D10.1: Plan for dissemination and exploitation of +CityxChange project results

+CityxChange | Work Package 10, Task 10.1

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# Executive summary

This document is the framework for dissemination and exploitation activities of the +CityxChange project. This document is revised annually.

The document is composed of the following sections:

1. outline of the communication goals
2. the context in which the goals have to be implemented
3. the formulation of a strategy and a detailed plan
4. the organisation, tasks and roles
5. the means or delivery channels

The target audiences of the communication have been divided into two clusters:

A. Local audiences and stakeholders in the +CityxChange cities:
   1. Core partners: the +CityxChange project partners and associated stakeholders
   2. Direct involved: local stakeholders, home owners, landlords, housing associations, users of the area, etc.
   3. Indirect local context: the business community, experts, energy companies, etc.

B. The broader community of practise, research, governance. This includes (networks of) cities, professionals and academics and the European stage.

Based upon the goals and the context a strategy is formulated. The strategy itself is short and concise and includes three elements:

- **Gearbox for embedment into wider community of practice.** This is how the project will address the broader community of practise.
- **Local involvement.** This is about communication at city level and the contribution of engagement to the research project. The cities will form a roundtable or learning community to exchange best practises.
- **KPI dashboard.** This is to measure the reach and impact of engagement and communication.

The goal of the communication activities will change over the course of the project: first to inform, then to engage to collect and validate, then knowledge transfer and finally dissemination of result.

A wide scope of means will be used as delivery method. The means are integrated across multiple work packages to support and reinforce the project and maximize the impact of it outcomes.
2 Objectives

This plan for dissemination and exploitation is an umbrella for all activities of the +CityxChange project which involve communication. This document has a clear structure:

1. outline of the communication goals
2. the context in which the goals have to be implemented
3. the formulation of a strategy and a detailed plan
4. the organisation, tasks and roles
5. the means

This document is revised annually and thereby continuously updated. That means that this first version is an outline of the workflow and plan which is subject to updates. The plan will turn into actions, the impact of these actions is measured and generates a feedback loop, and the plan will be revised and updated again.

2.1 Goals

The following objectives are defined:

- **To define and manage a clear and comprehensive plan for dissemination and exploitation of +CityxChange project results.**
  This first goal is an internal objective; the coordination of external communication within the project consortium. It includes building a strong brand, the implementation of a visual identity, communication guidelines and ensuring that information flows effectively and dissemination is coordinated internally.

- **To actively brand and communicate the project at local level in cooperation with local dissemination managers.**
  This second goal addresses the role of communication in the cities and their regions and the innovation project itself. The degree of stakeholder engagement (including citizens) is vital in the creation and execution of the innovation project and the quality of its outcome. Cooperation with local dissemination managers is therefore very important.

- **To widely share and promote project results through targeted dissemination activities using appropriate media and tools.**
  This third and last goal is related to dissemination of the results and the embedment into the broader community of practice, research, policy, and related projects and initiatives. The impact of the project is scaled up to national and EU-levels. European Smart City and energy events, project collaborations, Expos, and scientific conferences will ensure engagement with the project approaches on different levels.
2.2 KPIs

The project goals are elaborated into KPIs, tracking overall project progress and impact, displayed in annex 3. The tasks and actions of the project should address these KPIs. So communication and dissemination should contribute to the KPIs. However, the KPIs are formulated for the whole project and thereby general by nature. It is necessary to discuss metrics more specific for communication, possibly integrated with WP7 Monitoring and evaluation. This will be done between M3 and M12 (see Section 4 Strategy).

3 Context analysis

Before developing a strategy, it is necessary to give an outline of the context in which the communication goals have to be achieved. This chapter is not a strategy or conclusion, but an inventory framework in which the project has to operate.

The context is composed of three elements, namely the internal context, the external context and the target audiences/stakeholders/end-users who will be involved. The context analysis is finalised by a SWOT analysis, which is the input for the strategy formulated in Section 4.

3.1 Internal context

The internal context includes all partners in the project consortium. This team has the following characteristics:

- Collaboration via Google Drive, Slack, Skype, mail, phone and physical meetings.
- Spoken language is English.
- Core team of active people who collaborate since the start of the proposal; and a ‘second generation’ of team members who joined in when the project was granted.
- The degree of knowledge on the subject matter varies. It is important to develop a common understanding of keywords, definitions and project goals.
- The project is structured into 11 work packages and internal/external communication runs across all of them. Especially WPs4, 5, 6, WP8, WP9, WP10, and WP11 will be active in communication.
Figure 1. PERT diagram of the overall WP structure
3.2 External context – embedded in H2020

The outlines of the call are a good point of departure for an analysis of the external context. For this report the focus is not on the translation of objectives into outcomes (that is the project setup written down in the DoA) but an understanding of themes and topics and how to communicate them (that is this communication plan). From the call text the following parts are relevant:

**Specific Challenge:**
The COP21 Paris Agreement recognizes the role of cities and calls on them to rapidly reduce greenhouse gas emissions and adapting to climate change. The EU is committed to implementing the 2030 Agenda for Sustainable Development, including Sustainable Development Goal 11 (“Make cities inclusive, safe, resilient and sustainable”). Many forward-looking cities have set themselves climate goals whose achievement rests on wide scale roll out of highly integrated and highly efficient energy systems.

To achieve the necessary energy transition in cities, it is essential to increase energy systems integration and to push energy performance levels significantly beyond the levels of current EU building codes and to realize Europe wide deployment of Positive Energy Districts by 2050[1].

This call will also contribute to the specific objectives of the SET Plan action 3.2 - Smart cities and communities - focusing on positive-energy blocks/districts[2].

**Scope:**
Integrated innovative solutions for Positive Energy Blocks/Districts will be developed and tested and performance-monitored in the Lighthouse Cities. Projects will consider the interaction and integration between the buildings, the users and the larger energy system as well as implications of increased electro-mobility, its impact on the energy system and its integration in planning.

Lighthouse Cities will closely collaborate with the Fellow Cities[3] and should act as exemplars helping to plan and initiate the replication of the deployed solutions in the Fellow cities, adapted to different local conditions.

As a sustainable energy transition will see increased electro-mobility, its impact on the energy system needs to be understood and well integrated in planning.

(…)

To increase impact beyond the demonstration part of the project, each Lighthouse City and Fellow City will develop, together with industry, its own bold city-vision for 2050[5]. The vision should cover urban, technical, financial and social aspects. Each vision should come with its guide for the city on how to move from planning, to implementation, to replication and scaling up of successful solutions.

(…)

Projects should also deliver:
- Effective business models for sustainable solutions;
- Practical recommendations arising from project experience on:
  - regulatory, legal aspects and data security/protection;
  - gender and socio-economics (Social Sciences and Humanities);
  - storage solutions (from short-term to seasonal);
  - big data, data management and digitalization;
  - electro-mobility: i) its impact on energy system and ii) appropriate city planning measures to support large scale roll-out;

(…)

**Expected Impact:**
Projects should contribute to:
- Meeting EU climate mitigation and adaptation goals and national and/or local energy, air quality and climate targets, as relevant;
• Significantly increased share of i) renewable energies, ii) waste heat recovery and iii) appropriate storage solutions (including batteries) and their integration into the energy system and iv) reduce greenhouse gas emissions;
• Lead the way towards wide scale roll out of Positive Energy Districts;
• Significantly improved energy efficiency, district level optimized self-consumption, reduced curtailment;
• Increased uptake of e-mobility solutions;
• Improved air quality.
• The higher the replicability of the solutions across Europe, the better.

From this text the policy context can be derived at EU level, as well as the most important keywords and definitions. This is done in the following paragraphs.

3.2.1 Related policies:

Listing the related policies has a clear goal. If the project is communicated in the future to local stakeholders, it is necessary to include ‘the why’. Why does my city wants to make my building block energy-positive? Why do they ask me to invest in technology? Etc. These are justified questions when the municipality proposes significant interventions in the built environment.

Policies are one the most important means to address societal goals, as only a few stakeholders operate by intrinsic ideals. Therefore policies are an important element in the storyline to communicate the project to stakeholders. This can get shaped into a message with the format <policy> <project><intervention>, for example, ‘because my city wants to be energy neutral in 2050, the +CityxChange project proposes to install PV panels in my building block’.

The relevance of policies for communication can be found in the demonstration projects where local stakeholders are engaged. It is necessary to come up with an easy to understand storyline, which has to be developed together with the WP3-6 partners and the local communication managers, who can explain it in local language. Glossaries of terms are developed in the project and will support dissemination.

For EU level the policies have been explored and listed below, aligned with the DoA (see DoA p. 209). These form the background of the overall project ambition and also show relevant areas and fora for dissemination at different policy and technical entities:

1. The COP21 Paris Agreement
2. 2030 Agenda for Sustainable Development
3. Accelerating Clean Energy Innovation (source)
4. The Integrated SET Plan, including the 100 PEDs by 2025 ambition
5. EU 2050 energy transition
6. EIP SCC Action Clusters
8. EU Winter Package

The national and local policy context will be analysed for the different +CityxChange cities in D3.1 Support Framework for Bold City Vision, Guidelines, and Incentive Schemes.
That report will examine existing policies in the respective cities. Overall policies are also linked to direct fora and venues for the inter-project collaboration in WP9 and respective European networks, working groups, and institutions are further discussed in D9.1: Framework for intra-project collaboration.

3.2.2 Main keywords and definitions

For communication is it important to develop easy to understand messages. We will interact with many stakeholders including citizens. It is therefore vital to explore the main keywords and to translate them in local language to words and sentences which are accessible. The word ‘smart cities’ is a good example of a container definition which has a certain meaning to experts, and is assumed to be understood by everybody, but can be unclear to citizens.

From the call for proposal text the following main keywords are derived:
- sustainable cities
- energy transition
- energy efficiency
- positive energy blocks [definition below]
- smart cities
- electro-mobility and e-mobility solutions
- renewable energies
- waste heat recovery
- storage solutions
- co-creation
- citizen engagement

A positive energy block is defined by the EU Smart Cities and Communities call LC-SC3-SCC-1-2018-2019-2020 as:

Positive Energy Blocks/Districts consist of several buildings (new, retro-fitted or a combination of both) that actively manage their energy consumption and the energy flow between them and the wider energy system.

Positive Energy Blocks/Districts have an annual positive energy balance. They make optimal use of elements such as advanced materials, local RES, local storage, smart energy grids, demand-response, cutting edge energy management (electricity, heating and cooling), user interaction/involvement and ICT.
Positive Energy Blocks/Districts are designed to be an integral part of the district/city energy system and have a positive impact on it. Their design is intrinsically scalable and they are well embedded in the spatial, economic, technical, environmental and social context of the project site.

In short: (1) a collection of buildings which (2) have an annual positive energy balance and are (3) well embedded in the city.

A longer glossary or definition of terms is developed as part of multiple Work Packages. It is unclear if the keywords and definitions have a consistent meaning across countries and in different languages at this point. This is a concern when communicating with stakeholders.

The strategy to address this is issue is that (a) WP leader ISOCARP will develop a general text with a description of the project, after which (b) in M3-M6 local dissemination managers will translate this text. In the process of translation the precise wording and meaning of the keywords will be discussed.

Based upon the policy framework and the keywords, a key message has been developed, which will be used as subtitle close to the logo of the project, as well as quote on for example the business cards, the website, and other material:


3.3 Example references

Similar projects and best practices have been explored to understand how other projects shaped their visual communication, infographics, website structure, etc. The list of smart city project is quite extensive. For now, we would like to mention a few examples:

1. The Innovation and networks executive agency (INEA) is an online portal listing all H2020 funded projects, organized by topic. The projects under the themes ‘Smart Cities & Communities’ and ‘Grids & Storage, Energy Systems’ and ‘Social Dimension of Energy’ have been explored. Our strategy is to use these projects as reference points and knowledge network for dissemination.
2. The European innovation partnership on smart cities and communities (EIP-SCC). It is an initiative supported by the European Commission that brings together cities, industry, small business, banks, research and others. The EIP-SCC is a good example of an EU driven network of practitioners and a gateway to many similar projects.

3. The EIP-SCC Marketplace is the platform where the Smart Cities and Communities which are part of the European Innovation Partnership (EIP-SCC) exchange knowledge. It includes case studies, toolkits, events, etc. It does not
seem useful the replicate the same functionality on our project website, but rather connect both well.

Figure 4. EIP-SCC Marketplace

4. The EU Smart Cities Information System (SCIS) website, which will be maintained to inform in detail about the project, its cities, and demos. This will further collect regular M&E reporting and lessons learned.

Figure 4. The EU Smart Cities Information System website for +CityxChange

5. In the development process of the communication plan many project websites have been explored. The websites will be used as point of reference when the outlines for the +CityxChange website are formulated in M3-M6. The lessons learned from the project websites are:
1. Many websites are developed from ‘inside-out’ that is they follow the structure of a project. Our point of departure should be the user experience/customer journey. The project also uses 11 Demo Projects for conceptual organisation, which can make communication easier.

2. This means that all digital products (like the Wikis and Dashboards) shouldn’t be presented as stand-alone items, but as embedded items on subdomains with a consistent visual identity - as one continuous experience.

3. The majority of websites advertises and informs about a project. The call to action (CTA) to visitors is not always clear. There are many pages without CTA, just as outlet of information. The UI should be designed based upon CTAs.

4. The consistency of the quality of photos and graphics varies. Animation and interaction is difficult to achieve but positively influences understanding and further interaction with the website.

5. The consistency of information presentation is not always clear. A consistent information architecture and structure should ensure clear interactions.
3.4 Target audiences

In an early stage of the project an overview of the target audiences was made. This table serves a point of departure.

During the elaboration of the matrix the target audiences have been divided into two large clusters:

A. Local audiences and stakeholders in the +CityxChange cities.
B. The broader community of practise, research, governance.

3.4.1 Local audiences

The local audience includes everyone involved in the +CityxChange cities who is (1) partner, contributor, or stakeholder involved in creating and implementing the project, (2) occupies the area of the positive energy block or (3) is otherwise involved, has another interface with the project or can get involved in the positive energy block but isn’t yet.

This includes, but is not limited to:

1. Core partners: the +CityxChange project partners and associated stakeholders
2. Direct involved: local stakeholders, home owners, landlords, housing associations, users of the area, etc.
3. Indirect local context: the business community, experts, energy companies, etc.

The local projects differ from each other and need a tailor made approach. It is important to gain a proper understanding who are involved in the local context. What happens at the moment is that default channels are used (like the municipal website or social media channels), without data if the stakeholders actually use these channels. Therefore we propose a strategy in which the local dissemination managers make inventory of local target audiences: a stakeholder map. The next question is what the
activity patterns are of the stakeholders and only then we can select appropriate communication channels and means.

Figure 7. Principle of the local stakeholder map.
Cities are currently in the process of making a map for their own project sites.

3.4.2 Broader community of practice

Next to the three subgroups of local audiences, there is the target audiences of everyone who operates at a higher scale than the local +CityxChange city.

This includes, but is not limited to:

a. Other urban authorities: local councils and municipalities. This includes city networks such as the Covenant of Mayors, Eurocities, ICLEI, etc. It also includes formal and informal relations and networks the cities already have, such as national and cross-national city and smart city networks, regional networks, national organisations of municipalities, the H2020 SCC1 Smart Cities and Communities network, etc.

b. Experts in energy, mobility and smart cities, like technology and service providers: RES provider, storage technology, SME energy management, ESCO, green technology companies, AEC industry etc. This includes networks of practitioners such as the ISOCARP network of urban planners, research networks, Distribution Systems Operators, Transport Authorities, Developers and Investors: Banks, Loan Institutions, Investment Companies, Venture Capitalists etc.

c. Market Influencers: EU institutions, ERRIN, EIP, World Green Building Council, Planning Bodies and policy maker think tanks such as the Urban Agenda Partnerships, etc.

The means and channels by which these target audiences are reached are elaborated in section 6.
3.5 SWOT

A SWOT-analysis confronts the strengths and weaknesses of the project (internal) with the opportunities and threats of the context of implementation (external). The goal of this SWOT is to identify risks and opportunities in an early stage and to anticipate in the strategy (chapter 3).

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<thead>
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<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
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<td>- communication is well integrated with all work packages</td>
<td>- small and medium sized cities may have limited capacities to finance and implement additional engagement at the demonstrator sites</td>
<td>- turn the cities into a learning community</td>
<td>- cross case comparability can be low in small and medium sized cities</td>
</tr>
<tr>
<td>- open by default policy makes exploitation of results easier</td>
<td>- language barriers in communication and definitions</td>
<td>- use communication not just as dissemination but contribute to research itself</td>
<td>- threat that cities have too varying speeds of implementation</td>
</tr>
<tr>
<td>- +CityxChange cities are all small and medium sized cities so large replication potential is possible</td>
<td>- the project has many technical details which are rather complicated and a challenge to communicate clearly</td>
<td>- involve citizens into a complex process</td>
<td>- other small and medium sized cities are not well connected to international knowledge networks</td>
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<td></td>
<td></td>
<td>- test the communication material in WP8 and WP9, before large scale exploitation</td>
<td>- Further threats are elaborated in D11.3 Risk Mitigation Registry</td>
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To conclude it is most important in the first year of the project to build a well functioning learning community with the +CityxChange cities. That is a prerequisite for contributing to the development itself and the knowledge transfer to other cities in a later stage.
4 Strategy

Based upon the previous sections are strategy is formulated. The strategy itself is short and concise and includes three elements:

- Gearbox for embedment into wider community of practice
- Local involvement & contribution to research outcome
- KPI dashboard

4.1 Gearbox

The context analysis showed the main innovation topics of the project. These topics are widely studied across Europe. That means first of all that the project has, especially in its first phase, no unique knowledge position. Or to phrase it differently, we cannot expect people to come to us. We aim to become one of the forerunners on positive energy blocks, but we have to reach out to share the results and transfer knowledge to other (small and medium-sized) cities and practitioners.

An appropriate strategy is to look at it like a gearbox with multiple interlocking gears reinforcing each other's movements: The EU and national policies, other EIP-SCC projects, and existing city networks like the Covenant of Mayors, etc. as defined above. We can 'stand on shoulders': use the existing knowledge and networks as point of departure and build upon that. For dissemination and exploitation that means that we do not expect all target audiences to come to us; we will frequently have to reach out to their networks and their events to profit from their coverage. This increases embedment and knowledge transfer of the project.

For this we will compose an overview of networks of practitioners. Included are for example the large network of ISOCARP in 80+ countries, the cities who joint the Covenant of Mayors, the European Green Leaf Award cities (which all have 20,000-100,000 inhabitants and are thereby comparable with the +CityxChange cities) and the networks of the universities in our partnership. A list of media channels is made as D10.5 (M6) as well as an event calendar. All partners will list the attended events in a shared spreadsheet, which makes it able to reflect and steer (geographical spread, type of audience, size of events, etc.). Thus the attended events will be aligned with the target audiences.
WP8 includes a framework for exploitation. Exploitation means knowledge transfer to the wider community of practise. Partner R2M will start working on that in the coming months and it will be included in the next version of this communication plan [M12].

WP9 performs learning, knowledge exchange, and collaboration between the cities in the project and work with other existing SCC1 Lighthouse projects through a number of measures, including learning workshops, event attendance, and clustering and storytelling workshops. The framework will be laid out in D9.1: Framework for intra-project collaboration.

In return we will reinforce other gears by working according to the open source principle: most knowledge developed is kept accessible to other projects. In the communication we will also use channels of communication of the local cities (like the municipal website). To better integrate and possibly measure the reach and impact of these, we have to discuss the use of this data with the cities involved, in order to avoid privacy conflicts (GDPR) or data ownership issues. Details will be coordinated with the ongoing task IN WP11 on the Data Management Plan.

With the concept of the gearbox we have a better understanding of the embedded position of +CityxChange and its unique selling points (usps). One of the elements is that the project is focused on small and medium-sized cities. There are currently over 800 cities with more than 50,000 inhabitants in the European Union. The majority of these, almost 700, are small and medium-sized cities (between 50,000 and 250,000 inhabitants). In general, the big cities have easier personnel and technical capacities to implement innovative solutions. However, this can be a major challenge in smaller cities. The lighthouse and follower cities of +CityxChange are all such cities. The +CityxChange project can therefore become a leading example for the majority of small and medium-sized cities in Europe.

4.2 Local involvement and contribution to project outcome

The second element of the dissemination and exploitation strategy is the involvement of the local cities. All dissemination managers of the cities and the coordinator will be united in a roundtable. The roundtable will have monthly video conferences. During the meetings the communicators will exchange strategies, examples, best practices, feedback, etc. The goal is to create a learning community which is inspired to develop, test and measure new ways of communication.

The agenda for the first months (M3-M12) of this roundtable will be:

1. To develop a local stakeholder map
2. To write a description of the local case study in easy to understand texts and illustrations
3. To translate the English leaflet in local language, thereby considering the meaning of keywords
4. To list local means and channels for communication
5. To compose a local press kit presenting the project
6. To start publishing about the project on local channels

ISOCARP has developed the main framework for communication (the communication plan, templates, leaflets, etc.). The leaflet will be developed into a press kit for each city in the local language, in order to reach as many citizens as possible. The front side has a general description of the project and the back side is tailor made for each city and will develop over time.

Through the various Demonstration Projects, +CityxChange will analyse user patterns and behaviour (for both energy and mobility). This creates a deeper understanding of local habits and culture (later on resulting in practical recommendations). By choosing a playful way of communicating and learning (e.g. DP03 and DP05), the impact of communication is maximised and it ensures that all actions are well embedded in the spatial, economic, technical, environmental and social context of the project. Therefore the Demonstration Project are one of the most important means of engagement and communication at the local city level. A framework for this is will be developed in T3.1 and T3.2. Is it agreed with task leader Space Engagers that this framework will include a chapter on communication.

![Diagram of demonstration projects]

**Figure 8. Schematic setup of the demonstration projects, DoA p. 237**

### 4.3 KPI framework and (local) communication

Annex 3 mentions the key performance indicators (KPI’s) of the +CityxChange project. These have been formulated for the project as a whole and are thereby general by nature.

WP7 (Monitoring and Evaluation) aims to develop a KPI framework for the LHCs, FCs, and solution providers. It is useful to include KPIs for communication here, as the outcome of communication is stakeholder involvement. Engagement is one of the core elements of the overarching model for DPEBs (DoA p.203). Engagement has numerous goals; to inform about the project, to enthuse future end users, to test solutions with
end users, to transfer knowledge. To better understand the impact, it is useful to measure the engagement (like the amount and type of people engaged with).

The KPI framework is coordinated in WP7 by project partner Future Analytics Consulting. We propose to discuss the parameters with the local communication officers of the cities during the monthly video conferences, in the period M3-M12. This is specific for communication to find out which data can be obtained from local channels, as we will use local channels next to our own channels.

Secondly there is a different level of expertise among the cities. It is important to develop a common understanding of what ‘success’ or ‘impact’ means for the local situation and the ongoing research. To give an example: a local city might publish a lot of articles on their municipal website, while it may have little impact because the target audience does not visit that website.

The cities do have different ways of communicating and different channels. The metrics will therefore be customized for each city (DoA, p. 217). Thereby it is also possible to include local parameters here (like amount of visitors of a demo site). This addresses the goal of the project to have meaningful end-user engagement and to include urban prototyping and co-design (DoA, p. 35) which reinforces the research outcome and validity for exploitation into other cities.

4.4 Phasing of the strategy during the project

The project has multiple phases, starting with an internal start-up phase and developing into an operational phase with dissemination of the project results. Different phases means that the goal of communication develops over time for different aspects of the project.

1. **To inform about the project**
   Actions in the first phase like attending international conferences. Goal is to inform others about the project, establish the project in the research community, develop a network for future exploitation and dissemination.

2. **Engage to inform**
   Interaction at the local city level to establish the project, make it known, develop a local network.

3. **Engage to collect**
   Engage with stakeholders to collect input for the research, like the Bold City Vision, engagement, and learning.
4. **Engage to validate**
   Interaction to get feedback on proposed models, research outcomes. This is done both at the local level and in the broader community of practice.

5. **Exploitation and knowledge transfer**
   Capacity building at EU level to transfer the developed frameworks, dashboards and best practices to other cities.

6. **Dissemination of results**
   Wide dissemination at multiple levels of the outcomes.

Section 6 shows an overview of all means and activities related to these goals.
5 Organisation

In order to execute the strategy, it is necessary to align the organisation with it. This chapter makes clear how that is achieved.

5.1 Organogram

ISOCARP has a central role in the communication. It facilitates and manages the external communication.

- Communication products are first discussed with partners/cities involved
- The progress is reported to the project coordinator (PC) NTNU
- Quality Assessment (QA) is preliminarily done by a process including four members, Limerick (lighthouse city and native speakers for proofreading), Trondheim (Lighthouse city), NTNU (project coordinator and WP9 Collaboration leader) and R2M (WP8 Exploitation leader), while keeping all cities informed. The overall quality assurance plan for all Deliverables is set out in D11.2.
- The cities are united into a roundtable/learning community, which has monthly video conferences
- General communication by all partners is facilitated by ISOCARP in coordination with WP11 and involved partners

This setup has numerous advantages:
(1) All work developed in WP10 Communication is supervised by the work packages who are going to use the outcomes; WP8 Exploitation and WP9 Collaboration.
(2) Both lighthouse cities are involved (in the roundtable and QA).
(3) The team of Limerick consists of native speakers and can check language
(4) NTNU is also project coordinator so keeps a good overview of the progress
5.2 Quality assessment

Internal quality control is important for the impact of the outcomes. For WP10 it is done in two steps:

1. First with the partners involved in the creation of the product, including all +CityxChange cities.
2. Secondly by the Quality Assessment (QA) team. This team is composed of four members, Limerick (lighthouse city and native speakers), Trondheim (lighthouse city), NTNU (WP11 project coordinator and WP9 Collaboration leader) and R2M (WP8 Exploitation leader). The strategy here is that the work packages who will use the outcomes the most, should be involved in the creation in an early stage.
3. Deliverables further go through a formal quality assurance and review process as laid out in D11.2.
6 Means, Delivery method

The previous sections covered the objectives, context analysis, strategy for communication and organisation. The strategy is executed by the means, which are described in this section.

6.1 Brand identity

The WP leader ISOCARP has developed a brand identity for +CityxChange, based upon the project logo, initial identity, and graphics package that was developed by Trondheim Kommune with NTNU and the Consortium in the proposal phase. The brand identity comprises a logo, colour palette, fonts, etc. (Submitted as D10.2).

Figure 10. Excerpt from the visual identity document
ISOCARP is responsible for implementation of the brand identity. All partners will receive a shortened version with communication guidelines and the visual identity is available through the internal shared file space of the project and other means.

Figure 11. Visual identity available on the website

6.2 Project website

During the proposal phase a project website has been developed. The goal of the website is to function as the main gateway to the project. It will be the first point of contact for many people who are interested in the project. The website will be curated by WP leader ISOCARP. This includes an evaluation of the reach an impact, for example with Google Analytics. All partners contribute to the website by delivering content. The website is revised periodically. In M4-6 we will re-formulate the functionality of the website through a detailed requirements gathering within the project and a comparison with the current other SCC1 projects.

Figure 12. Screenshot of the homepage
6.3 Social media

The impact of the different social media channels has been analysed, across a large number of H2020 project where ISOCARP coordinates communication. Conclusions are, among others:

1. Twitter has the largest impact in terms of followers and interactions. The community mainly consists out of experts/academics.
2. Facebook is second, the quality of the content varies and the audience is mainly citizens.
3. Linkedin is suitable for business related content, but has a rather low amount of followers.
4. Instagram has a high impact but requires image-based content.
5. The above channels cannot replace each other, they all address slightly different audiences. Other channels have a marginal reach among the general public.

The proposed strategy is to ‘stand on shoulders’ (see Strategy 3.1 Gearbox) and to use the existing communication channels of the cities (varying from Facebook pages to newspapers) to reach the citizens. For the practice and research community a Twitter account is a very effective way. The Twitter channel is in active use since May 2018. Other channels of city partners will be identified and in use in M6.

The impact of the different channels is measured over time and it is possible to add channels when more research results become available (like starting a YouTube channel when we have multiple videos and webinars).

Figure 13. +CityxChange twitter account
6.4 Templates

Both a Word and PowerPoint-template has been developed to ensure a uniform outreach and are part of D10.2: Consortium Identity and Templates.

6.5 Press

**Leaflet/factsheet**
During the first months of the project a leaflet will be developed for each participating city.
The front cover contains general information about the +CityxChange project. The back cover has information about the local city project. The local cities will translate the leaflets in local language to increase the reach and impact. The first version will be formally delivered in M6 and in M12 it will have grown into a complete press kit (D10.7), accompanied by a minimum of 10 press releases (D10.8) around events and milestones.

**List of media channels**
Between Feb-Apr 2019 a list of media channels will be composed by all partners of the consortium. Additionally it will include international networks of practitioners to disseminate. It will be formally delivered in M6. The list contains all possible local channels as well as international media, ordered by target audiences. As soon as a deliverable is ready, ISOCARP will check which channel is appropriate to disseminate and compose news articles (D10.6).

**Newsletters**
Digital newsletters will be frequently published to keep our network informed and tuned to the project and its outcomes. The newsletters will feature events, case studies (descriptions of the local cities), research results and other relevant news provided by third parties.

**Continuous public relations work and tracking**
There will be continuous outreach work by WP10 and the partners, aligned with principles laid out in this document. To document the outreach and impact in media, alongside own activities, WP10 will set up a mechanism for tracking of media outreach.
and presentations as a living document, and provide outreach analysis. This will lead to a final collection as D10.12: Publications in local media and professional media.

6.6 Hackathons

+CityxChange will organise at least 9 Hackathons (2 per LHC, 1 per FC) during the project period, to engage with local start-ups, citizens and other stakeholders. They are an important means to reach local stakeholders. Where possible, cities aim to participate in the Climathon yearly events. Climathons are part of the global Climate-KIC network and answer specific climatic challenges a city is facing. Participants share and develop their ideas during a 24-hour challenge. A jury of local and project stakeholders will select the most promising ideas. The Hackathons will be linked to the Innovation Playground framework developed in T3.5 and implemented in the LHCs and FCs through WP10.

6.7 Master classes

Using the outcomes from the project, NTNU (Trondheim) and UL (Limerick) will organise at minimum 2 master classes at their institutions to ensure dissemination and transfer of knowledge to the academic and industrial communities; participation will open to academics in other institutions and industry professionals. In addition, NTNU contributes with an ‘Experts in Team’ course for Master students. So in the bigger picture of communication the master classes are a means to address the target audience of the scientific community.

6.8 International conferences, papers and scientific articles

The scientific community is also reached by conference presentations, papers and scientific articles. +CityxChange will actively present project evaluation and experiences at a minimum of 5 peer-reviewed conferences and in 5 scientific journals, to support the validity of the innovation activities and demonstration projects and to promote development and exploitation of +CityxChange's open innovation and cross-cutting issues (T9.1) in research. Representatives of the project will frequently attend international meetings, workshops and conferences, as well as city and industry events such as the NordicEdge Stavanger, the Smart City Expo in Barcelona, linked to the EU and SCC1 outreach in WP9.

Important delivery method is also the ISOCARP network of urban planners, which has members in more than 85 countries and many conferences. Continuous programs, like the Young Professional Planners program (YPP) and the Urban Planning Advisory Teams (UPATs) are set up for knowledge transfer across the globe.
A record of all activities is kept in a shared online sheet. The goal/strategy of attendance will vary during the project and for different aspects:
1. present the project, inform, connect with future dissemination partners
2. engage, involve, gather input for the ongoing research
3. test the solutions, validate research
4. transfer knowledge, exploitation
5. dissemination of results

6.9 The Final Project Report and Final Project Event

The Final Project Report and Final Project Event embody the last phase; the wide dissemination of results. By then the project will have positioned itself as forerunner and prime example for many small and medium sized cities. The research frameworks have been tested and the results are disseminated at national, EU and global levels. The global ISOCARP annual conference (2019 Jakarta, 2020 Abu Dhabi, etc) will contribute to dissemination across the globe. Future versions of the communication plan (M12, 24, 36, 48) will include a more detailed setup of the final report and final project event.
6.10 Other activities which include engagement and communication

The project includes activities which are not primary means of communication, but which include engagement of stakeholders. For these activities communication is very important and they are therefore part of the communication strategy. WP10 leader ISOCARP will frequently contact the task leaders to ensure alignment with the communication strategy:

1. To embed the project in the community of practice, the gearbox.
2. The local involvement to contribute to the research (engage, interact, test, etc.).
3. The KPI to measure the output.

Included are the following activities. These will be followed up with the individual task leaders for better alignment.

- D3.1: Framework for Bold City Vision, Guidelines and Incentive Schemes (T3.1) [M9]
- D3.2: Delivery of the citizen participation playbook (T3.2) [M15]
- D3.3: Framework for DPEB learning and education (T3.3) [M24]
- D3.4: Framework for a Positive Energy Champion network (T3.4) [M24]
- D3.5: Framework for DPEB Innovation Labs (T3.5) [M24]
- D3.6: Framework for Innovation Playgrounds (T3.6) [M15]
- D4.2: Limerick 2050 Bold City Vision and Guidelines [M36]
- D4.3: Limerick Citizen Observatory [M30]
- D5.2: +Trondheim 2050 Bold City Vision and Guidelines [M36]
- D5.3: +Trondheim Citizen Observatory [M36]
- D6.2: Bold City Vision 2050 for each FC [M36]
- D6.3: Report on community participation and playground results [M54]
- D8.2: Report on ‘get involved’ workshops and facilitation of replication across 20 EU cities [M60]
- D8.3: Report on market and Stakeholder analysis [M36]
- D8.4: Report on the identification and assessment of exploitable result [M48]
- D8.5: Report on IPR protection plans, agreements and exploitation plans [M54]
- D8.6: Report on commercialisation plans for different solutions and markets [M60]
- D9.1: Framework for Intra-Project Collaboration [M3]
- D9.2: Report on Intra-Project Collaboration, including study visits and peer-to-peer workshops [M6; biannual updates]
- D9.3: Report on attendance at events held by other SCC-01 co-ordinators [M6; biannual updates]
- D9.4: +CityxChange storytelling workshops, inviting other LHCs and FCs [M12, M24, M36, M48, M54]
6.11 Means related to the communication goals

The communication activities of the +CityxChange project will address different goals, depending on the stage of the project. In the first months external events will be used to inform others about the project and establish valuable connections for future use. Gradually this will change into engagement in the research, validation of the results (with scientific papers), exploitation and wide dissemination of the outcomes.

![Figure 16. Shifting goals of the means](image-url)
7 Conclusion

To conclude and summarize this document showed the outline of the communication goals; the context in which they have to be implemented; the strategy how to do that; the organization and finally the means by which the goals are addressed.

The communication will address both local audiences and stakeholders in the +CityxChange cities and the broader community of practise, research, governance. This includes (networks of) cities, professionals and academics and the European stage.

The strategy formulated includes three elements:

- Gearbox for embedment into wider community of practice. This is how the project will address the broader community of practise.
- Local involvement. This is about communication at city level and the contribution of engagement to the research project. The cities will form a roundtable or learning community to exchange best practises.
- KPI dashboard. This is to measure the reach and impact of engagement and communication.

The outreach will change over time, first to inform, then to engage to collect and validate, then knowledge transfer and finally dissemination of project results.

As communication is integrated into multiple work packages, a wide scope of means is used as delivery method. As the other work packages develop further, the communication strategy will be refined. This integrated effort will maximise the engagement at local city level, the exploitation to other cities and the wide dissemination across the EU.