection and Ideation workshop at Chengene Skele Culture and Tourist Centre

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A variety of solutions and recommendations for the Sarafovo Sea Garden were suggested by the four workshop groups and presented on the third day at the Centre for Contemporary Art and Library. Recurring themes between the groups emphasised a desire to keep the park “natural” and use nature-based solutions to stabilise the soils, make low-impact enhancements to improve pedestrian access the beach, preserve mature trees and vegetation, remove invasive species, encourage sea breeze corridors, enhance viewpoints, and limit sealed surfaces, especially surface parking next to the beach.

The groups also emphasised that the planners and designers needed to consider the site from a more systemic perspective, taking into consideration connections (mobility, blue-green infrastructure, etc.) from the site to the city centre, Burgas International Airport / highway, and the Sarafovo neighbourhood itself. The groups also recommended engaging local residents and visitors more deeply to better understand their needs and wishes, building on the insights shared from the local Impact Model workshop, which was held in the days preceding the Study Visit.



Challenges and possible solutions for the Sarafovo Sea Park site presented to the larger group at the Centre for Contemporary Art and Library in Burgas

The Burgas Study Visit concluded with a “Stone and a Story” exchange session. Participants had been asked to bring a stone from their home country and a story related to that stone to Burgas. As part of the Reflection Round, participants presented the Burgas hosts with their stone and shared a short story about support, encouragement, strength and/or resilience. This activity closed the Burgas Study Visit.

The **Burgas Brief** is a summary document of the experiences and insights from the Burgas Study Visit. The final draft of this document is not included with this Deliverable version due to time constraints.

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Intentional acts and stories hold meaning.



Meaningful interactions are deeply memorable.



Participants sharing a stone and a story with Burgas Municipality as a closing activity

2.3.4 Constanța Study Visit

The Constanța Study Visit was part of the Black Sea Super Study Visit, taking place from 17 - 19 June 2024 in Constanța, Romania. The cohesion and collaboration activities seamlessly continued after the Burgas Study Visit through the weekend, as about half of the participants boarded a chartered bus in Burgas to travel together to Constanța. During the 7-hour trip, we were able to process and discuss insights from the Burgas Study Visit, as well as create the architecture for the Rijeka Study Visit (planned for 29-30 October 2024) and a participatory workshop in Venice as part of the 2024 Biennale (among other activities).

The Constanța Study Visit was the first visit to a Re-Value Replication City and focused on The Peninsula, Constanța's Waterfront Pilot area. The Study Visit was designed with the following four objectives:

- **Strengthen** the Community (of Practice) by continuing to create opportunities to professionally socialise and deepen relationships between partners in a relaxed environment;
- **Observe & Learn** about Constanța's rich history and cultural influences, key landmarks and stories from the The Peninsula, and its ambition to sustainably (re)develop its city through coordinated planning efforts, substantial investments in its parks, cultural heritage, and built environment, and its on-going efforts to engage with residents, business owners, and visitors to create a thriving historic urban centre;
- **Advise & Encourage** the Municipality during a full-day interactive workshop on Tactical Urbanism (TU) that introduced and discussed TU approaches from around Europe and the world, including some great local examples in Constanța;
- **Take Action** by teaming up in four groups to explore, identify, and document potential locations for future interventions in The Peninsula, Constanța's Waterfront Pilot area.

The first day in Constanța set the stage for the collaboration work on Day 2. The participants were introduced to Constanța's rich history and multi-cultural influences through presentations, an entertaining two-hour walking tour of the Peninsula with local tour guide Diana Slav, and an open-air bus tour through the city.

George Lupascu (ZMC) shared stories about the city's evolution since 1990 and the efforts it has made - particularly in the last 15 years - to establish itself as a modern, sustainable city and attractive international seaside destination. He shared the city's framework for sustainable urban development, including its plans, policies, and projects that support the vision.

Later, during the bus tour of the city, George presented some of the key projects the city has implemented under these plans, including new streetscapes with improved sidewalks, dedicated bicycle lanes, street lighting and furniture; improving the public transport network by renewing the fleet including electric buses and charging infrastructure; smart city infrastructure; building modernisation and refurbishment examples; and cultural heritage preservation projects.

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Introduction to Constanța's Past, Present and Future at the Museum of National History and Archeology



Taking an entertaining local history and architecture tour with Diana Slav in Constanța's Peninsula district; and an open-air bus tour from the Port to Mamaia (Constanța's beach resort district) to look at key projects and challenge areas

Day Two of the Constanța Study Visit started with a presentation and an open discussion about Tactical Urbanism cases / examples from across Europe and the world. The presentation was co-created by project partners, and participants were invited to contribute examples from their own cities or share examples of what they have seen elsewhere. After a lively discussion, the participants were grouped into four teams and assigned an area within the Peninsula to explore, identify potential intervention locations, and (creatively) document them. The teams were instructed to send up to 8 photos of their interventions before returning to the venue. The images were arranged in a digital presentation and served as the foundation for short (15 minute) presentations on each team's results.

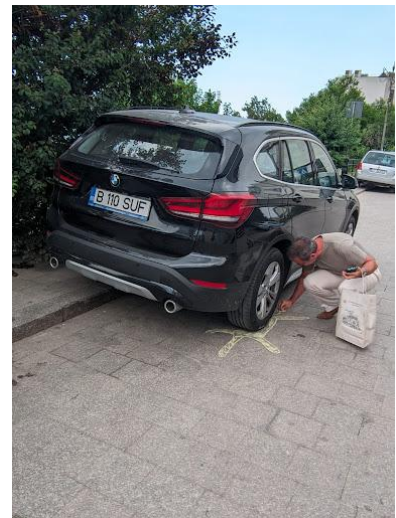


Sharing tactical urbanism examples and other placemaking experiences during the Constanța Study Visit

The Constanța Study Visit's final sessions were designed to encourage reflection, exchange, and continued collaboration. Participants had time to reflect on the past days, experiences and exercises, personal and professional learnings, supported by guiding questions. They further spent about 20 minutes with a visioning exercise, in which participants were invited to formulate (brave and creative) visions of possible futures connected to the Study Visit content and Constanța, as well as beyond in "What If..." sentences building on which they also specified respective next steps ("What Next / I will..."). After discussing these in small groups the session culminated in the "Constanța Commitments", made individually but exchanged in pairs, to hold each other accountable at the next Study Visit in Rijeka (29-30 October 2024).

The **Constanța Collection** is a summary document of the experiences and insights from the Constanța Study Visit. The final draft of this document is not included with this Deliverable version due to time constraints.

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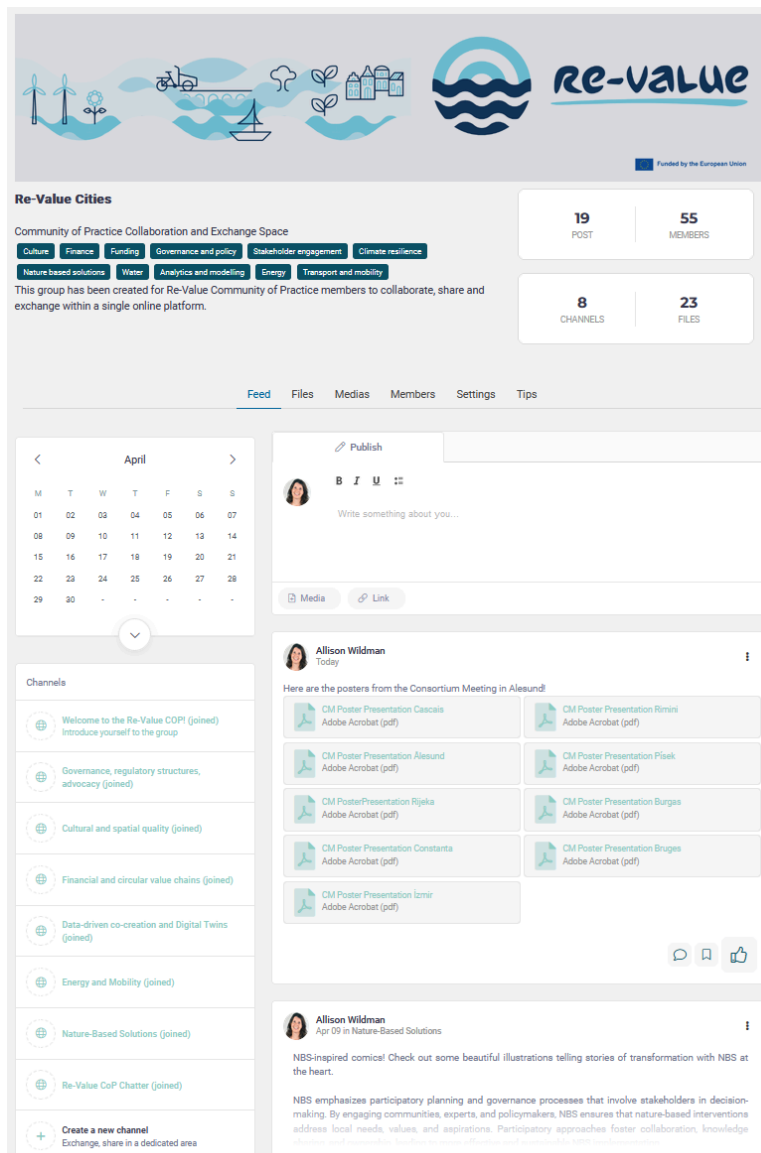


Intervention examples from the tactical urbanism workshop during the Constanța Study Visit

2.4 NetZeroCities Portal

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

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



Screenshot of the Re-Value Cities private group on the NetZeroCities Portal

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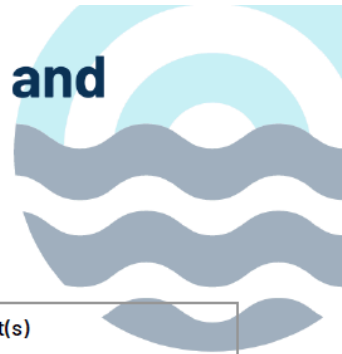
The NZC Portal offers a highly integrated online collaboration opportunity, but it is still another platform in a crowded space of existing online tools that are already familiar to cities and partners. Despite successfully registering and on-boarding 55 Re-Value Community of Practice members to the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

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

3 Moving Forward: Programme Year 2

The Re-Value Capacity Development and Exchange Programme was designed to be revisited and adjusted with the Community of Practice - the Re-Value Cities in particular - every spring. The Programme Year 2 concept, schedule (below), and approach were developed with the Re-Value Cities and other project partners during the Round in April 2024. The following section presents the proposed programme concept and schedule, as well as any adjustments to the various programme components.

2024 Capacity Development and Exchange Programme



Semester 1 and Semester 2 Schedule
Version 1: June 2024

	Date(s)	Topic / Theme	Host(s)
1	18 Sep 2024	Constanța Round: Tactical Urbanism	Constanța Municipality and the Zonă Metropolitană Constanța
	SEP 18 - OCT 2 2024	Review: Waterfront Roadmap Peer Review 2	Leading Re-Value Cities
	29-30 Oct 2024	Study Visit: Rijeka	City of Rijeka, ICLEI
	20 Nov 2024	Ålesund Round: Temporary Art as a Tool for Co-Creation	Ålesund Kommune
	11 Dec 2024	Cascais Round: Energy Communities	Cascais Ambiente (EMAC)
	29 Jan 2025	Pisek Round: Communication, IT and citizen participation	Smart Pisek
	12 Feb 2025	Bruges Round: Climate Plan	Stad Brugge
2	MAR 19 - APR 2 2025	Review: Waterfront Roadmap Peer Review 3	Replication Re-Value Cities
	19 Mar 2025	Rimini Round: Sustainable mobility	Comune di Rimini
	8-10 Apr 2025	CM/Study Visit: İzmir	İzmir Municipality and IZTECH, NTNU, ICLEI
	21 May 2025	Burgas Round: Co-creation for Urban Regeneration and Greening	Burgas Municipality
	Jun 2025	Co-Design Session for Year 3	ICLEI, All Re-Value Cities
	3 Jul 2025	Replication Cities Roadmap Roundup (TBD)	Replication Cities

The 2024-25 Programme Year 2 Schedule for the Re-Value CD&E Programme

3.1 Celebrate the City

The conceptual theme of the Re-Value Capacity Development and Exchange Programme for 2024-25 is “Celebrate the City”. We received consistent feedback from the Re-Value Community of Practice that they would like the CD&E programme to include as much content from cities / local governments directly or specifically contextualised for cities (e.g., focusing more on how to operationalise theory in local government or using specific case studies from cities to illustrate concept application) as possible. As such, we have empowered each of the Re-Value Cities to host one event for each month in Programme Year 2, to develop and share city-focused content with the Re-Value Community of Practice and others. The 2024-25 Programme Year 2 Schedule for the Re-Value CD&E Programme was created based on the preferences and capabilities expressed by the Re-Value Cities present during the Round in April 2024.

3.2 Re-Value Rounds

The Re-Value Round online format and timing suited most Community of Practice members, however, we received a few requests to adjust their length to accommodate the cities’ different time zones. The Rounds will continue to be hosted online (via Teams) and once a month (Wednesday morning), but will be shortened to two hours, from 10:00 - 12:00 CET. The following list notes which Re-Value City will host when; the precise theme / topic will be determined in the months preceding the Round. The hosting city is responsible for determining the Round’s theme / topic and coordinating with contributors (i.e., other cities and experts in the project or external) to design an engaging and interactive agenda.

- September 2024: Constanța
- October 2024: Rijeka Study Visit
- November 2024: Ålesund
- December 2024: Cascais
- January 2025: Písek
- February 2025: Bruges
- March 2025: Rimini
- April 2025: İzmir Study Visit
- May 2025: Burgas
- June 2025: Co-creating Programme Year 3
- July 2025: Replication Cities’ Roadmap Roundup (TBD)

3.3 Study Visits

The Study Visit model and general schedule will remain the same. Study Visits will be hosted by **Rijeka** (29-30 October 2024) and **İzmir** (8-10 April 2025, in combination with a Consortium Meeting) in Programme Year 2. These Study Visits will target Lead Cities, but all cities and partners are welcome to participate, if their travel budget allows.

3.4 Urban Planning in Transition Forum

Re-Value's seminal conference event, the Urban Planning in Transition Forum, is anticipated to be co-hosted with the CIT-02-01 Cluster (UP2030² and CLIMABOROUGH³) and - ideally - held in conjunction with the Cities Mission Conference. However, the location and timing of the 2025 Cities Mission Conference is not known at the time of writing (an EoI for host cities was issued by NZC in May 2024 and the results have not been shared publicly yet). An alternative option is to co-host a combined event in one of the "shared" CIT-02-02 Cluster cities (e.g., Lisbon / Cascais) in Fall 2025, in conjunction with UP2030's final conference and a Re-Value Study Visit.

In addition, Re-Value has a specific task in its work programme (T6.7) to develop an **Urban Transitions webinar series**, which is envisioned to be an online webinar series hosted by Re-Value partners, targeting other cities in the same context (specifically shared language, legal frameworks, and climate neutrality ambition). This task can initially build on several affinity clusters between the CIT-02-01 Cluster at the national level in Türkiye, Portugal, Italy, Greece, Bulgaria, Czechia, and Croatia. This series can expand to include Mission Cities and other cities engaged in the Cities Mission through its Pilot City programme, Twinning and Replication programme, and others. Invitations to these webinars will be advertised through Re-Value channels, the NetZeroCities Portal and other relevant networks. These webinars will be scheduled independently from the Re-Value CD&E Programme, but will begin in earnest in Spring 2025.

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- Re-Value**
Alesund, Brugge, Burgas, Rimini, Cascais, Constanta, Pisek, Rijeka, Izmir
- UP2030**
Belfast, Budapest, Granollers, Istanbul, Lisbon, Milan, Münster, Thessaloniki, Rotterdam, Zagreb
- Climaborough**
Athens, Cascais, Grenoble, Differdange, Ioannina, Maribor, Sofia, Torino, Krk, Katowice, Pilsen, Prijedor

Urban Transitions webinar series



Urban Transitions webinar series engaging with the Cities Mission ecosystem and the CIT-02-01 cluster

² <https://up2030-he.eu/>

³ <https://climaborough.eu>

3.5 Waterfront Pilot Roadmaps Peer Review

Two peer review cycles are anticipated to take place in Programme Year 2. The first cycle will focus on the Re-Value Lead Cities' Waterfront Pilot Roadmaps in Fall 2024 (est. 18 September - 2 October 2024), as they prepare to submit their Deliverable to the EC on 31 October 2024. The second cycle will occur in Spring 2025 (est. 19 March - 2 April 2025) with a focus on the Re-Value Replication Cities' Waterfront Pilot Roadmaps. The Peer Review cycle will remain the same, however the cities will be shuffled so that they review a different document than in the Programme Year 1 Peer Review.

3.6 NetZeroCities Portal

As noted in the previous section, despite successfully registering and onboarding 55 Re-Value Community of Practice members to the NZC Portal to activate the private Re-Value Cities group, the platform is seldom visited or used to its full potential.

A WhatsApp group was established for the Ålesund Study Visit and Consortium Meeting, which was used heavily by many partners to communicate and share photos during and after the visit. We had a robust discussion about WhatsApp during the co-creation session, noting how it is accessible and animated, but also blurs personal and professional boundaries. In conclusion, we decided to keep a WhatsApp group for each of the Study Visits to enable sharing and real-time coordination for participants, but that more formal sharing and exchange should take place on another platform. A Re-Value WhatsApp Community ("Re-Value") was created to host all of the WhatsApp groups for Study Visits and other Re-Value events. Participants have the freedom to join or remove themselves from the Community and any Groups at any time.

For long-term and more formal professional exchange, several COP members proposed Slack as a possible alternative to the NZC Portal. NTNU offered to establish a Slack channel for Re-Value, which integrates well with Google Drive (the project sharing platform managed by NTNU) and is mobile-friendly. Since it is a separate mobile and desktop app, people can more deliberately create boundaries between their private and professional communication. However, like Google Drive, many municipalities cannot access this platform without a personal or additional email address, which limits its seamless integration potential, and then becomes yet another platform to log into and manage.

We will continue to use the NZC Portal Re-Value Cities group as a place to share and sign post to key documents for the project's duration, but long-term use of this platform is not foreseen, unless there are some major user-interface changes to make it as accessible, appealing, and user-friendly as other existing platforms.

4 Next Steps

The Re-Value Capacity Development and Exchange Programme has been designed to be reflexive and iterative. To this end, the next version of this document, due in summer 2025, will include, apart from its direct results, lessons, and impacts, an evaluation summary and reflection on Programme Year 2, also documenting any possible adaptations to the approach, methods, or outputs.

Annex 1: The Rimini Protocol

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The Rimini Protocol

Rimini Study Visit
Highlights and Insights

Version 1
November 2023



Over 40 Re-Value project partners - mostly practitioners from Re-Value Cities - met in Rimini, Italy, from 16 - 18 October 2023, for the first Study Visit of the Re-Value Capacity Development and Exchange Programme.

The ambitious Study Visit agenda reflected Rimini's own ambition to strategically position itself as a high-quality tourist destination while also valorising its rich cultural heritage and relationship with the Adriatic Sea to improve residents' quality of life.

The Rimini Protocol summarises the Rimini Study Visit experiences and the key contributions and insights from the World Cafe Exchange on collaboration. The next Re-Value Study Visit will take place in March 2024, in Ålesund, Norway, as part of the 2024 Re-Value Consortium Meeting.

Allison Wildman
Tim Marxen
ICLEI Europe



Re-Value Community of Practice members from İzmir, Písek, Burgas, Constanța, Rimini, and Rijeka, as well as scientific partners from Ecoten, Augment City, NTNU, VITO, UniBo, University of Nova Gorica, ICLEI and GIB.



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1 Rimini Study Visit Programme

The Rimini Study Visit Programme was designed with three core objectives:

- **Strengthen** the fledgling Re-Value Community of Practice through “serious play”;
- **Learn** about Rimini’s history, strategic approach, implementation successes, and challenges;
- **Exchange and Share Knowledge** during a World Cafe workshop to identify best practices and potential solutions to two of the city’s key challenges: 1) engaging with private actors and investments to implement their strategic plan, and 2) working more collaboratively within the municipality.

1.1 Strengthen the Community

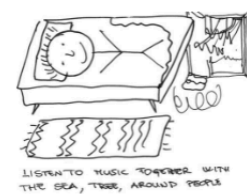
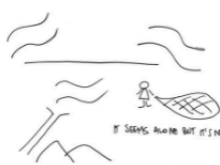
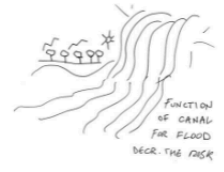
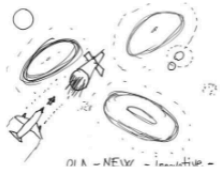
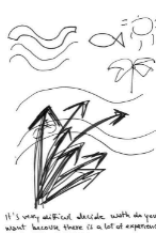
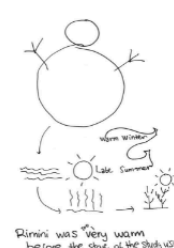
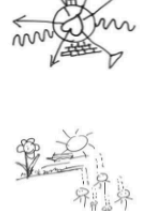
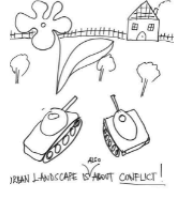
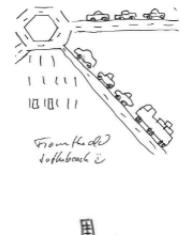
Some Re-Value partners already knew one another, either through previous project collaborations or from the project’s Kick-Off Meeting in January 2023. But for many partners, this was the first time they had an opportunity to meet and work together in person. We wanted to do some intentional work/play during the first Study Visit to get to know one another better. Through a series of constellation exercises on the [Laboratorio Aperto Rimini Tiverio’s](#) rooftop terrace, we learned how to pronounce our names, we learned about our professional identities and what we studied, we learned about our interests and favourite ice cream flavours. We worked together to map where we lived and where we grew up to highlight our geographic diversity, our optimism about climate action in the future, and illustrate how we’re all connected. We smiled, laughed, and moved our bodies to start a long day of work.



Working with the principle of creative confidence¹, we also orchestrated a short co-creation exercise (Doodling Together) to unlock collective creativity to make beautiful and legible things with people you haven’t worked with before, even without knowing all of the details at the beginning.

¹ “At its core, creative confidence is about believing in your ability to create change in the world around you.” Tom Kelley and David Kelley, *Creative Confidence: Unleashing the Creative Potential Within Us All*, 1st ed. (Crown Business, Crown Publishing Group, 2013).

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Insights from the Rimini Experience captured together during the Doodle Together exercise

Deborah Navarra (NTNU) orchestrated a Story-building game using Lego blocks throughout the Study Visit, which culminated in a collaborative exchange exercise on the final day. Each participant individually collected one to two lego pieces after each Study Visit session to represent a new piece of acquired knowledge. On the final day, everyone brought their “knowledge” together in small groups to co-create a Lego city. The groups presented their cities, highlighting the diverse approaches, areas of expertise, and results from the Community of Practice.



Scenes from the Story-building game with Lego blocks

1.2 Learn

Valentina Ridolfi, a Senior Manager at the Rimini Strategic Plan Foundation, introduced the participants to Rimini's rich Roman and beach culture history and the dilemma the city found itself in the early 2000s with an ageing "Rimini Machine" and fading international image. The city initiated a multi-actor participatory process in 2007 to create a long-term Strategic Plan that would collectively set the vision and propose specific interventions to guide Rimini's future. The plan, adopted in 2010, focused on six strategic areas: territorial recomposition, urban attractiveness, innovation, welfare, urban mobility, and sea-tourism.

A more specific Strategic Masterplan later translated the expectations of the Strategic Plan into a spatial dimension with four focus areas: new mobility regulating development and projects; the historic centre transforming places and containers into "cultural engines"; the waterfront strengthened by the quality of the environment, the clean sea, the change of function of 300 hectares of urban space; and the suburbs connected safely with the city. A Strategic Plan Agency Ltd (in conjunction with the original Promoter Committee and the Rimini Venture Forum) was created as an operational arm to facilitate the implementation of the Strategic and Urban Plans. The transformation of the Ltd into a participatory foundation, [Piano Strategico Rimini Venture](#), was finalised in July 2023. Before concluding her presentation, Ms. Ridolfi offered these words of wisdom from the experience:

STRATEGIES ARE NECESSARY BUT IT IS REALLY DIFFICULT TO REALLY CHANGE IF WE CONTINUE TO TRY TO DO IT..

- **With old approaches, patterns and methods;**
- **With divisive rather than constructive competition;**
- **Stubbornly hoping to go back to a past that will not return;**
- **Trying to use simple answers and solutions in the face of the challenges and difficulties of an increasingly complex world;**
- **Without relying on a method, to be constantly refined, and a governance that can ensure durability and sustainability of the paths taken.**

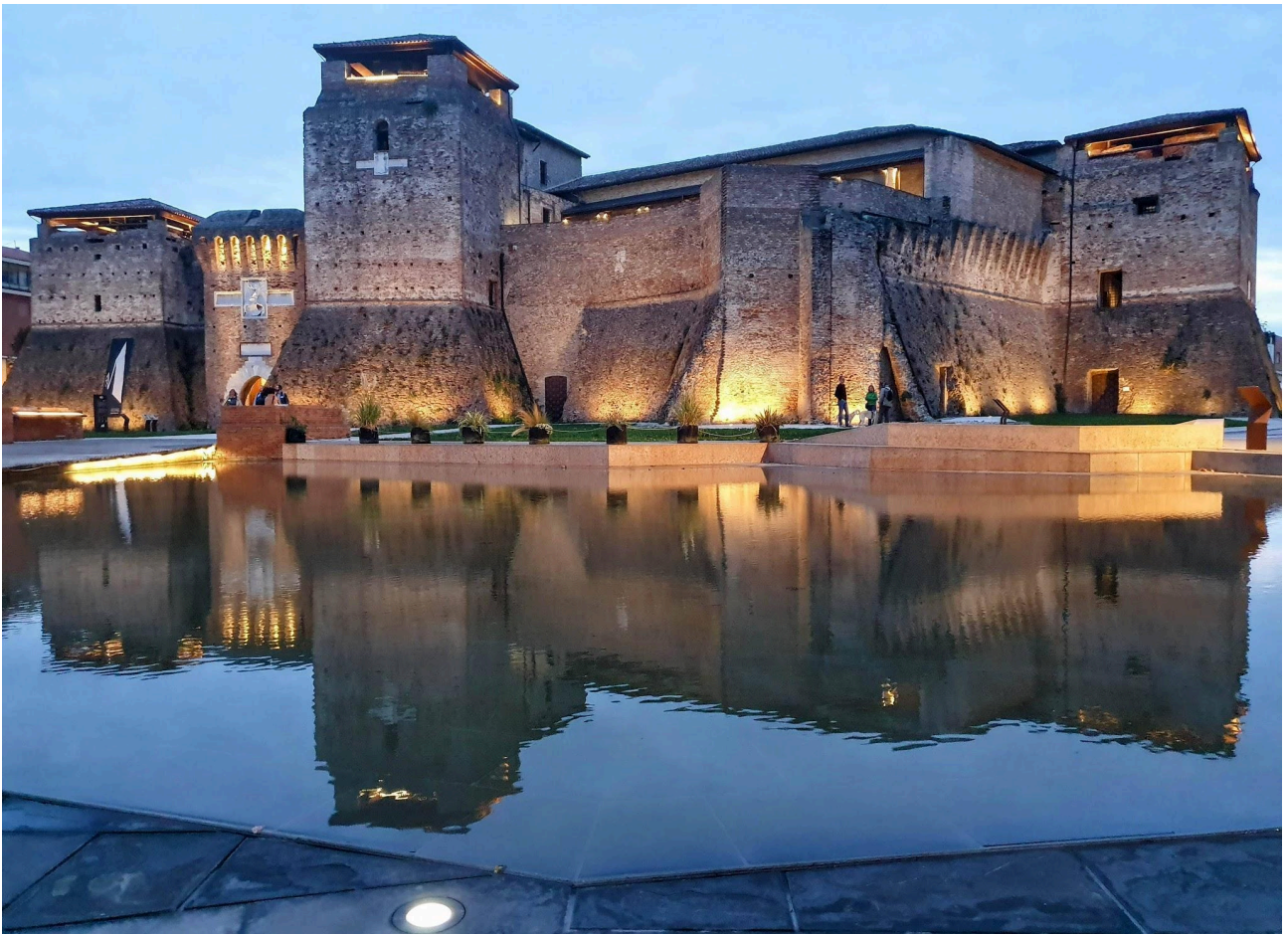
She stressed that **sustainability equals complexity**, and that cities and their partners/stakeholders need the following characteristics to best govern complexity (parenthetical notes added by ICLEI):

- good governance practices
- up-to-date knowledge
- Skills (*the capacity and capability to apply knowledge*)
- Multi-disciplinary collaboration
- A "try and learn" attitude (*innovation posture*)
- Constant fine-tuning (*innovation cycle*)

And, perhaps most importantly, cities - particularly their leaders - need to demonstrate courage and humility in the face of these complexities.

Ms. Ridolfi also briefly presented a portfolio of projects that the Municipality has planned and implemented from the Strategic Masterplan, including the Parco del mare, the Tiberius Bridge area, the historic Galli Theatre, Piazza Malatesta plaza and performance space, and the Sismondo Castle (adaptively reimaged and reused as one of two Federico Fellini museums).

Study Visit participants were able to experience these projects after the presentation during two city centre walking tours with professional tour guide **Monia Magalotti**, and on an afternoon bicycle tour with Rimini colleagues **Silvia Capelli**, **Giada Vignali** and **Tiziana Felletti**. The tours brought the presentation photos alive and underscored the Municipality's impressive implementation accomplishments in the last five years, particularly the radical transformations from roads and surface parking lots to high-design public urban spaces surrounding the Sismondo Castle and along the Rimini waterfront.



Sismondo Castle and Piazza Malatesta water feature



Parco del mare pedestrian area and constructed dune barrier (photo: Ceyhun Çubukçu)



Parco del mare mixed mode area from the wastewater facility / overlook at Piazzale Kennedy (photo: Ceyhun Çubukçu)

Silvia Capelli elaborated the Parco del mare project history and implementation details in a [comprehensive PowerPoint presentation](#), to provide more specific answers about the design process, costs, materials, features, and engagement challenges with the project.

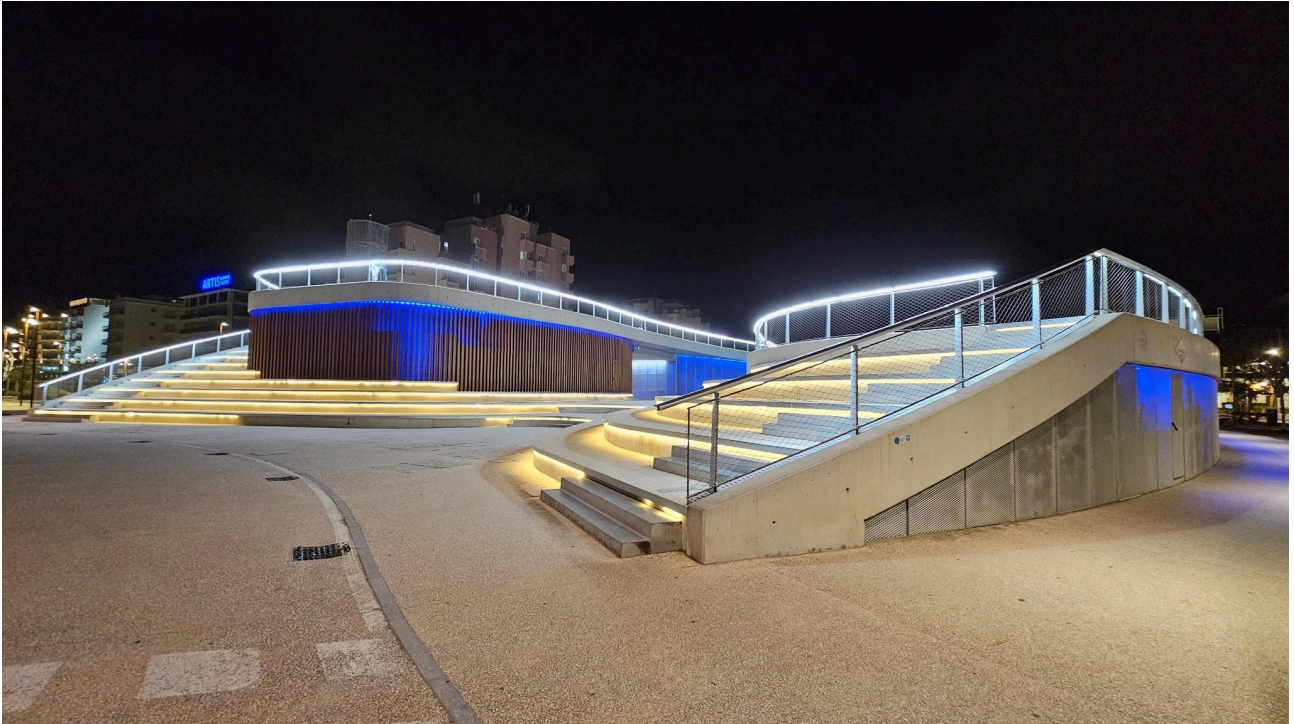
Ms. Ridolfi also mentioned a specific participatory process conducted in the San Giuliano Mare neighbourhood, which is included in Rimini's Re-Value Waterfront Pilot area. The multi-actor process was developed with the intention to activate a community capable of generating social innovation processes and sustaining the strategy. Giardino BIMBY (Best In My Back Yard) is an active revitalization and community space in the dilapidated Hotel delle Nazioni's front garden. Study Visit participants were greeted at Giardino BIMBY with speeches from [Green Format](#) representatives and **Anna Montini**, Rimini's Councilor for Ecological Transition, and were invited to enjoy an original music performance, "Sounds of the Sea", by **Fabio Mina** and **Emiliano Battistini**. The local musicians live-mixed their recordings of nature from abandoned spaces with mechanical noise pollution from industry, people at the beach, and live instrumental samples to produce an entrancing auditory experience.

Judit Zoltan (UNIBO) [presented data and results](#) from a stakeholder survey conducted in San Giuliano Mare in summer 2023, which asked people about proposed interventions for the neighbourhood, on the Parco del mare project, and their attitudes toward social responsibility and climate issues. The results from 34 stakeholders positively noted that the impacts are linked to satisfaction. Resident stakeholders evaluated the Parco del mare project higher than non-residents and also perceived greater benefit from the investment. Overall, there is a high satisfaction with public money spent on improving destination attractiveness, but private attitude is not homogeneously sharing a vision on climate neutrality goals.

Alessandra Pesaresi and **Silvia Capalli** presented the "[Rimini Re-Cap and Challenges](#)", which used Parco del mare as a case study to highlight the municipality's successes and challenges during the project's planning and implementation phases, and set the stage for the World Cafe to exchange with one another about how these challenges could be overcome in the San Giuliano Mare development phase.

Alessandra Pesaresi explained that the Strategic Plan helped (and still helps) build the present and future of the community by transforming individual or group expectations into common visions and concrete projects through a process built on participation and shared responsibility. The Strategic Plan elevated the status of the sea: shifting it from the background to become the central element of a redevelopment concept to radically regenerate the accommodation sector. Conceptually branded as "Sea Wellness", the sea becomes the heart of a new tourism concept that focuses on the principles of health, quality, and connection. It hopes to drive innovation and development in related business sectors. Of course, a fundamental precondition for "Sea Wellness" is literally that: the sea must be well. It must be protected and enhanced to ensure its water quality is sustainable for both humans and wildlife.

A key impetus for realising the Parco del mare project was the critical need to replace failing wastewater infrastructure. During "medium-intensity" rainfall events, raw sewage was discharged into the sea at the coastline due to undersized storage tanks and a failing pump system. As part of the "Safe Bathing Master Plan" (PSBO) interventions, a new lamination tank and stormwater tank (total volume 39,000 m³) were constructed in Piazzale Kennedy to help solve this problem. The water captured in the new facility is sent to the wastewater treatment plant with a new pumping system and pressurised pipeline. In addition, in the case of very heavy rainfall events (and when the tanks are completely full) the system is equipped with a water drainage system connected to three underwater pipelines capable of discharging excess stormwater from the tanks into the sea, at a distance of 1 km from the coast, thus guaranteeing bathing and hydraulic safety in the urban area. (Details provided post-visit by **Massimo Paganelli**, with the Municipality of Rimini)



Wastewater/stormwater facility and overlook at Piazzale Kennedy (photo: Ceyhun Çubukçu)

Piazzale Kennedy is more than just a wastewater and stormwater storage facility. It also serves as an important node, “green” connection point to the city centre and the sea along the Ausa River, and promenade overlook as part of the larger Parco del mare urban design concept. The Parco del mare is a waterfront spine that replaces streets and parking lots with a new urban park that serves as a new "Agora" for the city with welcoming, attractive, and intentionally designed public spaces. It is now a place for residents and visitors to meet and interact, play, exercise, rest, enjoy access to the sea without having to pay money, and attend various outdoor events.

Silvia Capelli then presented the Parco del mare’s details, from planning and design to funding to post-construction assessments. Here, she specifically highlighted the failure to attract private investment in the project. The reasons cited were high costs to be paid to the municipality, high costs of construction, economic uncertainty (Covid-19 pandemic period), heavy impact on waterfront landscape, late involvement of public key stakeholders (e.g., *Soprintendenza Archeologia, Belle Arti e Paesaggio per le province di Ravenna, Forlì-Cesena e Rimini*, or the regional branch of the Ministry of Culture and Heritage). She also touched on the challenge of how to work in an integrated way in such a complex environment. The project daylighted the dominant culture of working in silos, as well as the lack of an internal system and tools to improve inter-sectoral coordination between the different departments/sectors of the Municipality. It is these two challenges that provided the basis for the World Cafe Exchange with the participants.

1.3 Exchange and Share Knowledge

The Re-Value CD&E Programme is structured to address the six main systemic challenges / thematic domains central to urban planning and design and the Re-Value project. Actively engaging project partners to share both best practices and unsuccessful examples within these thematic domains is an important part of the learning and exchange process within the Community of Practice. It is also critical for identifying case

studies, approaches, tools, and other mechanisms to include in the “Re-Value Urban Design and Planning Approaches Portfolio” (Deliverable 6.2). During the Rimini Study Visit, we used a modified World Cafe approach to exchange and share experiences from the two questions that were posed by the Rimini Municipality:

1. How might a municipality create attractive conditions for private investment and/or enable public and private entities to collaborate to meet the city’s ambitious (climate-neutral, green, beautiful) urban redevelopment goals?
2. What are some ways to foster multi-sectoral collaboration within the municipality and beyond (regional, national)? How to overcome the dominant silo mentality within public administration?

Participants were divided into seven groups of five to six people to discuss the questions and prompts amongst themselves. A Table Host captured key contributions on cards, and presented the key insights back to the entire group during the following Harvest session.



Scenes from the World Cafe exchange



2 World Cafe Exchange Insights

Overall, the World Cafe yielded interesting insights and contributions, many of which are elaborated with hyperlinks and additional information in this report. However, the contributions lacked concrete examples from the participating cities to support the practices, which pointed to the need for us to work with the Community of Practice before the next Study Visit to focus on a more specific topic so that we can better prepare to have deeper discussions.

The following section organises and elaborates (where necessary) the captured contributions under the theme of “Collaboration”. Collaborative Finance identifies suggested ways to engage more private stakeholders - and more private investment - in projects. Collaborative Culture identifies suggested approaches and enabling mechanisms to work in a more integrated way in public administrations.

2.1 Collaborative Finance: How to Engage More Private Stakeholders

Provide a Reliable Long-Term Vision

- Provide continuity and a predictable vision for businesses / private investors to join, through multi-actor collaborative planning instruments, like a **Strategic Plan** (regional, thematic, driven by a vision and principles, buy-in from multiple stakeholders), **Redevelopment Plan** (district scale, storytelling / vision, focuses on opportunities and collaboration), **Action Plan** (should use SMART: specific, measurable, attainable, relevant, and time-based), **Implementation Plan** (very detailed,

focused on the roles, responsibilities, and contributions of all partners in a specific project or intervention), etc.

Engagement and Participation

- Constanța shared their stakeholder engagement strategy for their Urban Strategic Plan, which helped create a **local partnership structure** for prioritising development projects
- **Engage young people** to increase human capital and support entrepreneurship. See the [DumBo](#) project in Bologna, Italy, as a case study from [CraFt](#): “DumBO is much more than just a temporary multifunctional space. It’s a project that combines social integration, entertainment, culture, experimentation, sustainability and collaboration. DumBO is, therefore, a place where associations, businesses and citizens can collaborate and contaminate each other’s ideas, fostering new and innovative approaches to city development.”
- Using [Citizen Design Science](#) as a new participation method. Interesting read: [Citizen Design Science: A strategy for crowd-creative urban design](#)

Incentives and Enabling Mechanisms

- **Simplifying / optimising municipal processes** (i.e., simplifying permitting and licensing processes, fast-tracking applications, etc.) and **waiving or subsidising fees** for development and business applications that are consistent with vision / plans can save private investors and entrepreneurs time and money, helping with project feasibility.
- Collaborate with local lending institutions to explore **community-based lending options** that support desired development, including fast-track financing, small business loans, low-interest micro loans for entrepreneurs.
- Many municipalities in North America have **dedicated programmes to support local businesses** with physical upgrades and improvements of their storefronts and property. One example is a Business (or Storefront) Improvement Programme, which reimburses up to 50% of the cost of eligible improvements to a maximum amount, based on the type and location of the property.
- **Highlight indirect economic benefits** for local municipalities, like increased property values. It is also important to highlight whom these revenue streams will benefit, e.g. municipalities, land owners, property owners, or the general public. Many city partners mentioned that it is difficult to attract private investors because of (projected) insufficient financial returns.
- Negotiations
- **Voluntary or compulsory “benefit pay in”**, when there is a benefit. An example of a compulsory “pay in” are system development charges (SDCs), or a one-time fee imposed on new or some types of redevelopment at the time of development. The fee is intended to recover the extra capacity or upgrade cost of public infrastructure, particularly if the development benefits directly from the infrastructure. Fees can be designed both to recover costs associated with capital improvements already constructed or under construction, and to recover costs associated with capital improvements to be constructed in the future (“banking” the costs until it is time to construct the

development/project). In Ålesund, Norway, the Sørsida Infrastructure Company was created as an implementation arm to manage these fees and also construct the future public infrastructure, like roads and bridges, a district heating system, water distribution and wastewater system, digital infrastructure, and parks / public open spaces.

- **Regulatory tools** can also support the desired type of development or business, like zoning codes and [overlays](#) (historic/cultural/business improvement/renewal), local building codes, specific design requirements, parking maximums (not minimums!).
- Many cities try to **scale or strategically leverage public investments** to encourage support and trigger additional investment. Examples can be large-scale infrastructure projects, like a new transit corridor integrated with electromobility infrastructure, public art, open spaces, and green spaces - and a co-funding improvement programme. Other examples include district-level investments that stimulate private investment, like streetscapes, urban plazas, updating digital infrastructure, etc. with training and education programmes. The [Izmir Sea Project](#) is one such example.
- With these investments, there is also a risk of [gentrification](#) and must be considered as part of the strategic approach.
- **Public tenders** can be strategically crafted to promote proposals in key areas of sustainable development, unlocking the power of public procurement. (See also “circular economy investment policy”)
- Inspire investors by showing good alternatives with **pilot projects** to showcase possibilities and benefits.
- **Engage and collaborate on a theme.** For example, “energy”: solar on hotels and beach operations, which may need integrated support functions i.e., tax incentives, feed-in tariffs, or public infrastructure upgrades.

Bringing the Public Sector Closer to the Private Sector

- Understand what private investors may need / get educated on their perspective and needs.
- Enable **communication tools** and **channels** to regularly engage with the private sector. This can include physical events, like workshops, fairs, marketplaces, and hackathons, as well as targeted marketing campaigns to attract businesses and companies that align with the strategic vision (e.g. IT sector, education centres, wellness, etc.).
- [Innovation Hubs](#) provide a physical space and infrastructures for researchers, entrepreneurs, and the municipality to come together to advance new ideas.
- [Public-private partnerships](#), partner with Non-Profit Organisations (NPO) and Associations
- Evolve Public - Non-Profit Organisation (NPO) partnerships into Public - Private Partnerships
- Involve private partners from the beginning, engaging in close collaboration from proposal to the end.

- Ensure that the city's climate strategy is open, understandable and relatable.
- Explore emergent governance tools, like the [Climate City Contract](#) and [Local Green Deals](#), which focus on bringing systemic stakeholders together to meet an ambitious objective with support from the European Commission.
- Power of the purse: concessions

Digitalization

- Open data
- Simplified data for sharing
- Knowledge sharing platforms
- Provide facilitated digital infrastructure for businesses to engage and contribute to

2.2 Collaboration Culture: Working Across Silos

Institutional Collaboration

- Create a shared vision, values, and brand
- Create atmosphere before creating places (which means to build relationships and coalitions, to create and foster narratives, visions and stories before diving into project work and implementation)
- From seasonal to annual strategies and plans
- Intermunicipal cooperation with clear goals and objectives, sharing knowledge and projects from other municipalities
- Ensure strategic plans have multi-stakeholder support at various governance levels to weather political eras
- Change the language, use different words and way to communicating to reframe old issues
- Use alternative governance models to drive implementation (e.g. Rimini Strategic Plan Foundation)
- Monthly meetings (online, onsite)

Organisational Management

- "It depends so much of the mayor"
- Enable a leadership culture that focuses on encouragement, trust, and team-building
- Engage a leader (internal or external) to connect the different sectors as part of their role
- High-level organisational meetings - spatial data driven, not just project or task driven
- Municipal department leaders meet weekly to improve coordination (Vienna, Burgas)
- Interdisciplinary teams

Enabling a Collaboration Culture

- Overworked, overburdened staff inhibits collaboration (capacity)
- Enable sharing opportunities across all departments (e.g., Pisek) to share and learn from one another, consider to create a regular format

- Enable staff to participate in Study Visits and/or Exchange Programmes for **learning and inspiration** (“don’t invent everything from new - learn from others”)
- Enable professional socialisation in teams (e.g., lunches, events, etc.)
- Enable “breaks” so that staff can get re-centred and focused (e.g., sabbatical programme, working time account for paid long-term leave, [Bildungsurlaub](#) (paid educational leave model in Germany))
- Enable transparency - better access to data and information
- Improve efficiency (e.g., regular meetings of heads of departments, knowledge management)
- Enhance motivation: key staff on projects from the beginning until the end of a project not only enhances ownership and sense of responsibility but also makes them see the growth and outcomes of the project which can be motivating
- Invest in IT infrastructure that enables better collaboration (e.g., Microsoft, Autodesk, Graphisoft, [SmartBurgas](#))



3 Insight Mapping with the Re-Value Impact Model

Han Vandevyvere experimented with the Re-Value Impact Model as a tool to visually harvest his initial insights from the Rimini Study Visit (illustrated on the following page). We see value in workshopping this approach with Rimini colleagues to help reach multiple objectives:

- Create a summary report that is accessible and attractive to consult;
- Map more precisely what Re-Value is about in Rimini and where the project can further contribute;
- Build better insight in (potential) links between the different actions and projects around the seafront, and identify possible co-benefits and synergies;
- Discuss ideas, challenges and possible solutions (based on the materials); and
- Help build storylines

About Re-Value

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 Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and innovation funding programme 'Horizon Europe'.

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

Partners



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Annex 2: Sample Re-Value Round Evaluation Survey



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Section 1 of 15

Re-Value Round 1 Evaluation Survey



Please fill in the below survey. It will take less than 7 minutes. Your answers will be collected anonymously.
Thank you for your feedback!

1) Rounds should be interactive and encourage participation. How do you feel about the opportunities you had to actively participate in this Round? *

- There were many opportunities for me to participate.
- There were enough opportunities.
- There were only a few opportunities.
- There were not enough opportunities.

2) Rounds should be inclusive and inviting for participants to share their ideas and opinions. How comfortable did you feel sharing your ideas and opinions during the Round (even if you did not take the opportunity to do so)? *

- I felt very comfortable!
- I felt comfortable.
- I did not feel so comfortable.
- I did not feel comfortable at all!

3) Rounds are more interesting when all of the participants are engaged in the programme. *
How engaged did you feel other participants were in the Round?

- I felt like almost everyone was engaged.
- I felt like most people were engaged.
- I felt that a few people were engaged, but others were not.
- I felt like almost no one - except the speakers from the agenda - was engaged.

After section 1 Continue to next section ▼

Section 2 of 15

Section title (optional) ⌵ ⋮

Description (optional)

If you could change one thing about today's Round to encourage more participation / engagement, what would it be?

Long answer text

After section 2 Continue to next section ▼

RE-VALUE

Section 3 of 15

Section title (optional)



Description (optional)



4) Did the Round provide Best Practices and/or practical insights that you could apply to your work or your city's Re-Value Waterfront Pilot?



Multiple choice

- es, so many! I am inspired! Go to section 4
- Yes, there were a couple ... Go to section 4
- No, not really. Best Pract ... Go to section 5
- No, I didn't take away an ... Go to section 6
- Add option or [add "Other"](#)



Required



After section 3 Continue to next section

Section 4 of 15

Section title (optional)



Description (optional)

What were the most applicable Best Practices or insights shared? Please be as specific as possible.

Long answer text

After section 4 Go to section 7

Section 5 of 15

Section title (optional)



Description (optional)

Why were the shared Best Practices and practical insights not applicable to your work or towards your city's Re-Value Waterfront Pilot? Please be as specific as possible.

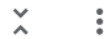
Long answer text

After section 5 Go to section 7



Section 6 of 15

Section title (optional)



Description (optional)

Why do you feel that you could not apply any of the presented Best Practices or practical insights from the Round to your work or your city's Re-Value Waterfront Pilot? Please be as specific as possible.

Long answer text

After section 6 Go to section 7



Section 7 of 15

Section title (optional)



Description (optional)

5) How do you feel this Round helped you make new connections or strengthen existing connections with other Re-Value Community of Practice members? *

- I felt that it helped incredibly!
- I felt that it helped a lot.
- I felt that it helped a little.
- I felt that it did not really help.

After section 7 Continue to next section



Section 8 of 15

Section title (optional)



Description (optional)

What is one thing that could be changed in the Round, that would have made it easier for you to connect to and network with other CoP members?

Long answer text

After section 8 Continue to next section



Section 9 of 15

Section title (optional)



Description (optional)

6) How replicable did you find the Best Practices and approaches discussed in the Round to be for your work or your city's Re-Value Waterfront Pilot? *

- I found most of them to be replicable!
- I found some of them replicable.
- I only found one or two that could be replicated.
- I didn't find any of them to be replicable.

After section 9 Continue to next section



Section 10 of 15

Section title (optional)



Description (optional)

Which Best Practices or approaches did you find most replicable for your work or your city's Re-Value Waterfront Pilot? Please be as specific as possible.

Long answer text

After section 10 Go to section 12



Section 11 of 15

Section title (optional)



Description (optional)

Why were none of the Best Practices or approaches discussed in the Round replicable in your work or your city's Re-Value Waterfront Pilot? Please be as specific as possible.

Long answer text

After section 11 Go to section 12

Section 12 of 15

Section title (optional)



Description (optional)

7) How likely are you to share the key knowledge gained in this Round with your colleagues or networks? *

- I am inspired! I will share widely!
- I will share with a few critical people or networks.
- I will share with my Re-Value team, but probably not more widely.
- I probably won't share what I learned today.

8) Overall, how satisfied are you with the Round? *

- I am very satisfied! I consider this three hours well spent!
- I am satisfied. It was worth the time investment.
- It was ok.
- It could have been a lot better.

After section 12 Continue to next section ▼

Section 13 of 15

Section title (optional) ⌵ ⋮

Description (optional)

What is one thing that could be changed about the Round format that would motivate you to participate in future Rounds?

Long answer text

After section 13 Continue to next section ▼

Section 14 of 15

Section title (optional)



Description (optional)

9) Rate your level of satisfaction with the delivery and facilitation of the Round's sessions and activities. *

- It was amazing!
- It was good; I am satisfied.
- It was ok.
- It could have been better.

10) Please share any suggestions for how the Re-Value Rounds can be improved here:

Long answer text

After section 14 Continue to next section



Section 15 of 15

Thank you very much for your participation!



Description (optional)

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

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