

The background image shows a wide expanse of the Venice Lagoon. In the foreground on the left, a weathered wooden post stands vertically, secured with metal bands. A small white tag with the number '37' is attached to the post. The lagoon water is a calm, blue-grey color, reflecting the sky. The far bank is covered in dense, low-lying vegetation in shades of brown and green. In the distance, the faint outlines of buildings and structures are visible on the horizon under a clear, pale blue sky.

NATURANCE

Innovation Lab on Nature Conservation Investments

17 June 2025

From business models to business plans for upscaling
NBS coastal restoration in the Venice Lagoon

H2020 REST-COAST Large scale RESToration of COASTal ecosystems through rivers to sea connectivity

Duration: 2021- 2026 (54 months)

Budget: 18,4 mln. €

38 Partners, 11 countries

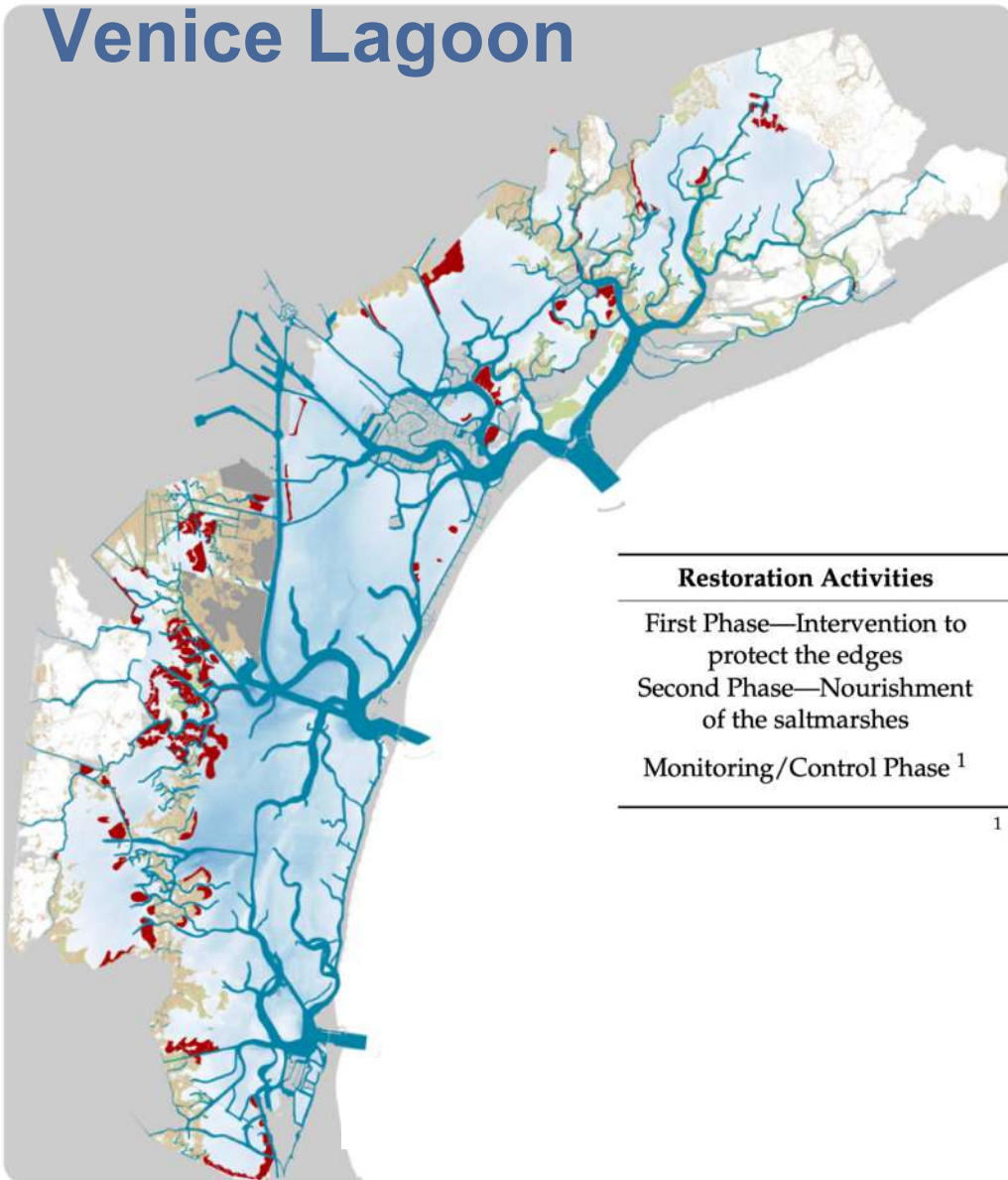
Objectives:

- Improve coastal restoration practices and techniques
- Design innovative financial arrangements and business plans for restoration upscaling
 - Develop a scalable plan for coastal adaptation
- Promote transformative changes in governance at all levels



through new hands-on restoration projects in 9 Pilots

Venice Lagoon



The upscaling NBS restoration plan:

extending to 1.600 ha of artificial saltmarshes and mudflats already existing in the lagoon of Venice a set of interventions:

- to protect the edges of the saltmarshes
- and to nourish the saltmarshes with new sediments

Restoration Activities	Total Duration	Planning	Implementation	Monitoring	Total Costs
First Phase—Intervention to protect the edges	5 years	2 years	1 year	At least 1 year	EUR 362/LM
Second Phase—Nourishment of the saltmarshes	5 years	2 years	1 year	At least 1 year	EUR 19/m ³ of sediment nourished
Monitoring/Control Phase ¹	Up to 10 years		Between 2 months and a year	At least 1 year	EUR 2900/ha of saltmarsh

¹ It also follows the naturalization process that reaches the optimum condition for biodiversity after 3 to 10 years.



Co-development of a framework bridging **business models** innovation tools with **business planning** in the NbSs context for coastal restoration upscaling advocating **multi-stakeholder engagement**.

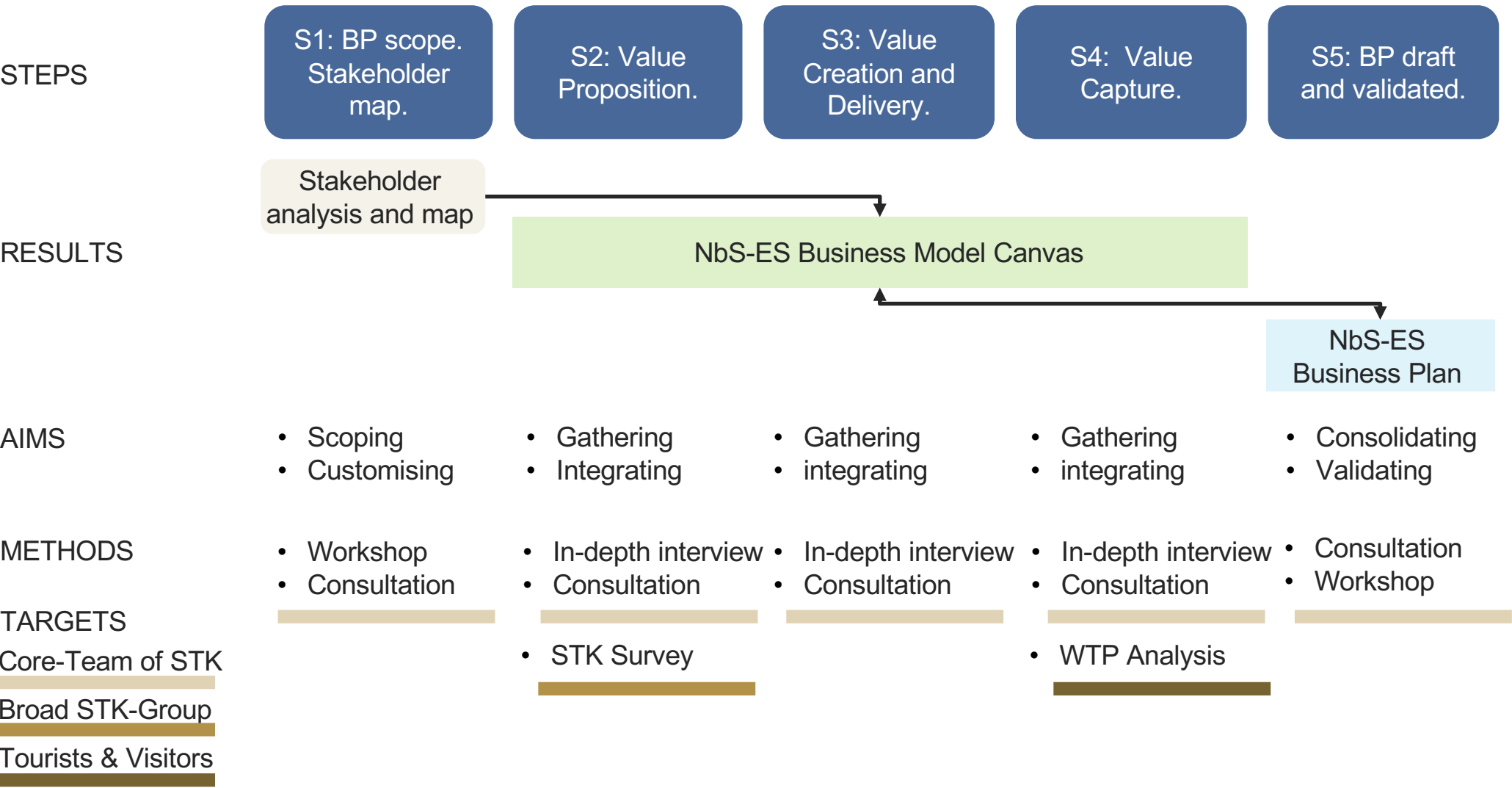


Big clods to protect saltmarsh edges



Piling technique to protect salt marsh edges

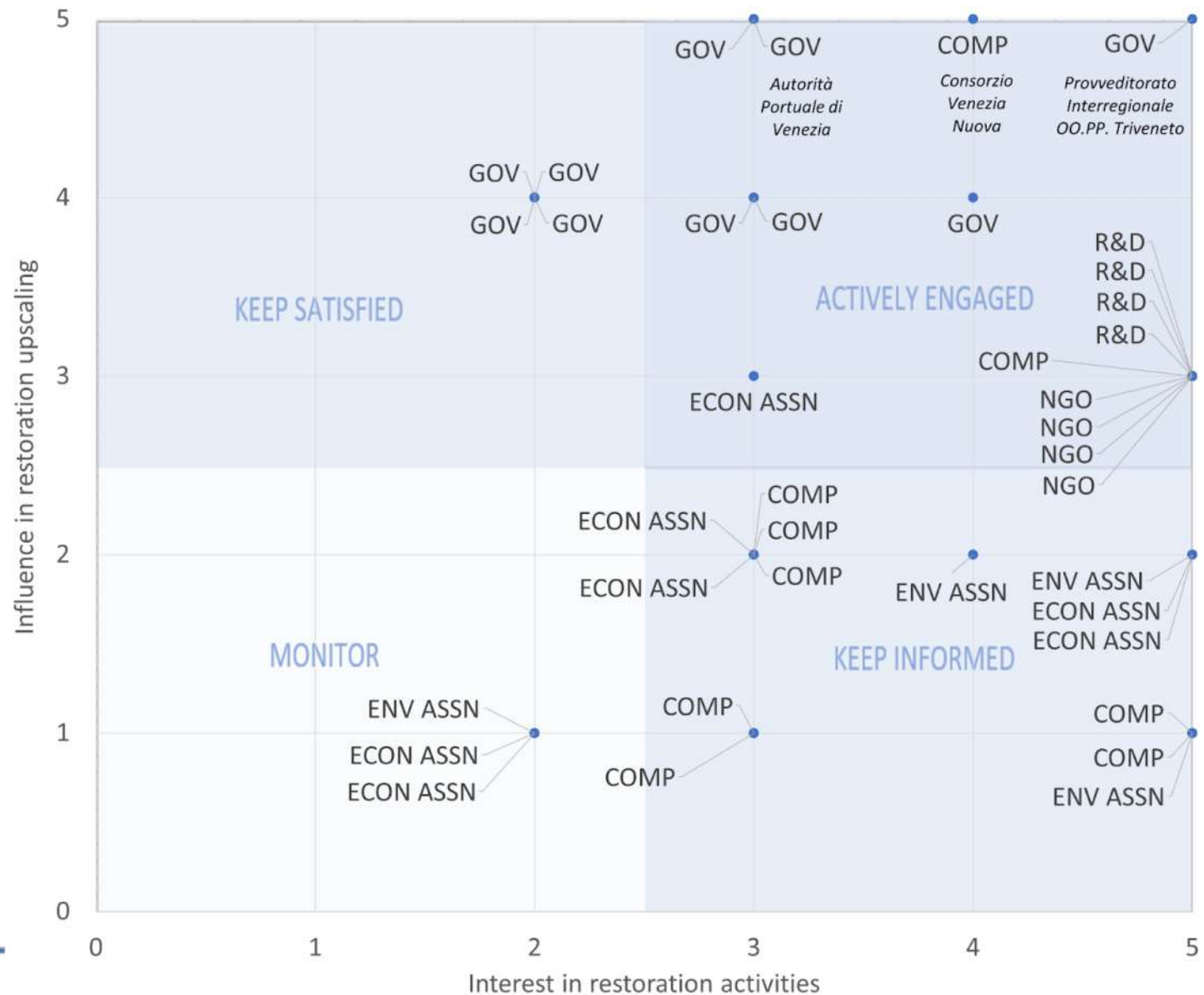
Co-development process



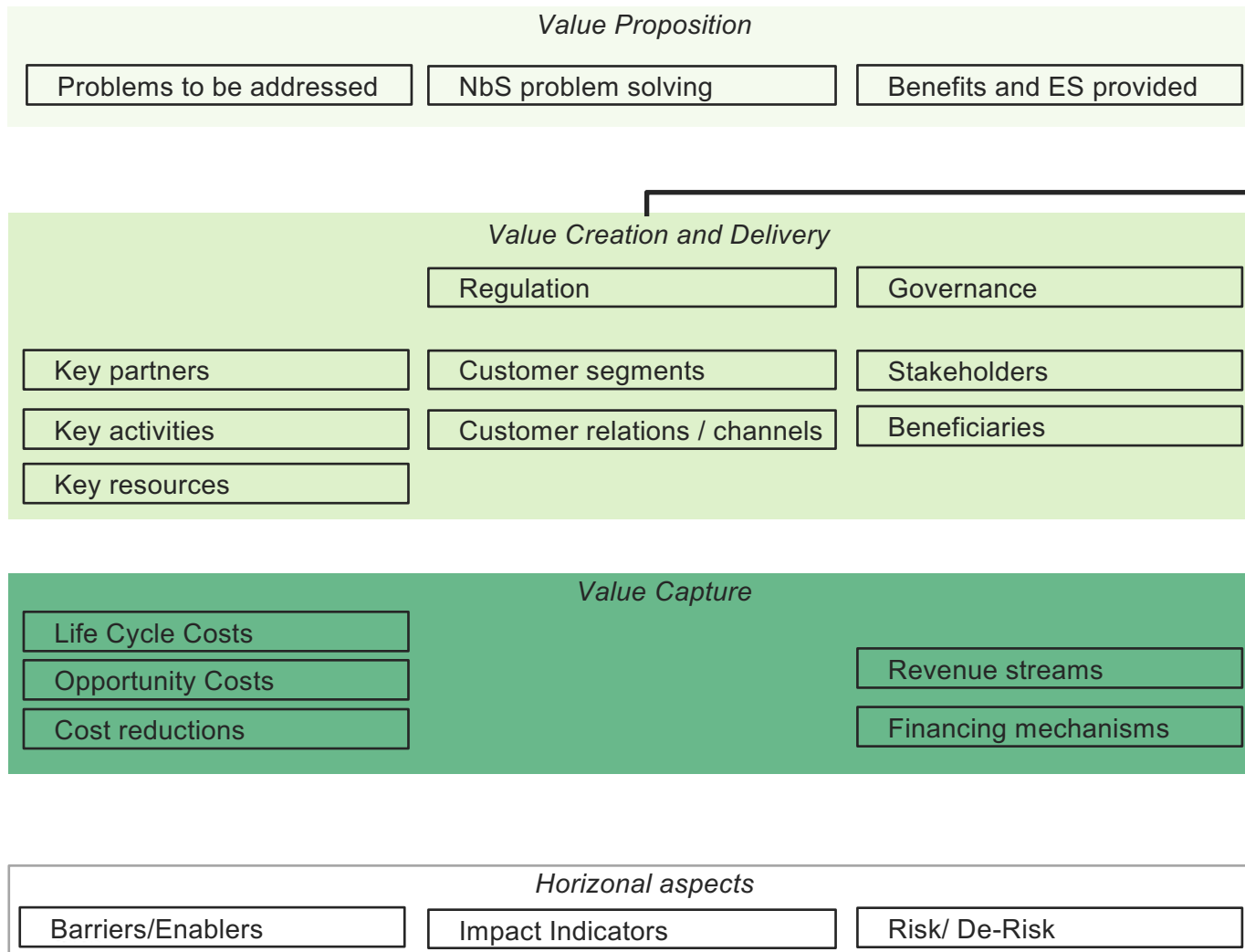
Multi-stakeholder mapping

38 stakeholders:
25 private and 13 public

Seven categories:
10 Gov org.
4 Research org.
8 Companies
4 NGOs
7 Economic associations
4 Environmental associations



NbS-ES Business model canvas



NbS-ES Business Plan

I. Mission and NbS restoration objectives

II. NbS multifunctional offering

Benefits and co-benefits
Market analysis

III. Governance, Management, Business and Finance strategies

Organizational model and activities
Business strategy (including relationship with stakeholders, beneficiaries and clients)
Financial strategy

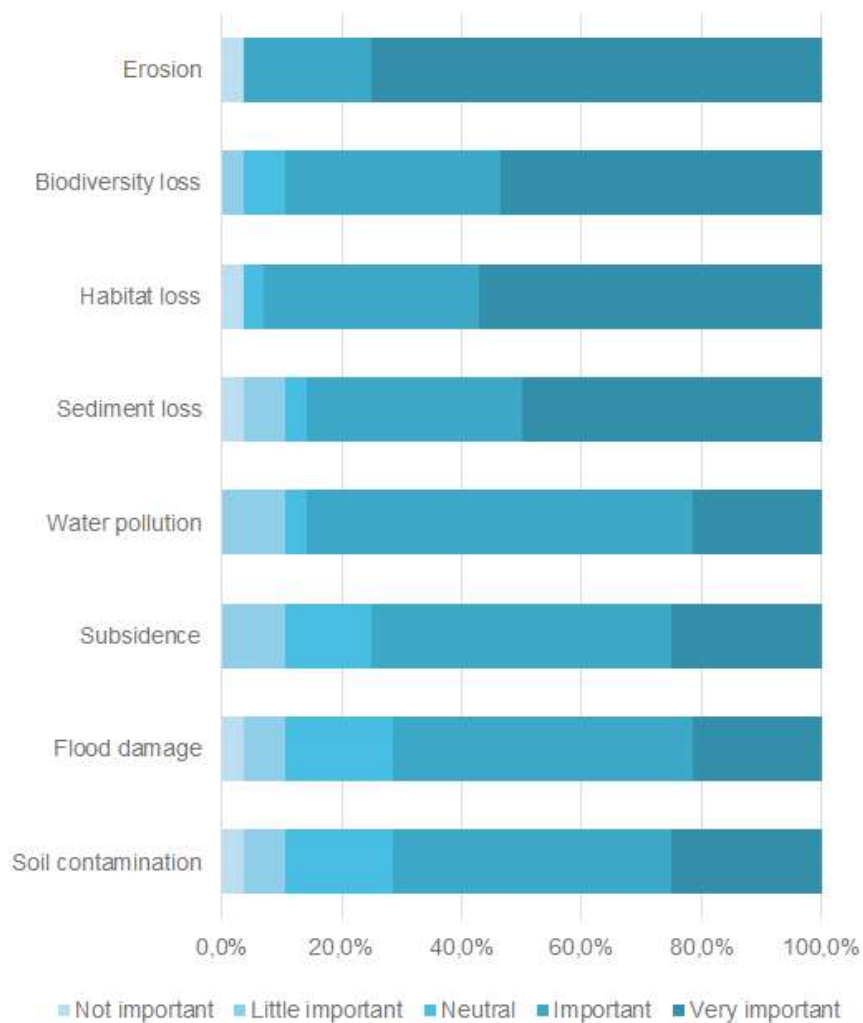
IV. Economics/Financial projections

Costs, revenues, cash flow, financial gap

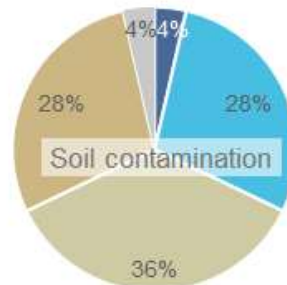
V. Risk and contingency plan

risks and mitigation solutions foreseen.

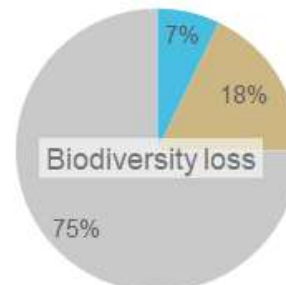
A Perception about the relevance of the problems



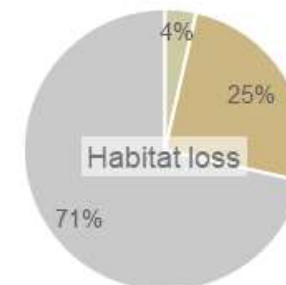
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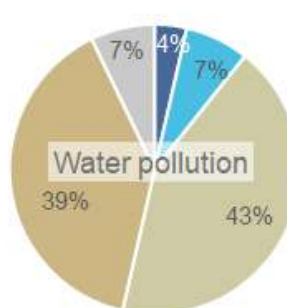
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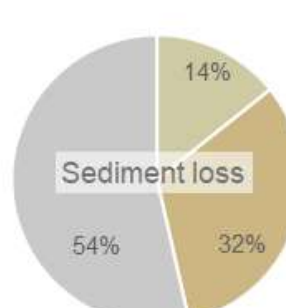
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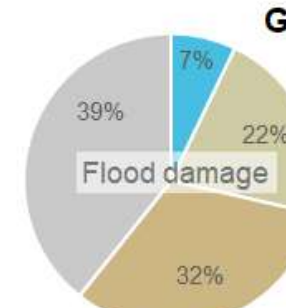
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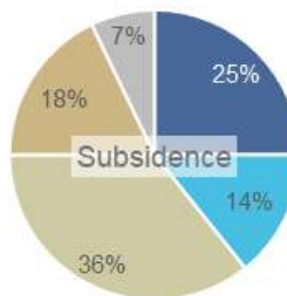
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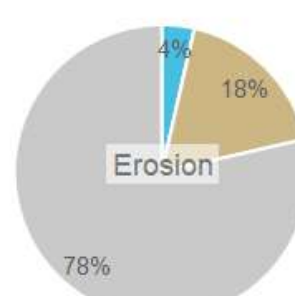
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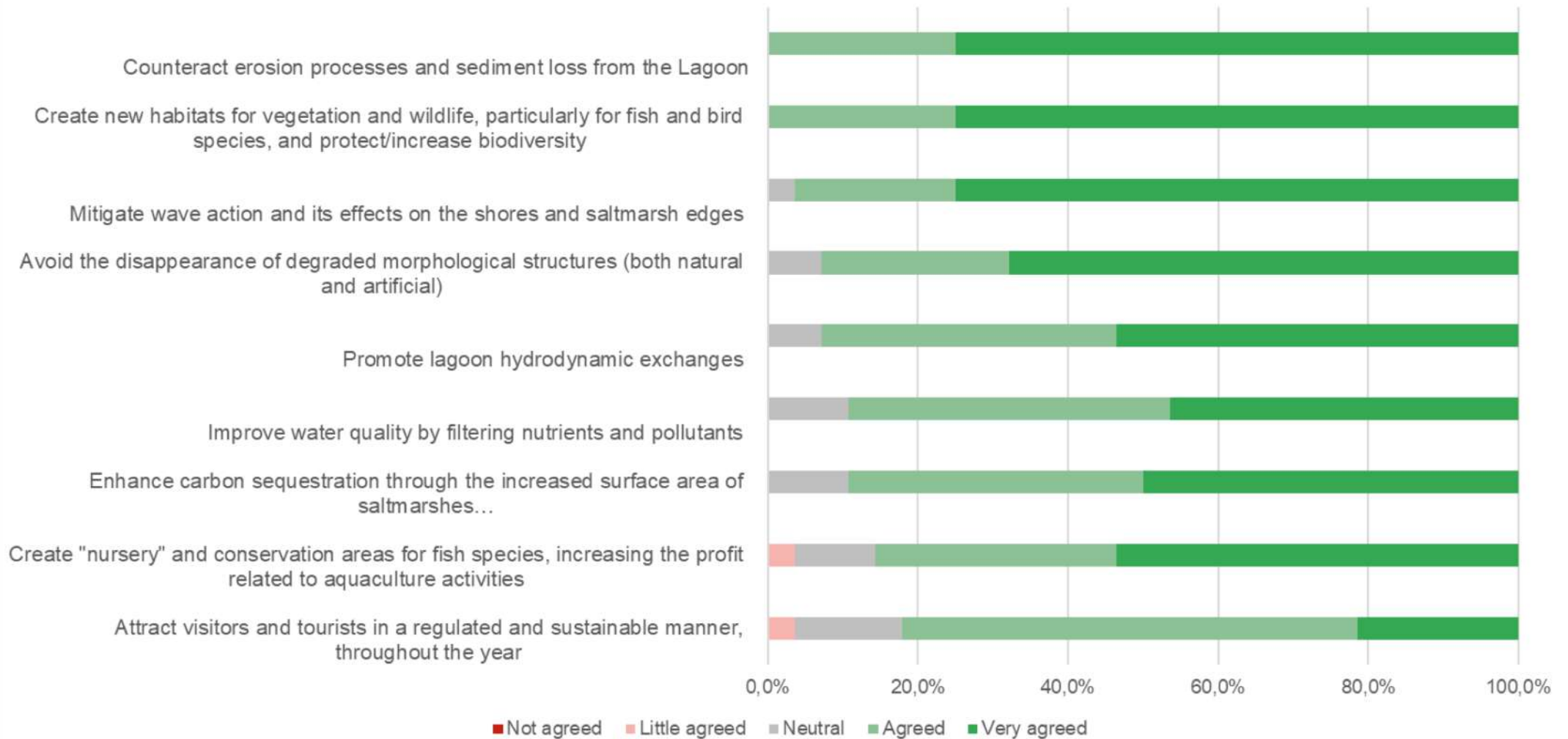
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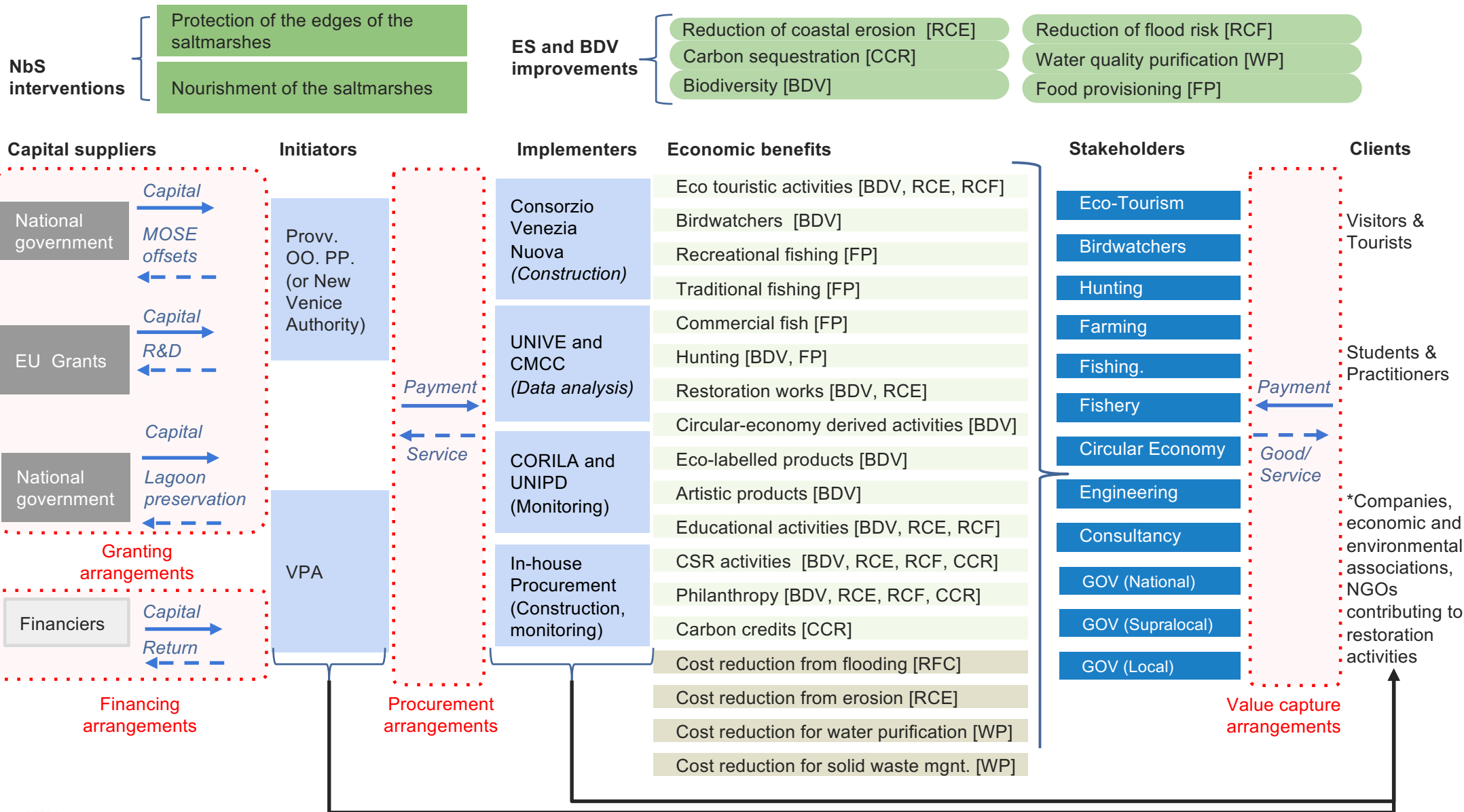


Influence of saltmarsh restoration on the identified phenomena

- Not influential
- Little influential
- Neutral
- Influential
- Very influential

Business plan objectives





Conclusions

Financing NBS restoration through business plans requires to:



Seagrass *Zostera marina*

Address diverse
**investor's
criteria/ sectors**



Glasswort plant *Salicornia veneta*

Intercept multiple
innovative
financial solutions
with **blended
finance**



Eurasian oystercatcher *Haematopus ostralegus*

Assess contribution
of ES and BdV
improvements with
**landscape
approach**



Kentish plover *Charadrius alexandrinus*

**Synergize value
propositions** for
multiple
stakeholders



Little tern *Sternula albifrons*

Propose **win-win
strategies** for
NBS
multifunctionality,
jointness and low
excludability



Sandwich tern *Sterna sandwicensis*

Handle **monetary
vs non-monetary
values** of ES/BdV
improvements and
low measurability

Thank you!

From business models to business plans for upscaling NBS costal restoration in the Venice Lagoon

Pernice, U.; Coccon, F.; Horneman, F.; Dabalà, C.; Torresan, S.; Puertolas, L. Co-Developing Business Plans for Upscaled Coastal Nature-Based Solutions Restoration: An Application to the Venice Lagoon (Italy). Sustainability 2024, 16, 8835. <https://doi.org/10.3390/su16208835>

Thanks to the Venice Lagoon Team

