

Brussels, Belgium

February 2026

ACE STRATEGY 2025-2029

ace-cae.eu

**Achieve greater recognition of the
value of architecture
– through engagement, outreach,
research and advocacy –
the cultural legacy of architecture
and its contribution to the quality
of life of citizens.**

**ACE
VISION**

ACE MISSION

BUILD CONSENSUS
on professional matters

DEMONSTRATE
CONTRIBUTION OF
ARCHITECTS
**to the quality of life and
the common good**

INFLUENCE EU
LEGISLATION
**impacting the work of
architects**

ACE CORE VALUES

Democratic

Inclusive

Members oriented

Professional

Ethical

Diverse

Sustainable

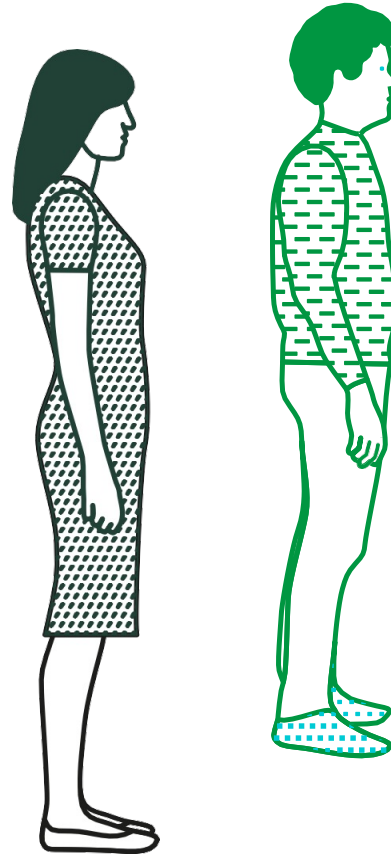
Resilient

Innovative

Our 5-Year Ambition

What do we want to see in place in 5 years time?

As a result of successfully delivery the new ACE Strategy?



- Successful advocacy
- +
- Political influence
- +
- Sustainable by Default
- +
- Quality services for the common Good
- +
- Impactful engagement
- +
- Strong & efficient

Sucessful Advocacy

Advising on &
streamlining policy at
national & Eu level

Planning Directive
adopted

Internal network

strong advocacy through
best practice

Advocacy successes
PQD, PP, SIM

Mutual recognition of
qualification

External network -advise
policy makers (be heard)

Political influence

Partner of choice for the
EU

Development of
International relations
(outside Europe)

More architects in
political positions

EU DG for Urban issues

ACE President in the
European Parliament

Sustainable by default

Sustainability more
commonly understood

Meet Fit for 55
5ustainability / climate
targets

Architecture evolves to
foster social & cultural
matters

Gender balance

Ukraine & Gaza
reconstructed

Housing summit

Zero emissions goals
achieved

Reduced dependency on
autocrats

Quality services for common good

Quality assessment tools
used for public
procurement and building
permits

Quality as a 'must' - not
an option

Quality based
procurement

AI & technology widely
adopted by architects

Upskilling & Europe-wide
recognition of CPD

Architects remain in
charge of design
competitive, innovative

Impactful Engagement

Impact: quality on public
value - investors,
recognition

New collaboration
(explode the bubble)

Impact on common good

Impact of our profession

Engagement – of Member
Organisations, Work
Groups, individuals, youth

Greater participation in
ACE work groups,
engagement in ACE

Strong & efficient

Modern: sustainable &
digital ACE

New office

ACE internship
programme & diversity

ACE resources – human
& financial

More active & horizontal
engagement (less staff
mediation)

Inspiring new EU projects

ACE
**STRATEGIC
PILLARS**

Sustainability

Value of architecture

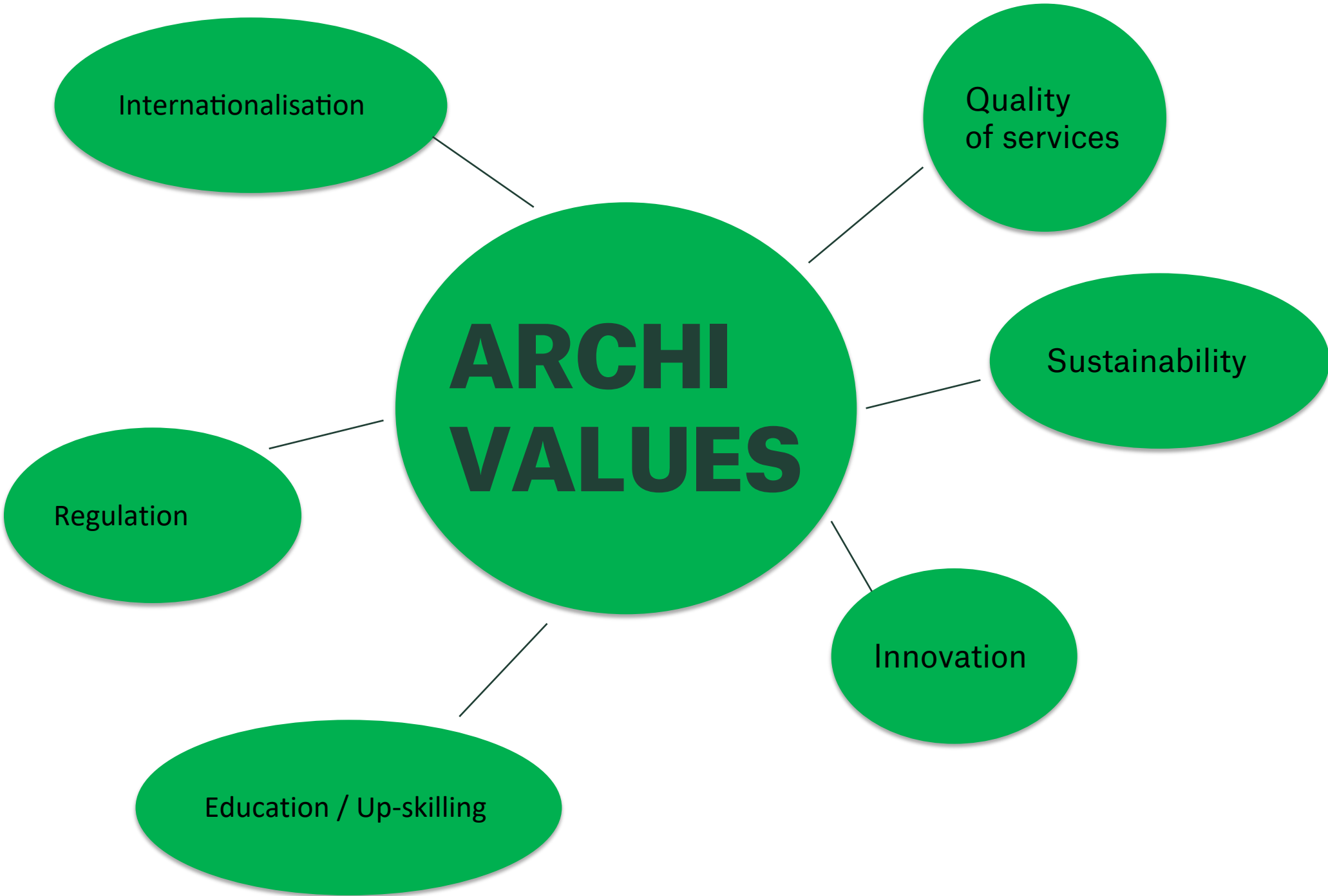
Quality of services

Education & upskilling

Regulation

Internationalisation

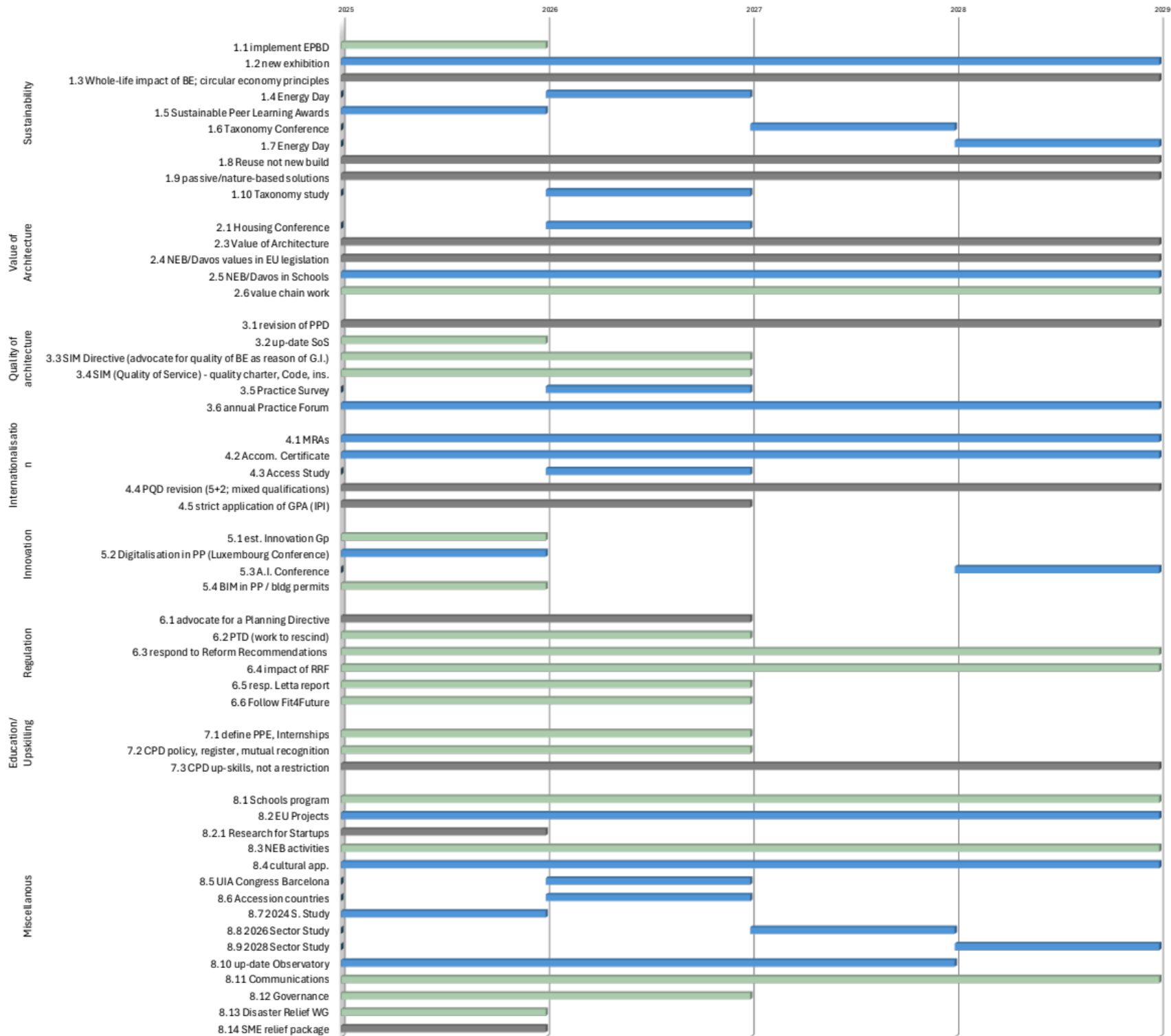
Innovation



From strategy
to action

Timeline

OBJECTIVES TO ADDRESS CRITICAL THEMES



Implementing & Monitoring

How to stay on track

- **SMART objectives**
- **Annual business plans**
- **Regular Executive monitoring**

Key Risks Managed

- **Mission creep**
- **Lack of prioritisation**
- **Resource misalignment**

Enablers

- **Strong communications**
- **Digital tools & data**
- **Skilled staff & partners**

Thank you for your attention!

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