

BUILDING SMART CITIES TOGETHER

SHARINGCITIES



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D6.6 - COMMUNICATION:

MEDIA AND SOCIAL MEDIA STRATEGY

WORK PACKAGE 6

A light green map of Europe serves as a background for the text. The map shows the outlines of the European continent, including major landmasses and surrounding waters.

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All partners

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EUROCITIES

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submission



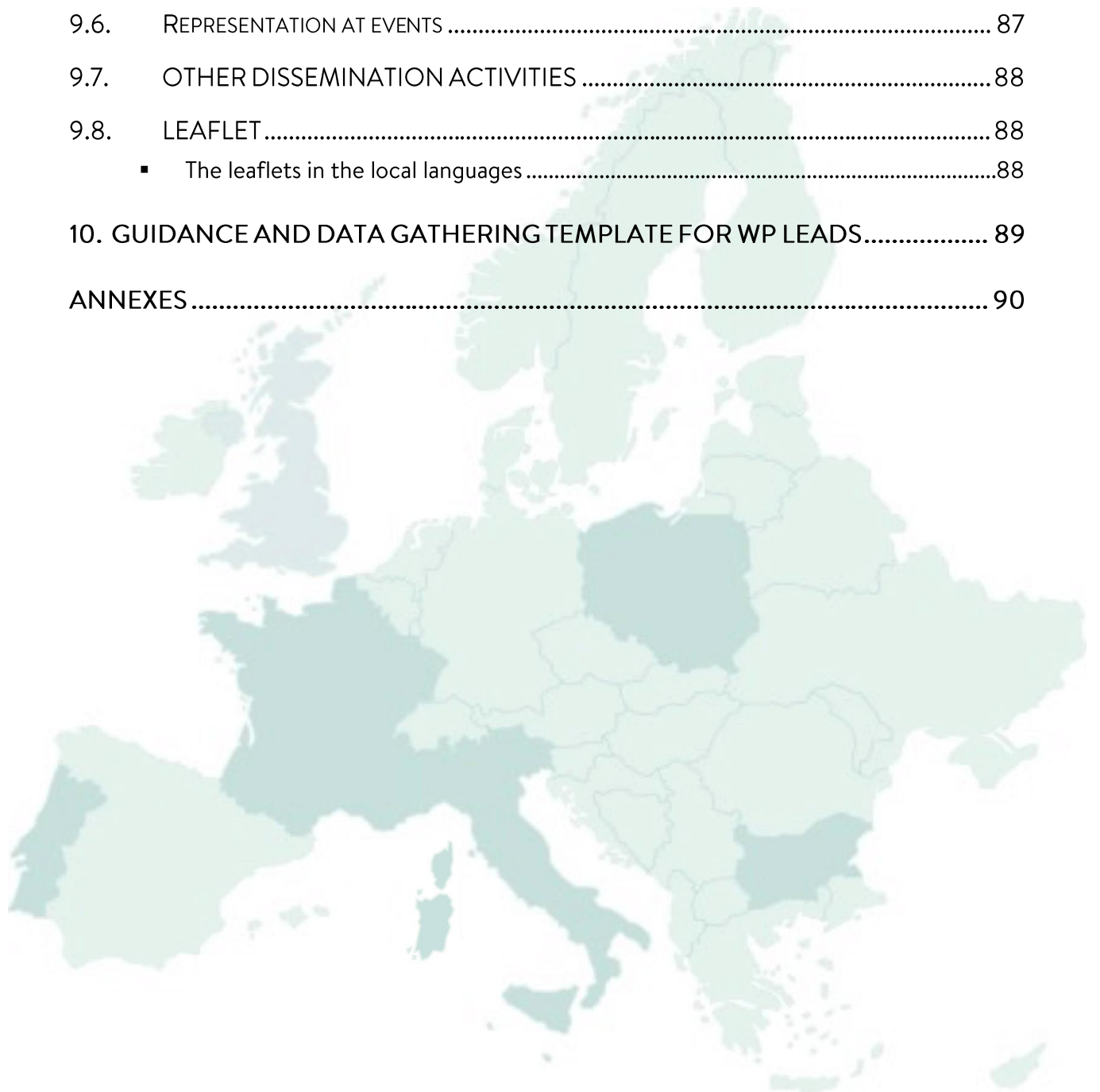
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1. 'SHARING CITIES' PROJECT

'Sharing Cities' is a project which involves 35 partners across Europe with the aim of scaling up smart city solutions across a range of scale, from district to national, European and international levels, generating investment opportunities and new business models. The development and management of digital infrastructure along with citizen engagement is at the core of this project, the aim is to bring about a shift in current practices and governance models.

1.1. CONCEPT AND APPROACH

The concept of 'Sharing Cities' is based on the digital- and data driven transformation currently in progress and the need for new means of financing and funding to foster integrated solutions which are open, affordable and scalable across cities.

To this end, London, Lisbon and Milan are designated as 'lighthouse' cities while Bordeaux, Burgas and Warsaw are termed as 'follower' or 'fellow' cities. They have come together with clear commitment at both a political and technical level in order to exchange knowledge, information and best practices. 'Sharing Cities' has established a world-class partnership which includes cross-cutting centres of expertise, city network experts, as well as best-in-class niche businesses, big industry, research and design partners, all of whom are renowned for delivering excellence in their particular fields.

'Sharing Cities' has a clear focus on improving testing for common designs which will allow for both industry and cities to collaborate internationally but also to develop more trusting relationships between cities and civil society. A total of three demonstration areas have been selected: Royal Borough of Greenwich in London, Porta Romana/ Vettabbia in Milan, and the downtown area of Lisbon. Bordeaux, Burgas and Warsaw have a clear commitment to validate, test and consider the implementation of demonstrated solutions at the above-mentioned three sites.

Practical and tangible benefits form part of the expected outcome. 'Sharing Cities' project will deliver on 'Ten audacious goals':

- 1 Aggregate demand and deploy smart city solutions
- 2 Deliver common and replicable innovative models
- 3 Attract external investment

- 4 Accelerate take-up of smart city solutions
- 5 Pilot energy efficient districts
- 6 Shift thinking irreversibly to local renewable energy sources
- 7 Promote new models of e-mobility
- 8 Successfully engage with citizens
- 9 Exploit 'city data' to maximum effect
- 10 Foster local level innovation, creation of new businesses and jobs

1.2. OBJECTIVES

'Sharing Cities' has four strategic objectives:

- **Scale:** To prove that correctly designed (and more common) smart city solutions can be integrated in complex urban environments to exhibit their true potential and allow for the significant scale-up and consequent increase in social, economic and environmental value.
- **Digital first:** To explore and prove the extent to which a difference can be made through adopting a digital first and data-driven approach to the improvement and 'connecting up' of existing infrastructure, as well as the design and running of new city infrastructure. Driving the creation of a new set of next stage digital services which will help citizens make better choices in relation to transport and energy efficiency, which when scaled up will enhance the city's ability to hit key targets for mobility, housing, energy efficiency and resilience, and economic development.
- **Open up and accelerate the market:** To understand, develop and trial business, investment and governance models, essential for the true aggregation and replication (through collaboration) of smart city solutions in cities of different sizes and maturities, in Europe and beyond. And through this to accelerate the pace by which we make transformative improvements, and enhance sustainability.
- **Share and collaborate for society:** To respond to the increasing demand for participation; to enhance mechanisms for citizens' engagement; to improve local governments capacity for policy making and service delivery through collaboration and co-design; resulting in outcomes that are better for citizens, businesses and visitors.

‘Sharing Cities’ objectives will be addressed by digital and interconnected measures in each of the lighthouse cities pilot districts. Key activities will be delivered on three levels:

- People – deploy approaches and tools to develop an acute understanding of society, and the means by which they actively participate in making their districts better places.
- Place – solutions in city infrastructure for low energy districts, electrification of mobility and integration of processed and infrastructure. Such measures include: building retrofitting, sustainable energy management system, shared e-mobility and smart lampposts
- Platform – an urban sharing platform (USP) that manages data which is both open and public.



2. ABOUT THIS DOCUMENT

This document describes in the scope of the project and provides details, however it remains at a more general level with regards to the communication plans of 'Sharing Cities'.

It puts forward a vision for communication which plans to guide the main branding and knowledge- sharing activities and forums for the 'Sharing Cities' stakeholders.

The `communication, media strategy` is regularly updated and used for planning, monitoring and reporting on wide-range of issues.

This document has been shared with all local strategy leads (from each city) for comments and subsequently for their comments & inputs.

The current version incorporates the available information provided by the cities concerning their local strategies.

This strategy defines the key communication channels and how they should be utilised so as to reach the relevant target audiences and facilitate the attainment of the ambitious goals of the project.

This document is an instrument to keep all partners informed and engaged in relevant communication activities.

The communication strategy is updated and discussed with all city leads and all partners involved in WP6 during the monthly working webinars, calls. The project coordinator and the communication WP lead in cooperation are coordinating the development of a marketing strategy which goes beyond the objectives of this document.

Work package leads are invited to contribute with relevant information concerning the communication activities. During the design forum calls PMO and WP6 lead are encouraged to contribute with updates and questions. Regular bilateral calls are organised between WP6 lead and work package lead WP2, WP3, WP4, WP7, WP8 to discuss communication matters and collaboration.

The objective is that this strategy provides detailed guidance. Furthermore, plans for communication are to be given in a `bottom-up` and engaging manner. There is a framework proposed by EURO CITIES and cities may also propose further innovative solutions and ideas.

All the partner cities have developed a local communication strategy by M6 (based on the draft communication strategy and guidance of WP6 lead) which is an element of this document (see

Annexes). This activity was performed in cooperation between the WP6 EUROCITIES and the city leads.

Finally, this document initiates the reflection at an early stage of the project vis-à-vis the longer-term sustainability of the ‘Sharing Cities’ results and its legacy.

Routine updates in relation to local communication strategies are foreseen by all partners involved in the online space. Regular communication update calls have also been organised since October 2016 to exchange with relevant partners on the latest communication activities and in particular on event planning.

All communication activities are reported on the basis of guidelines included in this document for every twelve months from the initial submission (M7), reports should be then counted in M 19, on an annual basis so as to adapt to the emerging outcomes and developments.



3. COMMUNICATION APPROACH

The communication strategy is developed and led by EUROCITIES in consultation and coordination with the six city leads as consortium partners. The city leads are in close contact and working in close cooperation with the organisations represented in their cities while EUROCITIES has a coordinative role. EUROCITIES organises also the ex-ante coordination and follow-up of all communication activities of all partners based on the general guidelines set in this document.

Participant Organisations (WP6)

| No | Name | Short name | Country |
|----|--|------------|----------------|
| 1 | GREATER LONDON AUTHORITY | GLA | United Kingdom |
| 2 | Royal Borough of Greenwich | RBG | United Kingdom |
| 8 | CAMARA MUNICIPAL DE LISBOA | CML | Portugal |
| 9 | LISBOA E-NOVA AGENCIA MUNICIPAL DE ENERGIA E AMBIENTE DE LISBOA | LBN | Portugal |
| 11 | INSTITUTO SUPERIOR TECNICO | IST | Portugal |
| 12 | REABILITA, LDA | REAB | Portugal |
| 13 | CEIIA - CENTRO PARA A EXCELENCIA E INOVACAO NA INDUSTRIA AUTOMOVEL | CEIIA | Portugal |
| 14 | EDP DISTRIBUICAO ENERGIA SA | EDP | Portugal |
| 15 | PT INOVACAO E SISTEMAS SA | PT | Portugal |
| 16 | COMUNE DI MILANO | CDM | Italy |
| 20 | LEGAMBIENTE ASSOCIAZIONE ONLUS | LEGAMB | Italy |
| 26 | SIEMENS IT | SIEMENS IT | Italy |
| 27 | CITY OF BORDEAUX | BORDEAUX | France |

| | | | |
|----|----------------|------------|----------|
| 28 | CITY of BURGAS | BURGAS | Bulgaria |
| 29 | CITY of WARSAW | WARSAW | Poland |
| 31 | EUROCITIES | EUROCITIES | Belgium |

3.1.1. PROGRAMME COMMUNICATION TEAM AND COLLABORATION NEEDS RELATIONSHIP WITH OTHER WPs

WP6 is transversal and horizontal in nature as it contributes to all other WPs and should be at the centre of each activity with regards to how communication is organised. EUROCITIES leads on all communication activities, coordinates and provides reports.

At the same time, communication activities run across the entire period of the programme and each partner contributes to it by referring to the plans and achievements of the project at several forums (e.g. events, news items/blogs, and social media). This presumes a strong cooperation among the partners and regular ex-ante and ex-post reporting to the WP in lead.

Targeted communication campaigns and exchanges of information need to be very well organised and become a regular occurrence.

Nevertheless, there are a few Work Packages where collaboration among partners needs to be ensured. This entails:

- WP1 GLA in lead on programme coordination,
- WP5 where EUROCITIES in lead on replication,
- WP2 where Futures Cities Catapult in lead of citizen engagement,
- WP3 on technical measures and development
- WP4 on the urban sharing platform
- WP 7 UrbanDNA in lead on business models and funding
- WP8 on monitoring and evaluation

*During the first year of the programme EUROCITIES has found it challenging to get partners to engage and communicate about their plans, achievements and developments. To tackle this issue EUROCITIES has created an **interactive guide** for partners. This guide indicates the steps partners should take when they have a new development, a new guide/publication, when they*

*attend events or are approached by the media. The objective of this guide is essentially to invite partners routinely contribute regular updates to EUROCITIES with regards to developments in their specific WPs. This will allow the communication lead to disseminate information and promote the programme in a timely fashion. The guide can be found on Google Drive as **annex 8** (<https://drive.google.com/open?id=0B0JZvVv8ax4uTDZZMEYzTkVlaDQ>) to experience the interactivity the guide needs to be downloaded.*

Partners received a presentation of the interactive guide and are reminded to follow it during the monthly WP6 update monthly calls. From May, 2017, all WP leads and city leads are invited to submit their contributions (if any) based on this guidance and reminded to do so one week prior to the monthly call.

Another solution in promoting internal communication has been to organise regular communication calls. These calls take place once a month and include an update on communication activities and upcoming deliverables from EUROCITIES, as well as an exchange about upcoming events participation.

3.1.2. LOCAL COMMUNICATION STRATEGIES

The communication strategy applies the concept of subsidiarity within the aspiration of its goals. The take-up of results will require a coordinated, coherent approach with an emphasis on local level communication. EUROCITIES provides guidelines, templates, and coordinates the communication activities in support of successful local outreach. The role of local partners, city leads in promoting, proactively engaging; and delivering on communication and media activities is essential. The WP leader EUROCITIES ensures that local communication ‘strategists’ in each city receive guidelines for planning and reporting on the communication activities. Cities coordinate their local level communication, informing in advance and reporting their activities to the WP lead. The cooperation among different local partners in the same city will be facilitated by the city lead in strong collaboration with EUROCITIES.

EUROCITIES has also acted as supporting actor in the production of graphic materials (e.g. extra posters for events, locally used event materials) and setting up of local communication platforms (e.g. Milan local website).

3.1.3. COLLABORATION WITH BUSINESSES

The identification of business partners is a primary objective of this project and this aspect relates to WP5 and WP7 targets to ensure that ‘follower/fellow’ cities are supported in finding the necessary means to implement similar solutions in their specific localised contexts.

All partners are to contribute to the mapping of potentially interested enterprises and EUROCITIES will keep an up-to-date database and manage communication with interested companies. As of May 2017, 26 businesses have subscribed to the Knowledge Platform. Italy is the most represented country with 11 businesses; followed by the UK with 6; Belgium and Portugal are third with 2. Other represented countries are: Bulgaria, Finland, France, Germany, Ireland and The Netherlands. The complete list is available in annex 2 (<https://drive.google.com/open?id=1sRxleVn08mJQRhCOUazldLFLH4arsON98In3KNIMeo>).

Social media (e.g. LinkedIn, Twitter) should be strategically and actively used to promote project events, results and to engage with potentially interested businesses. All partners need to provide their concepts in order to engage with interested stakeholders (see 4.2) and liaise with WP6 lead on the developments and support needed.



4. DEFINITIONS

Communication covers all activities related to the visibility and promotion of the project. It includes references to the media and social media activities.

Dissemination and exploitation are closely related to the communication and media activities but refer to more complex definitions which consider other work packages as well.

The terms ‘exploitation’ and ‘dissemination’ are defined under the Horizon 2020 Rules for Participation¹ as follows:

- Exploitation – ‘means the use of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities’;
- Dissemination - ‘means the public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium’
- Marketing: The marketing strategy integrates communications objectives, audiences, channels and messages into actions that further the activities and aims of Sharing Cities.

4.1. OBJECTIVES

The overall aim of the communication WP is to promote the project, its mission and results to a wide group of stakeholders at international, European, national and local levels. Through targeted activities, dedicated communication tools and appropriate communication channels, ‘Sharing Cities’ will be a flagship initiative in Europe and outside in relation to smart cities solutions.

Moreover, the project intends to go beyond the mere dissemination of results, this shall be achieved by supporting the scaling of practical solutions from city district level, to national, European and international level, in cooperation with WP5.

4.2. KEY TARGET GROUPS, STAKEHOLDERS

This WP aims to communicate at the consortium level, national, European and international level and provides local partners with guidelines for communication activities at city and national level.

‘Sharing Cities’ aims to develop and scale-up smart city solutions in an agile and collaborative way, therefore the primary target groups of the project are those close to decision-making in cities.

Cities, at political and technical levels are key players to engage with and a specific work package (WP5) has been dedicated to ensure this as it is not only communication and dissemination but in support of replication.

Other **public bodies**, such as national or city agencies city networks or other levels (regional and national) levels of governments, European institutions are of key in creating conditions for replication due to their administrative, legal and financial power.

The second layer target group is that of **industry and businesses**; those of whom are developing, re-using, promoting smart city solutions and should also be informed and engaged in this process such as large companies, SMEs or start-ups. These companies are principally active on but not limited to key activity areas such as building retrofits, e-car sharing, smart lamppost, smart parking, e-logistics and citizen engagement specialists or app developers.

The third layer of groups is those who are **smart city experts**, working independently or for a **research institute or academia**. These entities can contribute along with being involved in the work itself, they can use their scientific backgrounds to “connect” to the scientific world. NGOs, civil society institutions or business organisations, and the international organisations may also provide further input through their networks and knowledge.

Furthermore, the programme needs to engage with **potential investors, banks, funding agencies** who are primed and ready to invest and to change the game within the smart city market.

The following **key stakeholder categories** are suggested to be used:



CITIES AND PUBLIC BODIES

City politicians

- Mayors
- Deputy Mayors and councillors in charge of specific area (e.g. mobility, smart city)

Technical experts

- Mobility experts (e.g. of engagement opportunity at EUROCITIES Mobility Forum)
- IT, Data, open data, privacy experts (e.g. of engagement opportunity at EUROCITIES Knowledge Society Forum)
- Legal experts
- Energy experts (e.g. of engagement opportunity at EUROCITIES Environment Forum)



ACADEMIA AND RESEARCH

City agencies

- City energy agencies (e.g. of engagement opportunity at EUROCITIES events and specialised conferences)
- City mobility agencies (e.g. of engagement opportunity and specialised conferences)

Research institutes

Universities, academia



NETWORKS AND NGOS

For cities (e.g. EUROCITIES, other European networks and international ones)

For citizen engagement (e.g. FCC, NESTA)

On specific area

- Business networks
- Cyclists network etc.



INDUSTRY AND SMEs

Data lab companies
 Mobility companies
 Building retrofitting
 Smart lamppost companies
 Utilities
 Energy management companies etc.










INVESTORS, BANKS



EIB
 Private banks e.g. Belfius




How **partners** can support the engagement with specific stakeholder categories:

| CITIES AND PUBLIC BODIES | | | |
|---|---|---|--|
| Stakeholder Category | Partner in Sharing Cities | Description | Role/Area of Work |
|  Mayor's Office City Politicians City technical experts |  | The 'Sharing Cities' consortium and project is being co-ordinated by the Greater London Authority and is supported by the Mayor of London Office. | Public Policy Administration Leadership Lighthouse City |
| Politicians – councillors City technical experts Local Authority Testing Ground for new technologies |  | The borough of Greenwich is currently a testing ground for new technology to deliver a better future for local people. | Public Policy Administration Test-Bed |
| Politicians – councillors City technical experts Municipal Authority – City Level |  | Lisbon is one of six major European cities involved in the Sharing Cities project. It's a 'Lighthouse' city. | Public Policy Administration Lighthouse City |







| | | | |
|--|---|---|---|
| <p>Politicians – councillors</p> <p>City technical experts</p> <p>Municipal Authority – City Level</p> |  | <p>The city of Milan is another Lighthouse Smart City in the Sharing Cities Project.</p> | <p>Public Policy</p> <p>Administration</p> <p>Lighthouse City</p> |
| <p>Politicians – councillors</p> <p>City technical experts</p> <p>Municipal Authority – City Level</p> |  | <p>Bordeaux is one of three ‘fellow’ cities in the Sharing Cities Project. This partnership allows for technical insights to be gained and collaborations to be strengthened.</p> | <p>Public Policy</p> <p>Administration</p> <p>Follower City</p> |
| <p>Politicians – councillors</p> <p>City technical experts</p> <p>Municipal Authority – City Level</p> |  | <p>Burgas is another ‘fellow’ city. They are following the process of surveying the project at an intermediate level of endeavour, trying out solutions.</p> | <p>Public Policy</p> <p>Administration</p> <p>Follower City</p> |
| <p>Politicians – councillors</p> <p>City technical experts</p> <p>Municipal Authority – City Level</p> |  | <p>Warsaw is another ‘fellow’ city in the Sharing Cities Project.</p> | <p>Public Policy</p> <p>Administration</p> <p>Follower City</p> |




|  | ACADEMIA AND RESEARCH | | |
|---|---|---|--|
| Stakeholder Category | Partner in Sharing Cities | Description | Role/Area of Work |
| City Energy Agency |  | Lisboa E-Nova is the Energy and Environment Agency. It assumes a global leadership role for WP 3 (Place), which comprises all demonstration activities. | Energy efficiency policy Research |
| University |  | Técnico Lisboa is a member of the Portuguese consortium working on Sharing Cities. | Academia Research |
| Research Institute |  | CEiiA develops implements and operates technological solutions alongside their partners to push innovation in aeronautics, mobility, naval/offshore and automotive. | Research Co-ordination E-mobility mobi.me system – Common technology platform |
| University |  | A member of the Italian consortium working on Sharing Cities. | Academia Research |
| University |  | Poliedra is responsible for the engagement processes and supports the Municipality of Milan for the mobility measures setup. | Academia Research Engagement Mobility |
| Energy Management |  | Ricerca Sistema Energetico is an affiliate of the Italian consortium. | Research Energy Efficiency |

| | | | |
|--------------------|---|--|--|
| | | | Storage Demand Management |
| Research Institute |  | Instytut Energetyki is the Institute of Power Engineering and is a state-owned research Institute located in Gdansk, Poland. | Research Forecasting energy development and programming Generation, transmission, distribution and use of electricity and heat |
| University |  | Imperial College is a partner of London's consortium. | Academia Research |


|  | NETWORKS AND NGOS | | |
|---|---|--|--|
| Stakeholder Category | Partner in Sharing Cities | Description | Role/Area of Work |
| City Mobility Agency |  | London's transport agency and member of consortium. | Planning Co-ordination Collaboration E-mobility |
| University |  | Digital Innovation Company & member of the Milan consortium. | Academia Research Coordination |

| | | | |
|----------------------------------|---|---|--|
| | | | Urban Sharing Platform (Interoperability Platform) |
| NGO |  LEGAMBIENTE | Italian Environmental organisation. it represents the UNEP National Committee for Italy and is one of the leading members of the European Environmental Bureau. | Research International Collaboration Scientific Environmentalism |
| Network of Major European cities |  EURO CITIES | EUROCITIES is a member of the programme consortium. Its role is to enable the partners to replicate, scale up and share best practices. It also leads the related communication activities and aims to boost visibility. | Research Coordination Collaboration Leadership |
| Catapult Network |  CATAPULT Future Cities | Urban Innovation Centre in London. Provides data analysis, modelling and visualisation capabilities to understand and elucidate city problems, while on-the-ground demonstrators in their network of collaborating cities provide opportunities for testing new approaches in-situ. | Research Innovation Citizen Engagement |

|  | INDUSTRY AND SMEs | | |
|---|---|--|--|
| Stakeholder Category | Partner in Sharing Cities | Description | Role/Area of Work |
| Digital Insurance Company |  | Software company which provides a series of digital insurance underwriting tools that reduce risk through their platform. | Research Innovation |
| Data Lab Company |  | Big data and data science specialists. Utilise their open source data platform, applications, and expert team to unlock the power of your data for a better future. | Research Innovation Big Data |
| Engineering Company Building retrofitting |  | Engineering firm which provides a plethora of innovative products & business solutions. | Research Innovation Hardware solutions |
| Energy Management Company |  | The UK's leading demand response aggregator and has been a key player in the UK energy market since 2009. | Innovative energy technology Demand Response R&D |
| Municipal Mobility Authority |  | Municipal Mobility and Parking Company of Lisbon. The performance of EMEL serves the interests of all citizens, guaranteeing the rotation of parking, mobility and traffic safety in Lisbon. | Public Policy Administration Mobility |

| | | | |
|-------------------------------------|---|---|---|
| Energy Management & Utility Company |  | EDP Distribuição is the Distribution System Operator in mainland Portugal. | Energy Management Demand Response |
| Telecommunication s & ICT provider |  | Telecommunications equipment supplier which develops innovative products and services for the ICT marketplace. | Telecommunications ICT Research Innovation |
| Smart Mobility Company |  | Smart Mobility Smart Parking City Logistics company. Supplies smart tools which can dramatically improve the monitoring & management of a city's mobility. | Data platforms Research Mobility |
| Energy Management Company |  | Company which uses the best available technologies for energy efficiency, energy production from renewable sources, green building, mobility, water and waste management. | Research Innovation Energy Demand Management |
| Building retrofitting firm |  | Teicos group specializes in the recovery and redevelopment of the heritage built for public and private clients. | Building Retrofitting & Urban regeneration |
| Energy Management & Utility Company |  | A2A Energia is the trading company of the A2A Group focused on the sale of electricity and gas to large industrial customers, SMEs, condominiums and | Energy & Demand Management |

| | | | |
|------------------------------|---|---|--|
| | | residential customers. | |
| Data Lab & Energy Management |  IT | Siemens Italy, has been chosen as a technology partner of the project by the City of Milan. It will provide Monet, an innovative dashboard developed in Milan laboratories for monitoring and optimisation of energy consumption (electricity and heat) to the Porta Romana district, area object of experimentation. | Big Data Research Innovation Optimisation Data sharing platforms |
| Data Lab & Energy Management |  UK | Siemens UK is an industry partner working in collaboration with its partners in London. | Big Data Research Innovation Optimisation Data sharing platforms |
| Data Lab Company |  | UrbanDNA is a specialist company with trusted globally experienced staff that aspires to work with progressive cities and their industry partners, in collaboration, to deliver better solutions faster to common urban challenges. | Innovation Mobility Building Retrofitting Energy Management |
| | | | |

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|-------------------------------------|---|--|--|
| Building Retrofitting Company |  | Company which has the objective of offering the best price / quality relation to the real estate market in Lisbon. Their focus is the real rehabilitation of building stock and subsequent sale of the apartments still to be rehabilitated. | Building Retrofitting & Urban regeneration |
|-------------------------------------|---|--|--|



4.3. PHASES AND MILESTONES

- Phase 1: Producing draft communication materials and communication strategy
- Phase 2: Establishing the final communication materials and communication strategy
- Phase 3: Building up the results and exchanging information with partners/stakeholders
- Phase 4: Adjusting plans and focusing on dissemination
- Phase 5: Adjusting plans and focusing on impact and scaling-up the project results



5. WORK PACKAGE PROGRAMME

5.1. Objectives

This WP is structured around four principal objectives:

1. Define and implement a communication strategy that will maximise the impact of 'Sharing Cities' to speed up the transformation of EU cities into smart cities.
2. Ensure that 'Sharing Cities' is addressing relevant stakeholders from both city and industry parties at national, European and international level through a wide range of high-quality communication tools and materials, high-level events and related media activities.
3. Ensure that links with other initiatives, projects, networks and events related to smart cities (including current and future Horizon 2020 calls) are established, maximising efficiency of activities and effectiveness for recipients.
4. Support and coordinate the communication activities of the lighthouse and follower/fellow cities, making sure that messages are conveyed to the right target audiences and through the appropriate communication channels.

5.2. Timing

Activities for dissemination are being organised in five phases, with different focus and priorities. The planning is as follows:

▪ PHASE 1: M1-M4

Producing a first draft of communication materials and draft communication strategy. This phase was successfully concluded.

- Drafting a first version of the communication plan and providing a template for local communication strategies
- Logo and graphic charter
- Website (first release)

- Leaflet & roll-ups first design and test print
- General PowerPoint presentation (to be updated throughout the project)
- Setting up accounts on social media
- Press releases on project's launch

▪ PHASE 2: M5-M6

Establishing the final communication materials and communication strategy. This phase was successfully concluded.

- Developing further the communication plan (planning for articles on website, social media, etc.)
- Draft communication strategy including Local Strategies

▪ PHASE 3: M6-M30

Building up the results and exchanging information with partners/stakeholders

- Conference calls/ webinars to follow up results and collect material for communication
- Planning of events for 'Sharing Cities' visibility
- Update and implementation of communication, dissemination strategy
- Building up a list of interested stakeholders (including businesses and cities)

▪ PHASE 4: M30-M36

Adjusting plans and focusing on communication related to dissemination

- Update communication and dissemination strategy
- Encourage partners to prepare for next steps

▪ PHASE 5: M36-M60

Adjusting plans on impact and scaling-up

- Update communication and dissemination strategy, focussing on impact and further information on scale-up opportunities in other cities

- Engage more intensively with potential cities (e.g. to join the knowledge platform) and other stakeholders



Table 1: Indicative timeline for WP 6 first year (2016)

| Work Package 6 programme plan | | | | | | | | | | | | |
|---------------------------------|------------------------------------|----------------------|--------------|------------------------------|-----------------------------------|-------------|---------------------------|-----|--------------------------|--------------------------------|--|--------------------|
| Year 1 | | | | | | | | | | | | |
| Project month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Calendar month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| Reporting periods | | | | RP1 | | | RP2 | | | | | RP3 |
| Phases (milestones) | | | | | | Phase 1 | | | | | | Phase 2 |
| WP6 Communication | | | | | | | | | | | | |
| D6.6 Communication strategy | | drafting | | 1st draft | consultation | 2nd draft | update | | | | | Internal update |
| D6.2 Visual identity toolkit | | | preparation | final version | | | | | | | | |
| Project logo | | | preparation | final version | | | | | | | | |
| Graphic Charter | | | preparation | final version | | | | | | | | |
| Templates | Print | | preparation | final version | | | | | | | | |
| | Digital | | | final version | | | | | | | | |
| D6.3 Promotion tools | | | | | | | | | | | | |
| D. 6.4 Website | | | preparation | Early version | preparation, conciliation process | | First public version | | | | | Knowledge platform |
| D 6.1 and D.6. 3. | English version | | preparation | Final version | Update | Printing | Shipping | | | | | |
| Leaflet | Translated version | | | preparation | preparation, conciliation process | | Final versions | | | | | |
| Roll-ups | | | | preparation | Final version | | Final translated versions | | | | | |
| D6.5 Project videos | | | | | | | | | | | | |
| Promotional video | | | preparation | | Early version | translation | Final version | | | | | |
| D6.7 Press and media activities | | continuous reporting | | | | | | | update on media strategy | | | |
| Press | | continuous reporting | | | | | | | | | | |
| Social media | Twitter | Create | | Twitter strategy | | | | | | | | |
| | Linkedin | | Create | | | | | | | | | |
| | Blog (first) | Create | | | | | Blog strategy | | | | | |
| | Vimeo | | | | Create | | Video strategy | | | | | |
| | Flickr | Create | | promote use amongst partners | | | | | | | | |
| D6.8 Events | | | | | Eindhoven | | | | | Stockholm 7 lighthouse meeting | Barcelona Smart City Expo & Milan annual event | |
| D6.9 | INEA common information activities | | preparation | event attendance | | | | | | | | |
| | | | Organisation | | EIP SCC co-organiser | | | | | | | |

5.3. DELIVERABLES

The table below refers to the planned deliverables with the corresponding numbers as it is stated in the Grant Agreement.

| Number | Title | Lead beneficiary | Type | Dissemination level | Due Date (months) |
|--------------|--|----------------------------------|--------------------------------|------------------------|-------------------|
| D6.1 D6.3 | Leaflets <ul style="list-style-type: none"> 1st English version leaflet | EUROCITIES | Websites patents, filling etc. | Public | M4-M5 |
| | <ul style="list-style-type: none"> Translated/ local language leaflets | EUROCITIES and local strategists | | | M6 |
| D6.2 | Visual identity toolkit Project logo and project graphic charter | EUROCITIES | Other | Public | M3-M4 |
| D6.4 | Website <ul style="list-style-type: none"> First version launch | EUROCITIES | Websites patents, filling etc. | Public | M5 |
| | <ul style="list-style-type: none"> Improved version of website launched | | | | M8 |
| D6.5 | 12 Videos <ul style="list-style-type: none"> Promotional video | EUROCITIES | Websites patents, filling etc. | Public | M6 M36 |
| | <ul style="list-style-type: none"> Video tutorials Infographics video | | | | M36-M48 |
| D6.6 | Media strategy and social media | EUROCITIES | Draft report | Confidential, only for | |

| | | | | | |
|-------------|--|------------|--------|--|-----------------------------|
| | strategy (communication, dissemination etc.) <ul style="list-style-type: none"> • First draft | | | members of the consortium (including the Commission Services) | M4-M5 |
| | Communication strategy (including local/national strategies) | EUROCITIES | Report | Confidential, only for members of the consortium (including the Commission Services) | M6 |
| D6.7 | Press and media activities | EUROCITIES | Report | | M1-M60 continuous |
| D6.8 | Events <ul style="list-style-type: none"> • Pan-European • Lighthouse • Follower/ fellow/ fellow cities • External events | EUROCITIES | Other | | M12- continuous |
| D6.9 | INEA common information activities | EUROCITIES | Other | | M6- continuous |

5.4. MILESTONES

| WP6 Milestones | | | | |
|------------------------------------|---|------------------|----------|--------------------------|
| Milestone number* | Milestone title | Lead beneficiary | Due date | Means of verification |
| 30 | Communication strategy established | EUROCITIES | M6 | D6.1 completed |
| 31 | Creation of the Sharing Cities identity | EUROCITIES | M3 | Logo, templates prepared |
| 32 | Build Promotion & Digital Comms Tools | EUROCITIES | M8 | Project website online |
| | Project's website launch | EUROCITIES | M8 | Project website online |
| * As of the Grant Agreement (p.60) | | | | |

5.5. TRACKING COMMUNICATION AND DISSEMINATION

The Project coordinator and the WP6 leader have agreed to include a section on 'dissemination and communication activities' as part of their routine management reporting between each other and this will be included as an agenda item in the design forum calls.

Partners have been informed at the kick off meeting and are reminded on a regular basis to keep track of results as much as possible of their own dissemination activities, such as articles in newspapers or magazines, pictures of events, etc. These communication materials are shared on the project website and on the other project communication channels.

With early reporting and information sharing the WP leader will be informed of all activities and will be able to adapt the available material and plan forthcoming activities. Incidentally, the information collected will be used to report on publications activities as part of the Periodic Reports to the European Commission.

Role of partners

Through the communication log the WP leader (EUROCITIES) and the Project coordinator (GLA) will be able to regularly monitor key figures related to the success of your communication activities.

5.5.1. KEY MONITORING FIGURES FOR 2016:

▪ **EVENTS**

- Organisation of a Conference: 1, EUROCITIES Sharing Cities annual conference in Milan; attended several other conferences
- Organisation of a Workshop: 4 local workshops (Lisbon, Bordeaux, London, Lisbon-CEIIA); 7 EUROCITIES workshops, 1 joint WP7/ WP5 workshop
- Press release: 13 (11 from cities and partners, 2 from EUROCITIES)
- Non-scientific and non-peer-reviewed publication (popularised publication): 83 (12 from partner cities or other project partners, 5 from European press, 14 EUROCITIES newsletters, 52 from national press)
- Exhibition: Joint conference stall with EIP and lighthouse projects, support actions at Barcelona smart city expo (November, 2016); joint stall and at Stockholm building sustainability event (October, 2016).
- Participation to a Conference: ~25
- Participation to a Workshop: 9
- Participation to an Event other than a Conference or a Workshop: ~20
- Brokerage Event: 1 Smart Cities Brokerage event (Brussels, 11/10/2016)
- Trade Fair: 7
- Participation in activities organized jointly with other H2020 projects: 3 - EIP on Smart Cities and Communities: H2020 Smart City lighthouse projects (Eindhoven, 23-24/05/2016); H2020 Smart City lighthouse projects Replication Initiative (Eindhoven, 25/05/2016), 2016 Info Day on the Horizon 2020 'Smart cities and communities' (Brussels, 23/09/2016)

▪ FLYERS

- 6 versions: English, Italian, French, Polish, Bulgarian, and Portuguese.
- So far EUROCITIES has printed 2000 copies of the English leaflet, and sent 1200 copies to the cities (200 copies each for promotion at international events they might host or they might participate to), while keeping 800 copies for promotion at events attended by EUROCITIES. In November these had all been distributed, therefore 100 extra copies have been printed for the EUROCITIES annual conference.
- Cities have received the design of the local leaflet, but had to print them with their own budget: Italian (~500 copies), French (~1000 copies), Polish (~500 copies), Bulgarian (~300 copies), Portuguese (~300 copies).

▪ TRAINING

- 1 replication training (21-22/03/2016) with 17 participants (2 per partner city + 1 GLA, 1 UrbanDNA, 1 trainer, 2 EUROCITIES).

▪ SOCIAL MEDIA

- Twitter: the Sharing Cities Twitter account now has 585 followers and, there have been 454 tweets. The profile visits in the last month were up to 23.2K.
- The LinkedIn group counts 184 members and 37 conversations.
- Youtube channel: the channel has 14 subscribers. The promotional video in English had 545 views, the French version 67, the Italian version 33, the Polish 21, the Bulgarian 29 and the Portuguese 37. The video of the London-Greenwich webinar (19/01/2017) has 42 views in 4 weeks, the Milan Smart city webinar (16/01/2017) 50 views in 1 month, the Lisbon e-mobility webinar (26 Oct. 2016) 6 views and the Lisbon smart city webinar (30 Nov. 2016) 36 views.
- Flickr: 5 followers and 60 views. However, Flickr only offers a comprehensive analytics of the account only as a paid service so we don't have analytics for downloads, which would be the most interesting information since we use Flickr mainly as a photo repository.

▪ WEBSITE

- One project website: since its release the website has had 8,240 visits until December 2016. In the last month (15/01/2017-15/02/2017) the website had already 1,172 single views.

■ VIDEO/FILM

- 1 promotional video in English with 545 views, 1 French promotional video with 67 views, 1 Italian promotional video with 33 views, 1 Polish promotional video with 21 views, 1 Bulgarian promotional video with 29 views and 1 Portuguese promotional video with 37 views.
- 1 video of the London-Greenwich webinar (19/01/2017) with 42 views, 1 video of the Milan Smart city webinar (16/01/2017) with 50 views, 1 video of the Lisbon e-mobility webinar (26 Oct. 2016) with 6 views and 1 video of the Lisbon smart city webinar (30 Nov. 2016) with 36 views.
- 1 slideshow video to show at events → so far used in Stockholm (?) and Barcelona (14,288 visitors)

■ OTHER

- 9 Roll-ups for EUROCIITIES and cities partners; stickers (500 copies); 2 infographics (communication and replication); 1 business card template; 9 posters for cities events; 1 local poster template for local events; print and online templates (1 Word, 1 PowerPoint, 3 e-mail signatures, 1 banners, 1 InDesign etc.)

■ ESTIMATED NUMBER OF PERSONS REACHED, IN THE CONTEXT OF ALL DISSEMINATION AND COMMUNICATION ACTIVITIES

- Scientific Community (Higher Education, Research): 90+/- linkedin + 165 (twitter f.) + 10.000 (specific publications) + 2705 (through events)
- Industry: 90 (twitter followers)
- Civil Society: 4200 (through events)
- General Public: 104 (Twitter f.) + 967,093 (through national and local press)
- Policy Makers: 142 (Twitter f.) + 557 (through press media actions, ! city today and citymetrics not counted here because no numbers) + 400 (through events)
- Media: 84 (twitter f.) + 42 (through publications)
- Investors: 208 (through events)
- Other:
 - similar projects (90-/+ de LinkedIn) + 250 project coordinators and related personnel (through events)
 - Cities 6,324 (EUROCIITIES contacts – though there's probably media and researchers and policy makers mixed in too) + 1839 cities and local government bodies (through events)



5.6. KEY MESSAGES

This chapter presents several key messages which are central to Sharing Cities. This is to make sure that the programme's communication is shared and coherent throughout the project. The use of strong common key messages ensures that the programme communication has a recognisable voice and strong branding. This goes hand in hand with the programme's emphasis on strong visual branding.

As with any communication, not all messages hold interest for all types of audiences that Sharing Cities shall address. When using these messages WP lead and partners must keep in mind who the target audience is and what their interest is in getting a particular piece of information or message. How can we tailor the same information to a specific target audience? What's the angle which is most interesting to cities, other 'lighthouse' projects, politicians, institutions, investors, media, public etc.

PMO based on a brainstorming (October 2016, April 2017) which took place between the GLA marketing specialist, project coordinator and WP6 and WP7 coordinators produced a draft **Marketing strategy** which gives examples of target audiences, objectives, messages and call for action as described below:

| Target Audience | Objective | Message | Calls to Action |
|---|---|--|--|
| Sharing Cities Partnership | Improve programme coordination & delivery | Working together makes us influential | Check this Matrix and Focus on delivery |
| SCC01 / EIP Advisory Board Sponsors Group | Build and develop Stakeholder Relations to strengthen the support and drive behind Sharing Cities | Sharing Cities can demonstrate that common solutions and joint procurement can better resolve shared challenges | Bring volumes and aggregate to get better deals |
| City Politicians | Raise political awareness and help partner cities' politicians to | To maximise impact and benefits of sustainable investment Sharing | Transform your cities through global urban cooperation |

| | | | |
|--|--|---|--|
| | collaborate on an equal footing | Cities' leaders must be united in their resolve to act together | |
| Parliaments Governments (Local, Regional & National) European Commission | Embed Sharing Cities thinking and practise within public policy and the priorities of public agencies and executive bodies | The replication of Sharing Cities solutions can lead to better planning and governance supporting jobs and growth | Generate €500m of investment levered by public innovation funds |
| Businesses Investors Public Funders | Attract investment in common solutions to boost sustainable urban growth and prosperity | Smart cities present great opportunities for businesses to grow the market through large urban contracts | Invest and Innovate to Transform Cities and Track our Calls to Tender |
| Press Public | Build public support for ultra low carbon buildings and mobility that share data | Citizen-focused Sharing Cities improve quality of life and the environment while reducing energy costs | Go to our website, find out what's happening in your city and be a part of the digital social market |

In the communication strategy, the suggested key stakeholders, key messages, engagement forums and related WPs had been identified as below. The marketing strategy will work further with these stakeholders and map them more precisely.


5.6.1. KEY STAKEHOLDERS AND MESSAGES

The following key stakeholder categories are suggested to be used by WP6 lead:


|  CITIES AND PUBLIC BODIES | | | |
|--|---|--|--------------------|
| Stakeholder category | Key messages | Engagement forums | WP support content |
| City politicians Mayors | <p>Re-usable/ replicable solutions are developed on the smart city area which can help decision-makers to save costs (time, acquiring expertise, tested solutions and products – lower price/lower operational costs).</p> <p>Piloting, demonstration areas bring learnings about legal, technical enablers and barriers etc.</p> <p>The smart measures, solutions and tools can improve the quality of life, supports reduce CO2 emissions, lower electricity consumption and costs</p> <p>Engaging with investors, attract funding for the right purpose</p> <p>City data management</p> <p>Smart city strategy, governance</p> <p>Innovative businesses, local ecosystem, job creation</p> | <p>One to one politicians' meetings (e.g. EUROCITIES context or twin relations between cities)</p> <p>High level events, organised events or workshops</p> | all |
| Deputy Mayors and councillors in charge of specific area (see below) | | | all |

| | | | |
|---|--|---|---|
| Technical experts: Mobility experts | <p>New models for e-mobility</p> <p>Shifting to electric mobility fit with overall the mobility plan</p> <p>Successful business models, challenges</p> <p>How to engage successfully with citizens etc.</p> <p>Procurement (e-cars, e-bikes sharing) and tested relations</p> | Specialised forums, webinars | <p>WP3</p> <p>WP2</p> <p>WP5</p> <p>WP8</p> |
| Technical experts: IT, Data, open data, privacy experts | <p>Urban data sharing platform</p> <p>Learn from examples</p> <p>Challenges around privacy</p> <p>Open data strategies and interoperability, standards</p> | Specialised forums, webinars | WP4 |
| Technical experts: Legal experts | <p>Innovative procurement</p> <p>Long term investments</p> <p>Joint procurement</p> | Specialised forums, webinars | all |
| Technical experts: Energy experts | <p>Shift to renewable energy sources</p> <p>Less CO2 emissions</p> <p>Innovative technologies</p> | Specialised forums, webinars | all |
| Citizens! (media) | <p>Simple messages: healthier environment, one individual matters- game changers, change agents, sustainable, cheaper- lower enegy consumption and bills.</p> <p>On ground demonstration, real change at first-hand</p> <p>How cities lead on change, working together with stakeholder, industry, citizens to deliver better future for our cities and people</p> <p>Cities collaborate, changing the game,</p> | Grassroots organisations, start-ups, SMEs and media | <p>all</p> <p>WP2</p> |

| | | | |
|---|--|--|------------|
| | Innovative solutions and cities Use of EU and taxpayers money used to prevent future expenditures | | |
| National governments (politicians) | New legal framework needed (energy), experience with funding, role of national governments - supporting mechanisms | High level meetings and technical level (at specialised conferences) | all WP5 |
| EU level: EC, EP | New innovative framework and support | EU events | all |
| International organisations: OECD, UN, ITU etc. | Cooperation framework | | |


|  | ACADEMIA AND RESEARCH | | |
|---|--|---|--------------------------|
| Stakeholder category | Key messages | Engagement forums | WP support content |
| City agencies | Cleaner environment, better quality of life (see as for cities) | Specialist forums, webinars, cities | all |
| City energy agencies | Opportunity to learn from good practices, pilot energy efficient districts – cities leading the change of behaviour, measurable impact | Specialist forums, webinars, cities | WP3 WP8 |
| City mobility agencies | Finding similar business models, learn from examples | Specialist forums, webinars, cities | WP3 WP5 WP8 all |
| Research institutes | New innovative solutions demonstrated | Specialist forums, webinars, scientific | WP3 |

| | | | |
|----------------|---|---|-------------------------------------|
| | | <i>papers</i> | WP8 Advisory Board all |
| Universities | New innovative solutions demonstrated, impact and indicators etc. | <i>Specialist forums, webinars, scientific papers</i> | WP3 WP8 Advisory Board all |
| Other academia | New innovative solutions demonstrated, impact and indicators etc. | <i>Specialist forums, webinars, scientific papers</i> | WP3 WP8 Advisory Board all |

|  NETWORKS AND NGOS | | | |
|---|---|--|--------------------|
| Stakeholder category | Key messages | Engagement forums | WP support content |
| Networks of cities | Cities through collaboration save time and taxpayers money as they find solutions to common challenges (e.g. looking at existing, working business models, practices) | <i>EUROCITIES – as partner</i> <i>With other networks – other lighthouse projects (Fraunhofer, Energy Cities, ICLEI etc.)</i> | all |
| Networks for citizens, | Things are about to change- better quality of life; cleaner air, security | <i>Hackathon events</i> <i>Residents meeting in</i> | WP2 |

| | | | |
|---|---|--|------------|
| grassroots organisations | <p>through support by the city: check out the new things, show that is worth, express your interest in what you what to see changing (e.g. mobility)</p> <p>Privacy- better use of your data, city supports better use, strategic use for better services etc.</p> | the demonstration area | WP5 all |
| Specific area networks: Cyclist networks | <p>Cyclists are an integral part of the urban mobility mix. They are emissions-free, provide health benefits, improve citizen's quality of life and the liveability of cities. Cycling should be on an equal-footing with other partners within the mobility system</p> <p>Investments in cycle infrastructure are less expensive than those for motorised traffic or public transport. One can say that you get more 'bang for your buck'</p> <p>Electric bike sharing is reducing costs for an individual user and makes possible for all to ride a bike (also on hilly places)</p> | <p><i>Behaviour-Change Campaigns</i></p> <p><i>Bike Share Schemes</i></p> <p><i>Cycling Data Collection</i></p> <p><i>Webinars</i></p> | |
| Specific area networks: Business networks | <p>Smart city professionals, organisations and business require a platform and structure in place to showcase their projects and to connect with both public governments and service providers to collaborate, share innovative ideas and promote smart city events</p> | <p><i>Business Conferences</i></p> <p><i>Networking Events</i></p> <p><i>Workshops</i></p> <p><i>Trade-Fairs</i></p> | |
| Specific area networks: Association of banks | <p>Many creative and innovative smart city ideas never make it beyond the conceptual phase due to difficulties in accessing the necessary funding. There is a clear need to fill this existing gap. The banking sector can provide stakeholders with a wide</p> | <p><i>Banking Forums</i></p> <p><i>Banking Conferences</i></p> | |

| | | | |
|--|--|--|--|
| | range of financial solutions such as classical loans, pre-financing solutions for grants, bonds and commercial paper, PPPs or leasing to propel such ideas forward | | |
|--|--|--|--|

|  | INDUSTRY AND SMEs | | |
|---|--|--|--|
| | Stakeholder category | Key messages | Engagement forums WP support content |
| | Data lab companies, developers | Exploit city data, business opportunity | <i>Tech events</i> <i>Webinars</i> |
| | Mobility (producer and service operator) companies etc. | Enhancing community's quality of life and economic well-being by supporting and promoting sustainable transport in urban areas | <i>Mobility events</i> <i>Webinars</i> |
| | Building retrofitting companies (SMEs such as Reabilita or Teicos ; construction companies, producers of specialised materials, etc. | The existing building stock in many cities comprises the largest segment of the built environment. It's paramount that measures are taken to initiate energy conservation retrofits to reduce energy consumption and the cost of heating, cooling, and lighting buildings. Furthermore, retrofitting an existing building can oftentimes be more cost-effective than re-developing a site. Newly retrofitting buildings are cheaper to operate, increase in value, have longer life-spans and contribute to a better, healthier, more comfortable environment for people | <i>Building, construction related events – conferences, workshops.</i> |

| | | | |
|--|---|--|--|
| | in which to live and work | | |
| Smart lamppost companies | The lamppost is the latest piece of urban infrastructure which is seen as having great potential to harness the power of the IoT. Equipping them with motion sensors can light up in the presence of a pedestrian or vehicle, improving efficiencies and reducing GHG emissions. Moreover, it's a solution which is affordable, scalable and offers interoperability with other smart city solutions. It is able to monitor air quality, humidity and can be used as an e-vehicle charger if needed | Building, construction related events – conferences, workshops Webinars | |
| Energy management companies, utilities | Cities require support and buy-in from energy management companies and utilities to fully adopt and deploy clean energy technologies. Cross-agency smart energy organisations can enable the optimal use of both public and private clean energy resources | Energy-related conferences, workshops | |

|  INVESTORS, BANKS | | | |
|---|---|--|--------------------|
| Stakeholder category | Key messages | Engagement forums | WP support content |
| Investors - EIB | Smart Cities Are Smart Investments. While there are many clear and tangible benefits stemming from the implementation of smart urban solutions, the necessary funding mechanisms are oftentimes lacking. Investments in Smart Cities can act as the catalyst for the implementation of transformational technologies that | Investor meetings Public-Private Investment Gatherings forums, | all |

| | | |
|-------------------------------|---|---|
| | will lead to more liveable, efficient and sustainable cities, towns and communities. There is a clear need for investment partners to engage with relevant stakeholders to ensure initiatives can get the green light | |
| Private banks e.g. Belfius | The banking sector is a long-standing partner within the urban ecosystems of our cities. Banks finance, lend, support and make assessments; they are closely bound up with progress. They operate at the heart of the urban space and are relationship-enablers in a similar way to other public entities. Banks are now seeing the constant advent of new financing means and risk management – i.e. crowdfunding and ‘green financing’. Linkages with smart cities allows banks to integrate new innovative financial instruments & systems into their existing business models | <i>Banking conferences</i> <i>Public-Private Investment Gatherings</i> |



6. PROMOTION AND COMMUNICATION TOOLS

6.1. PROMOTION TOOLS

A set of promotion tools will help to ensure that 'Sharing Cities' focuses attention on our initiatives and that the brand 'Sharing Cities' makes an impact in key events. These promotion tools will include:

6.1.1. PROJECT LEAFLET

The project leaflet is a business card through which information can be diffused to the outside world, presenting the 'Sharing Cities' objectives, partnership, activities and innovations, solutions and impacts, experimentation cities and vision in a concise manner.

In July 2016, six versions of the leaflet in different language were created. This includes the English version and the translated local versions in Italian, French, Polish, Bulgarian, and Portuguese. So far EUROCITIES has printed 2000 copies of the English leaflet through Style Graphique sprl, and sent 1200 copies to the cities (200 copies each for promotion at international events they might host or they might participate to), while keeping 800 copies for promotion at events attended by EUROCITIES.

In November, these had all been distributed, therefore 100 extra copies have been printed for the EUROCITIES annual conference through an online service suggested by the city of Milan www.pixartprinting.it

The orders for the leaflets will be organised based on the needs to prevent that paper copies become outdated or remain in stock.

The easy-to-print, downloadable English and translated versions are available on the 'Sharing Cities' website as well as on the Google Drive workspace shared by all partners. Partners may use this version to print more copies if necessary.

Role of partners

- *EUROCITIES has delivered the leaflets and is responsible for updating them if needed. EUROCITIES has a stock of English leaflets to promote the project at events. In order to optimise the printing costs, partners are invited to report tri-monthly on their needs for English leaflets so those can be ordered in time.*
- *EUROCITIES has created with the help of local partners the translated versions of the leaflet. These are available to partners to print in as many copies as their local needs demand. EUROCITIES supports partners with the layout of the leaflet in case of necessary updates.*
- *The local partners have taken care of the local leaflets printing.*

Note: The leaflet has been prepared by EUROCITIES (M4) and design of the leaflet has been approved by the GLA as programme coordinator (M5) but due to the legal circumstances (delay in signature of consortium agreement by some partners) the leaflets were not printed till M6. The translations of the leaflets were prepared and a proof-reading and update of contact (programme coordinator) was done in M6-M7 and the local leaflets were printed in M7-M8 by the local partners.

6.1.2. ROLL-UPS

Nine roll-up banners which are to be used for promoting the project at events have been produced. They form a coherent identity with other communication elements in the 'Sharing Cities' brand. The roll-ups convey the project's key messages and promote the website as a source for further information.

They are used at events whereby 'Sharing Cities' should have a strong visibility and presence and these conferences are identified thanks to the event planner (see annex 7, <https://drive.google.com/open?id=13GdT1Zs3OLlxjMWHlzWO53pcmnz7U55BVhzydzm-W3k>).

The WP6 leader takes care of the organisational and shipping costs to all seven other partners. The use of roll-ups at local events is organised and the related costs is bared by the local partners.

Nine project roll-ups have been prepared: London GLA (1), EUROCITIES (2), six cities: Italian- Milan (1), Portuguese- Lisbon (1), English-Greenwich (1), Bulgarian- Burgas (1), Polish- Warsaw (1), and French- Bordeaux (1).

Role of partners

EUROCITIES was responsible for the design in English and production of one-time shipping of the roll-ups after the approval of GLA acting as programme coordinator. Local partners were responsible for providing local translations and shipping to local events.

Note: EUROCITIES has prepared the roll-up design (M4-M5) of the roll-up which has been approved by the GLA (M5) as programme coordinator but due to the legal circumstances (delay in signature of consortium agreement by some partners), production was delayed to M6. Translation of the roll-ups has also been prepared (M5) and the roll-ups were produced in M6.

6.1.3. POWERPOINT PRESENTATION

A template for a **PowerPoint presentation** is prepared as a part of the visual identity of the project. In addition, a standard PowerPoint presentation style has been prepared and shared for use by all partners. Each presentation about the project needs to include the 'Sharing Cities' logo and reference to the project's website. It should contain the EU acknowledgement logo as well.

The purpose of using a standard slide format is to 'Sharing Cities' a common visual appearance for the public.

A general presentation of the programme was prepared (M14) and disseminated by WP lead to all partners. This presentation describes the programme in different chapters that are moduable depending on the specific needs of the partner and depending on the target audience he/she is speaking to.

EUROCITIES is responsible for sharing this presentation and updating it. Partners are tasked with feeding updated information regarding their specific areas. The presentation was shared on the shared Google Drive working space: <https://drive.google.com/open?id=0B0JZvVv8ax4ub1N0bXR3U1J2RDg> Partners have also been informed during a monthly communication update.

Partners have produced several presentations and the links to those presentations are the following:

- <https://drive.google.com/open?id=0B2UszkAxtoidINzZ0ZMSIZJYW8>

Role of partners

EUROCITIES was responsible for the production of one standard PowerPoint presentation of ‘Sharing Cities’ and one standard template for partners to use. EUROCITIES will also be responsible for the update and sharing of the presentation. Partners are requested to use the standard templates when attending events and giving presentations on behalf of the project.

Note: EUROCITIES has prepared a template for a PowerPoint presentation (M4-M5) and made a standard presentation with general content (M14).



6.1.4. VIDEOS

▪ PROMOTIONAL VIDEO

Early engagement is essential for 'Sharing Cities' to 'Sharing Cities' awareness` regarding the project`s ambitions and allow for opportunities to be discovered e.g. by other potential scale-up cities.

Therefore, a standard promotional video of 1-3 minutes has been developed (M5-M6) to promote the cities and their plans for smart city solutions, unique approach of the project and allow visibility of the different cities participating and raise awareness about the project. This video is published on the website of the project and serves as a first general introduction to any visitor. The video is also publicly available on the **Sharing Cities Youtube channel** and is regularly use at events. The translated versions of the video are also displayed and used in all consortia languages.

The promotional video is available at:

For the subtitled version:

- `<iframe src="https://player..com/video/167420601?title=0&byline=0&portrait=0" width="640" height="360" frameborder="0" webkitallowfullscreen mozallowfullscreen allowfullscreen></iframe> <p>SHARING CITIES (English subtitles) from I'arbre ` films on .</p>`

For the original version:

- `<iframe src="https://player..com/video/169246287?title=0&byline=0&portrait=0" width="640" height="360" frameborder="0" webkitallowfullscreen mozallowfullscreen allowfullscreen></iframe> <p>SHARING CITIES from I'arbre ` films on .</p>`

Role of partners and timing

- *EUROCITIES was responsible to produce the script of this promotional video. EUROCITIES has organised and covered the costs of recording.*
- *Cities were asked to provide videos and availability for interviews and translate the scripts to their languages. EUROCITIES provided the voice over and the editing, production of the video.*

Note: EUROCITIES has prepared a script and plan for the production in early March for the promotional video and took advantage of the replication training to record the content for the video. The English video has been prepared with and without subtitles (M5) and shared with all partners (M6). The translated versions of the video were prepared in M7.

▪ VIDEO TUTORIALS ON THE SOLUTIONS

A series of video tutorials will be developed to highlight the six interventions that will take place within lighthouse and follower/ fellow/ fellow cities in partnership with businesses. These video tutorials will highlight **the solution being developed and/or replicated, its impact, its costs and its benefits for the beneficiary city and/or for citizens.**

The videos will be in English with subtitles into the five other languages if relevant.

| Number | Location | Participants | Indicative deadline |
|--------|----------|--------------|---------------------|
| 1 | London | | |
| 2 | Lisbon | | |
| 3 | Milan | | |
| 4 | Bordeaux | | |
| 5 | Burgas | | |
| 6 | Warsaw | | |

▪ INFOGRAPHICS VIDEOS ON THE PROCESS OF REPLICATIONS

A series of infographics videos will be developed to explain the **process of replication in practice**. These infographics videos will show **how lighthouse and follower/ fellow/ fellow cities have worked together and managed to transfer and replicate solutions from one city to the other**. Unlike tutorial videos that focus on the solutions developed, these videos will focus on the **process of replication**. In total at least three of these videos will be produced.

The videos will be in English with subtitles into the five other languages if relevant.

| Number | Location | Follower/ fellow/ fellow cities | Indicative deadline |
|--------|----------|---------------------------------|---------------------|
| 1 | London | | |
| 2 | Lisbon | | |
| 3 | Milan | | |

Role of partners and timing

The videos will be produced in the different locations and dates, logistics to be organised by local partners.

EUROCITIES has collected recordings from the three peer learning visits (M11-13) and will, after reviewing the material, propose a plan and script for these videos.

The showcased solutions will be selected in cooperation with the partners.

EUROCITIES ensured the selection of the video recorder and will follow up the professional production of these videos.

EUROCITIES has produced and will produce Twitter capsules with short videos and short interview materials.

6.2. Communication tools

6.2.1. PROJECT STYLE GUIDE

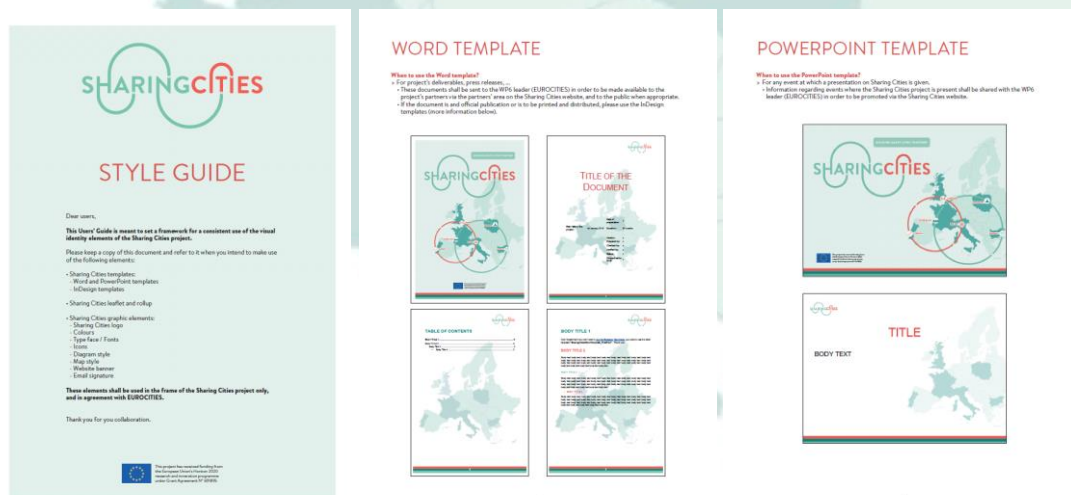
The project identity relates to the appearance and visibility of a project towards its external stakeholders. The Sharing Cities 'Style Guide' aims to ensure a distinctive and unique look for the

Sharing Cities project and to establish a strong, common and recognisable 'Sharing Cities' brand, which will be used for all 'Sharing Cities' communications on an international, European, national and local level.

The 'Style Guide' sets a framework for a consistent use of the visual identity elements of the project. The following elements are included and shall be used in agreement with EUROCIITIES:

- Sharing Cities templates for print and digital communication:
 - Word and PowerPoint templates
 - InDesign templates
- Sharing Cities leaflet and rollup
- Sharing Cities graphic elements:
 - Sharing Cities logo
 - Colours
 - Type face / Fonts
 - Icons
 - Diagram style
 - Map style
 - Website banner
 - Email signature

Figure 1: Sharing Cities Style Guide



INDESIGN TEMPLATES

What is InDesign?
InDesign is a desktop publishing software application produced by Adobe Systems. It can be used to create works such as posters, flyers, brochures, magazines, newspapers, and books.

When to use the Indesign template?
→ Sharing Cities brochures and publications
→ Sharing Cities Newsletter

You need to have a license in order to use the latest version of InDesign. If you don't, please inform the WPO leader (EUROPTES), who will:
→ either provide your publisher with the InDesign template
→ or put the provided text in the right format (this will have to be planned at least two months in advance)

BROCHURE DESIGN



INDESIGN TEMPLATES

NEWSLETTER



LEAFLET AND ROLLUP

The project's leaflet and rollup are available in six languages: Bulgarian, English, French, Italian, Polish, and Portuguese.

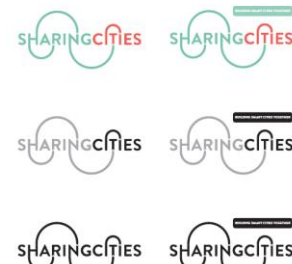
When to use the project's leaflet and rollup?

- For any promotional activities
- Information regarding these activities shall be shared with the WPO leader (EUROPTES) in order to be promoted in the Sharing Cities website
- The City leads will receive the rollup in local language and a defined number of leaflets in English and local language. They shall distribute the leaflets among the local project's partners, according to their needs, and manage the placement of the rollup when necessary
- The printing of additional leaflets is to be planned at least a month in advance

LEAFLET DESIGN



LOGO

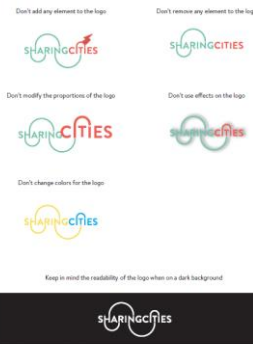


DO
→ Use our official, unmodified Sharing Cities logo.
→ Make sure the logo is readable.
→ Allow for at least the minimum buffer space around the logo.

CLEAR SPACE
The logo must be surrounded by a minimum amount of clear space equal to the size of the 'S'.
No visual elements may be placed in this area.



MISUSAGE OF THE LOGO



COLOURS

| Dark Green | Medium Green |
|------------|--------------|
| C: 100% | C: 50% |
| M: 20% | M: 45% |
| Y: 40% | Y: 35% |
| K: 0% | K: 0% |
| P: 0% | P: 0% |
| G: 15% | G: 15% |
| B: 12% | B: 15% |
| #006400 | #008000 |

| Dark Red | Medium Red |
|----------|------------|
| C: 0% | C: 0% |
| M: 85% | M: 75% |
| Y: 40% | Y: 40% |
| K: 25% | K: 0% |
| P: 0% | P: 0% |
| G: 15% | G: 15% |
| B: 12% | B: 15% |
| #C00000 | #E00000 |

FONTS / TYPEFACE

Main style

BRANDON TEXT REGULAR
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

BRANDON TEXT BLACK
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

You need to purchase this font: <https://www.myfonts.com/fonts/bvd/fonts/brandon-text/>

If you don't want to purchase the Brandon Font you can also use:

HELVETICA LIGHT
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

HELVETICA REGULAR
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

HELVETICA BOLD
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

Or

ARIAL REGULAR
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

ARIAL BOLD
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz0123456789

ICONES



10 AUDACIOUS GOALS

1. Aggregate demand and deploy smart city solutions
2. Deliver common and replicable innovation models
3. Attract external investment
4. Accelerate take-up of smart city solutions
5. Pilot energy efficient districts
6. Shift thinking increasingly to local renewable energy sources
7. Promote new models of a mobility
8. Successfully engage with citizens
9. Engage 'city state' to maximum effect
10. Foster local level innovation, creation of new businesses and jobs

MAP STYLE



DIAGRAM STYLE



WEBSITE BANNER



EMAIL SIGNATURE



The Style Guide was disseminated to all ‘Sharing Cities’ partners and is available to all partners on the Google Drive. The leaflet is available on the public part of the website in a downloadable pdf format. All partners were asked to clearly refer to the European funding source when presenting project results and follow recommendations from the European Commission.

Figure 2: Acknowledgement of the EU funding and EU emblem

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 691895



Role of partners

- *EUROCITIES was responsible for developing and sharing the project identity and Style Guide. These documents are made available on the shared Google Drive, and on the Team’s area of the website.*
- *‘Sharing Cities’ partners are requested to use them when relevant for the project as often as possible. Partners are invited to consult and report on their use of graphic identity e.g. on website, event and EUROCITIES provides a one-stop shop, primary access to all communication materials.*
- *For scientific articles prepared in the context of the project the following sentence should be included: "This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 691895".*

Note: The complete visual identity has been prepared by EUROCITIES (M4- M5) and made available for all partners.

6.2.2. CONTACT DATABASE AND MAILING LISTS

The contact database contains the persons and organisations relevant to this WP (Annex 1, https://drive.google.com/open?id=1rdUAq-yu_IK9e-ka6P3CnnL_X0ev8-IYBiQQo7rzQN4).

Mailing lists are available on the internal area of the website and will be updated when necessary and shared with the 'Sharing Cities' project's partners to keep all partners informed of eventual changes.

There are 2 types of mailing lists:

- **Internal mailing list**, with partners of the consortium, managed by the WP6 lead
- **External mailing list**, which will be composed of stakeholders who have expressed an interest towards 'Sharing Cities' activities and will be kept informed of the results and events of the project. It includes all members who expressed an interest in joining the learning platform. The latter will be updated regularly by all partners. This external list is further expanded with the local, regional or national contacts which are to be identified by the local partners during the course of the project.
- **Newsletter mailing list**, composed of all contacts that have subscribed to the Sharing Cities newsletter
- **Knowledge platform mailing list**, the list of contacts that have subscribed to the Knowledge platform on the website. These are ordered by type of organisation (city, non-profit, international organisation, education/academia/research, business/SMES, other). All subscribers are also invited to express their preferences related to the subject, measure and city of their preference.

The contact database consists of several categories: participants to the launch event, city representatives and other stakeholders expressing interest at any event to any of the partners. This list will evolve regularly and will serve only for communication activities.

Role of partners

- *EUROCITIES is responsible for developing and sharing the contact database and mailing lists.*
- *WP6 partners are responsible for providing up to date information.*

Note: EUROCITIES has prepared a mailing list for the work package and a more general one (shared with GLA).

6.3. Digital Communication tools

6.3.1. PROJECT WEBSITE

The ‘Sharing Cities’ project website is the project’s main gateway to the outside world, providing information on ‘Sharing Cities’`s vision, objectives, timeline, solutions, consortium, publications, news and success stories.

The domain name, is www.sharingcities.eu . The domain name has been booked on 8 February 2016 by EUROCITIES. To enhance searching abilities, the following other domain names have been booked:

- www.sharing-cities.eu
- www.sharing-cities.com

Each partner`s logo appears on the website. The logo of each partner can link to the relevant information about the project on the partner`s website, or to the local website. Information about the lighthouse projects partnership is also available on the website.

Role of partners

- *EUROCITIES was responsible for purchasing the domain name.*
- *EUROCITIES as leader on WP 6 established the website with the required functionalities.*
- *‘Sharing Cities’ partners were responsible to provide their logo and links, fill out necessary templates.*
- *Local content and translations were provided by the city leads and local partners.*

Partners are expected proactively engage in the website development and feed it with content, updates, blogs etc.

▪ MAIN AREAS

The website contains main areas:

- Public area
- Internal, restricted areas or options to make accessibility of certain materials restricted to a smaller group of people: 1) partners of the project but also 2) add newcomers, interested parties in certain cases- see Knowledge platform

■ SITEMAP:

| SITE MAP | DESCRIPTION |
|-----------------------------|---|
| Programme (Homepage) | <p>Presents the project (approach, vision, goals, solutions, context with the smart city lighthouse projects). This is an opportunity to subscribe to the Newsletter is also visible on this page. Links to social media (Twitter, LinkedIn and Youtube) are highlighted as well as recent news and events.</p> <p>The promotional video is also uploaded on this page; future videos will be highlighted on this page too (when available).</p> |
| About | <p>This page gives more detailed information on the project.</p> <p>It reaffirms the goals of the project and provides key facts and presents the consortium partners via pictures. The promotional video is repeated here and the project leaflet can be downloaded.</p> <p>The page is also linked to the pages presenting the six partner cities individually.</p> <p>This page is the only one with country flags indicating a professional translation in the 5 languages of the programme (Portuguese, Italian Bulgarian, Polish, and French). As explained above, the rest of the sites allow only the user the option of an automatic Google translation.</p> |
| Team & Community | <p>The team refers to the whole consortium. It is presented in a more structured way (cities, non-profit, industry etc.) showing the logos of each partner. Each logo is connected to the partner individual website. Cooperation with the European Innovation Partnership and other lighthouse projects is also highlighted here.</p> <p>The form to subscribe to the newsletter is repeated here with Twitter and LinkedIn button as part of a call to action section “And you?”.</p> |
| City profiles | <p>A reminder of the lighthouse-fellow cities approach can be found here, links to the individual cities profiles are also provided.</p> <p>The individual city profiles follow the same structure: at the top the user will find a link to the local website, the downloadable pdf version of the</p> |

| | |
|--|---|
| | <p>translated local leaflet and the contacts for the city. The link to the promotional video follows. A paragraph to highlight the city and its context. In the case of the lighthouse cities a description of the implementation area and some numbers on the solutions they will implement.</p> <p>In some cases, as for Milan which is more advanced in relation to the implementation phase, partners have expressed the need to have a local website in the local language as part of the citizen engagement. EUROCITIES had helped these partners develop a simple solution with Wix (an online free platform to build blogs and websites) so that partners could easily manage the content while respecting the visual identity of the project. This process started in November 2016 and is ongoing. Milan plans to deliver a first release of the local website end of January 2017- beginning of February 2017.</p> |
| Smart city solutions | This section presents the structure of the key measures of the project as well as a brief description of each measure. |
| News | A news section with all the latest news on the project, on partners' achievements and interesting events for partners. |
| Events | All Sharing Cities events as well as events where Sharing Cities could have some form of presence (through roll-ups, leaflets or consortium representatives). The events section is divided into events and webinars to make the difference between the two immediately visible (working webinars are not posted on the public website, but if the content is especially interesting an edited video is published as a follow-up news in the news section). |
| Knowledge platform (public but registration required) | <p>This space is especially designed for knowledge sharing. Various forms of content will be stored here and accessible to registered users via a traditional search, via a filter based search, but also due to preferences selected during the registration, pooling documents that meet the preferences criteria and proposing them to the user first. Registration is open as of December, 2016.</p> <p>The knowledge platform is under development and a first release is scheduled for the end of January 2017 (with a few first documents and a simple search only). A second release with advanced research options</p> |

| | |
|-------------------|---|
| | <p>(filters and preferences) will be released in February 2017 and a third and final release is scheduled for March 2017.</p> <p>Videos, images and pdf documents will be available and organised following these categories (extra categories might be added if needed later):</p> <ul style="list-style-type: none"> - By city: Milan, London, Lisbon, Burgas, Bordeaux or Warsaw - By theme: Smart city governance, Smart city planning, Smart city measurement practices and technical implementation or Business models and financing - By measure: Citizen engagement, Energy management, Building retrofit, E-mobility, E-car sharing, E-bikes, E-car charging, Smart parking, E-logistics, Smart lamp posts or Urban platform - By activity: Peer learning visits, Webinars, Videos, Reports, Trainings, Smart city measures and use cases, Scale-up cities or Cooperation with other lighthouse projects |
| Team space | <p>The team space has been filled with all documents useful to the consortium:</p> <ul style="list-style-type: none"> - visual identity and graphic charter: style guide, logos, maps, pictos, document templates, presentation template, e-mail signature templates and video template - communication materials: maps, presentations, leaflet (English), local leaflets, roll-up (English) and local roll-ups - consortium documents - contact lists - event material <p>Since the access rights of this space are linked to the registration for the knowledge platform the access to this section of the website has been delayed. An issue related to the registration has further delayed the access. Full access was available from February 2017.</p> |

■ MAIN CHARACTERISTICS

- The website is attractive, simple and easy to navigate.
- A Google account has been created for consortium partners. Cities/project partners should be able to input information, e.g. contribute to the blogs or link the website to their blogs depending on which solution they have chosen, they are also able to **update**

events (e.g. shared Google calendar style), **news**, **share** and **edit documents** (e.g. Google docs and sheets style) and possibly upload reports.

- The website also includes links, share options dedicated to 'Sharing Cities' pages on social media, e.g. **Flickr**, **LinkedIn**, **VIMEO**, **Youtube** and **Twitter**, as well as blog sites
- The website will include a map where with 'one click' each **city profile** descriptions and key activities in the city can be made available and can be easily updated.
- The website will include a **search tool** for cities, businesses and academia to be able to look for partners and solutions in the Knowledge platform internal section.
- The website will include a dedicated, a **knowledge platform**¹ for cities, companies to find solutions, methodologies and replication-enabling tools. The elements of this platform are only accessible to a specific group of people (restricted access).
- The website is in English and allows **the user to make an automatic Google translation** of the dynamic part of the page to either Italian, Portuguese, Polish, French or Bulgarian to maximise the outreach to local and national target groups in both lighthouse and follower/ fellow/ fellow cities. The static Page (is available in all 6 languages (flags of the page) countries: English, Italian, French, Polish, Bulgarian, Portuguese) of the project (translations were provided by city leads/ partners).
- The website provides **links to other, local (city) websites** where more information will be published on the local languages. A specific local website has been prepared for Milan: <http://sharingcities.wixsite.com/milano>

Note: The ABOUT page of the website has been already developed by end of April on www.sharingcities.eu and the translation of this page was developed shortly after. A first release of the website was published in July 2016, phase 3, which includes the Knowledge platform application, is ongoing as well as regular updates which will be necessary until the end of the project.

Analytics: Since its release the website has had 8,240 visits until December 2016. In the first months of 2017 (27/01/2017-27/04/2017) the website had already 6,105 single views and 3,930 visitors. Visitors connect primarily from the three lighthouse cities (Milan, London and Lisbon) and Brussels showing a greater interest from the cities involved, while visitors from the fellow cities are lower in the list. Direct links (1,994 visits) and search engines (Google with 3,044 visits)

¹ The structure for the learning platform can be inspired by <http://www.enigma-project.eu/en/Learning-Platform/Overview/>

are the two main arrival points, however social media is naturally another entrance point: Twitter (189 visits), LinkedIn (77 visits) and Facebook (69 visits). The top visited pages are: homepage (6,056 visits), the about page (1,245 visits), the solutions description (1,065 visits), the join the team (992 visits), the city profiles (954 visits), the events (745 visits), the news (533 visits) and the Knowledge Platform (515 visits).

So far (April 2017) we have 90 people subscribed to the Knowledge platform.

6.3.2. TARGET GROUPS

The target groups of the website correspond to its public and internal areas:

The public website mainly addresses citizens and any interested parties in the activities of 'Sharing Cities'. The public website also promotes the project sufficiently to scale-up and engage with other interested stakeholders.

The internal area targets partners of the project and other interested cities who would like to learn more about it (e.g. learning platform).

6.3.3. REFERENCE TO THE PROJECT ON EACH PARTNER'S WEBSITE

In principle, each city partner will develop at **least one page or link to the project**, describing key objectives and contacts. This information can be based on the content which is published in English on the website of EUROCITIES and translated to the local languages. EUROCITIES has helped Milan prepare a local website with an open source and user friendly tool, this will serve as example to other partner cities who would like to develop their local reach further.

On the EUROCITIES website a **one page description** will be published with contact information and with reference to the project as following. The page can be accessed at www.eurocities.eu.

7. MEDIA AND SOCIAL MEDIA STRATEGY

7.1. MEDIA

The media relations form a meaningful element of the communication activities. It refers to all communication activities, for instance interviews involving different forms of public and private media players such as **press, television, radio and other broadcasters** in addition to a more general contribution with **articles to specific magazines and newsletters**. Other relevant forums such as social media are covered in a separate section.

▪ PRESS VISIBILITY TOWARDS THE PUBLIC

Being visible in the press is an important objective of the ‘Sharing Cities’ communication strategy. Press visibility can be crucial for successful replication at national, European and international levels.

There has been a well-organised and systematic contribution to already established newsletters which deal with smart cities and related topics (see examples in annex 5, https://drive.google.com/open?id=10iJqoy3hwwStiP_rPIUjuDJw_LSYRoLAoB5VjISaByo). This will serve to keep the ‘Sharing Cities’ community informed about the project’s progress and intermediate results, as well as enhancing awareness of the ‘Sharing Cities’ brand.

A media database has been created and is regularly updated by EUROCITIES and all partners (Annex 5 Reporting on press and media, https://drive.google.com/open?id=10iJqoy3hwwStiP_rPIUjuDJw_LSYRoLAoB5VjISaByo). This contains media articles and contributions. This will cover not only the Brussels-based, European contacts (e.g. EUROCITIES) but include relevant media players, journalists from ‘lighthouse’ and ‘follower/ fellow’ city countries, other media and international media. The media reporting will be updated in regards of the relevant contacts in the media to promote the project more proactively.

Role of partners

In order to maximise the outreach of ‘Sharing Cities’ media activities, EUROCITIES keeps this media strategy up to date and plans where key target audiences, channels and media opportunities are identified, both at national, European and international level. This is an ongoing role.

In order to have an up to date list the partners are responsible to provide information about their own planned and executed media activities. Local partners are to contact and disseminate at local level all relevant project-related information. This is an ongoing role.

EUROCITIES ensures that results and key milestones of ‘Sharing Cities’ are disseminated to EUROCITIES members and forums via its FLASH, URBAN VOICE) and Smarter Cities newsletters. The FLASH is a monthly publication of the network highlighting the most important news and events for each forum. FLASH is sent to about 3700 recipients. The URBAN VOICE is the network’s public newsletter and it reaches about 3500 recipients. The Smarter Cities newsletter is a specific newsletter of the Knowledge Society forum. First published in December 2016, it promotes every month a digest of all smart-city related events and news from EUROCITIES forum and projects. It reaches about 600 targeted contacts. This is an ongoing role. A Sharing Cities special newsletter was also created with a 3-month frequency to reach out to interested contacts that have subscribed to our Newsletter. The content of the Newsletter includes: a main article with an interview or special focus; a project update; important events and important webinars. The first newsletter was sent in February 2017 to 567 recipients (newsletter and Knowledge Platform subscribers, interested contacts and the consortium partners).

The articles are provided by the ‘Sharing Cities’ consortium members, and are mainly be published on EUROCITIES managed newsletters. The news section of the ‘Sharing Cities’ website contains links to articles published in the abovementioned newsletters. EUROCITIES is responsible for publishing these. This is an ongoing role.

‘Sharing Cities’ also contributes to specialised magazines such as Citymetric, Cities Today or other similar publications targeting smart cities and urban experts and practitioners. Partners are encouraged to take relevant opportunities in their own circles and local environment to promote ‘SHARING CITIES’. This is an ongoing role.

7.2. Social media

A social media strategy is to be visible in key social media and social media accounts on relevant social media networks.

All social media accounts will be strategically collected and used for communication, dissemination and engagement purposes. The key social media accounts are to be stored and updated online (Annex 6: Social media accounts, https://drive.google.com/open?id=1Xlc5H_z0D3MUvplbQ4cHWr2Q_Buv0I8MiYHtycbiW2A)

7.2.1. TWITTER

Twitter is a microblogging platform that allows users to post short messages and chat with other users via their phones or web browsers.

Unlike email or text messaging, these conversations are open. Twitter has the potential to deliver many benefits in support of 'SHARING CITIES's communications objectives.

The Twitter account for the project is created: @CitiesSharing with the following credentials:

Email: Intelligence@London.gov.uk

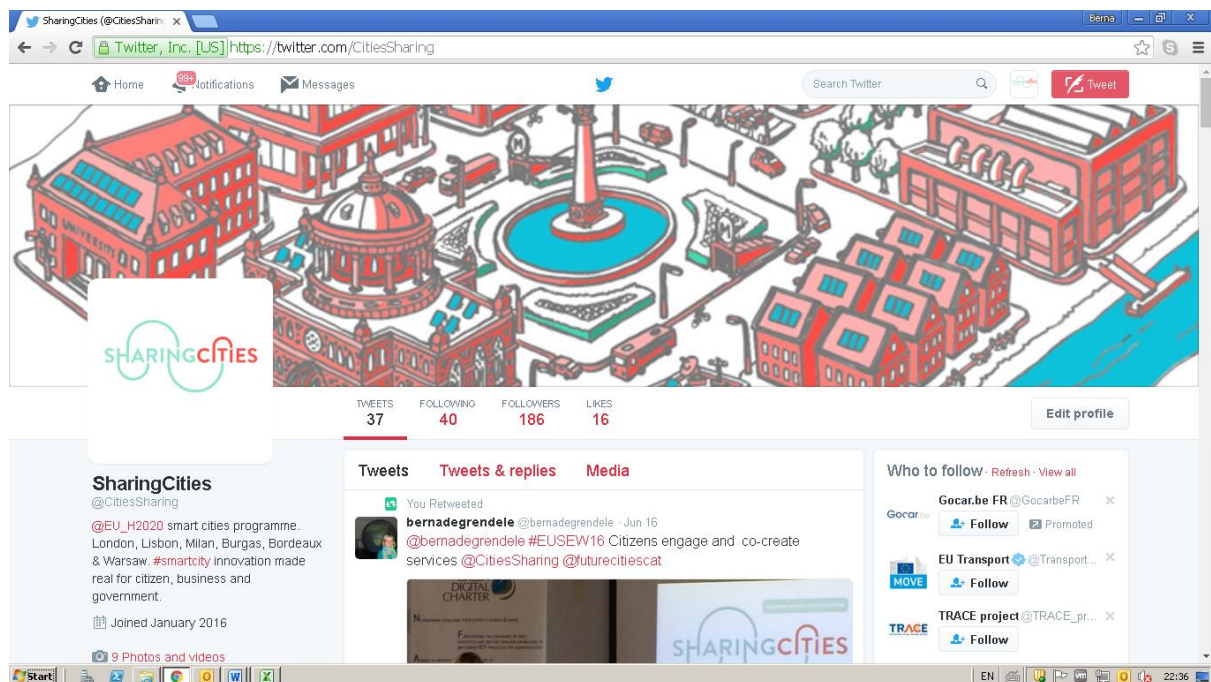
Handle: @CitiesSharing

A Twitter strategy has been prepared by EUROCITIES in March and shared with all partners. A twitter guide was also created in February 2017 to invite partners to use this promotional tool to their advantage. This guide contains:

- technical instruction as to how Twitter works and how it should be used;
- suggestions on which type of content should and shouldn't be shared. Examples are provided;
- a list of other programme contacts that use Twitter, a list of influencers, a list of other projects and initiatives that have interest in similar subjects as Sharing Cities (useful for cross-linking and tagging);
- a list of suggested hashtags and how to use them

The complete guide is available in annex 9 (<https://drive.google.com/open?id=0B0JZvVv8ax4uYlcyVGQ4TEyBLU0>) and was made available to all partners through the shared Google Drive. A presentation of the Twitter guide will also follow at the next update call.

Figure 3: Twitter account & homepage



The 'Sharing Cities' tweets can contain:

- the latest news from the project
- announcement of public events
- news and pictures from meetings or workshops
- news and pictures from tutorials and study tours
- pictures of congestion reduction or energy efficiency (smart cities related thematic) in cities
- retweets from related twitter accounts of initiatives, partners, cities and projects

All partners are invited to follow the project's Twitter account and publish tweets and they are encouraged to re-tweet the existing statements.

As part of the Horizon 2020 Sharing Cities also follows the official Twitter account for the Horizon 2020 programme @EU_H2020. A new hashtag #ResearchImpactEU was recently created to support the H2020 projects and all projects are invited to use it in addition to the official handle whenever they publish 'breaking news' which clearly shows the real impact of the project. Sharing Cities had been added to the @EUJH2020 Twitter list.

Role of partners

EUROCITIES as WP leader uses the Twitter account to promote the project regularly. It is mainly the dissemination activity about most relevant project events and activities. However, Twitter is also used to cross-link with other lighthouse projects and to share relevant news and information about themes that are relevant to the project. Engagement with citizens is a core of WP2 and Twitter will be also a tool for those activities.

EUROCITIES has also compiled a Twitter guide in the form of a Power Point presentation. This can be found in Annex 9, <https://drive.google.com/open?id=0B0JZvVv8ax4uYlcyVGQ4TEExBLU0>.

Partners will provide news bites for Twitter when appropriate.

Partners tweet from their own account and refer to 'Sharing Cities' whenever possible.

In order to coordinate these activities and ensure multiplier effect in communications a database of Twitter accounts was created as part of the Twitter guide.

Partners are to provide links to their own accounts and tweet or re-tweet about the project. As a part of the local language communication cities and other project partners are encouraged and are responsible to reach out to their local community on their own languages.

Partners are invited to use the project Twitter account at their events or when relevant given they have consulted the WP leader.

The Twitter account will be managed continuously throughout the project. This is therefore an ongoing task.

Frequency of messaging:

EUROCITIES ensures that

- at least 1 tweet a day is sent out
- coverage before, during and after each public event
- newsletter or general information for public is available

EUROCITIES has done a preliminary analysis of the twitter follower to compare to the project targeted stakeholders. The result of this analysis is summarised by the following graph:

| | |
|--|-----|
| Personal (of which linked to media 16) | 493 |
| Industry (of which start-up 2, consultancy 10) | 76 |
| Organisation | 46 |
| Other projects | 40 |
| Institutions (local, national and international) | 30 |
| Other | 19 |
| Community | 14 |
| Media | 14 |
| Event | 9 |
| Academia/research | 8 |

The full analysis is available for consultation on the Google Drive and as an Annex 10: <https://drive.google.com/open?id=0B0JZvVv8ax4uRDFVV3hnaUpwdjA>

Suggested messages and actions require to be promoted on Twitter (for a more detailed list please see annex 9, <https://drive.google.com/open?id=0B0JZvVv8ax4uYlcyVGQ4TEExBLU0>):

▪ EVENTS:

There are different types of events:

- The public events, conferences where ‘Sharing Cities’ is present or organising it.
- The events where ‘Sharing Cities’ partners meet or do specific e.g. replication activities together.

All events require a different kind of communication on Twitter but in all cases messaging should be ensured:

- Before the events- to raise awareness or invite people to attend e.g. Don’t miss out our event and register @Citiessharing at [link]
- During the events- to tweet out from an event in order to share what is happening e.g. Anna Lisa Boni giving a speech about smart citizens @Citiessharing
- After the events- to inform about results of the event.

Please refer to the Interactive guide for internal communication (annex 8: <https://drive.google.com/open?id=0B0JZvVv8ax4uTDZZMEYzTkVlaDQ>) for more detailed information on the steps to follow to communicate about events.

▪ NEWSLETTER:

When our newsletter or any media publication is available online then publish a tweet. e.g. Registered for our e-newsletter yet? It's the best way to get the latest news about @CitiesSharing

▪ GENERAL INFORMATION:

When there is any information which can be relevant for the public. e.g. interested in @CitiesSharing project? Learn more with this video [link] or Learn more about @CitiesSharing > Check out the brand-new website [link]

Tip: To shorten a link use <https://bitly.com/>.

Evaluation data is collected using a range of methods:

- Web analytics and click-throughs from URLs in our tweets to track referrals from Twitter to 'Sharing Cities' web pages
- Twitter surveys: regular 'straw poll' surveys on Twitter to ask for feedback
- Twitter data: the follower/ fellow/ fellow/following data presented in our Twitter account
- Third party tools: analytics tools including measures based on re-tweeting (Buffer analytics);

Note: the account was created in M3 and analytics from the first year are positive, though there's room for improvement: the Sharing Cities Twitter had 585 followers (updated February 2017) and there have been 454 tweets. The profile visits in January 2017 were up to 23.2K. The most popular tweets are the ones presenting the lighthouse cities activities, the peer learning visits and the webinars.

7.2.2. LINKEDIN

LinkedIn is a professional social networking service, offering features to promote specific activities through microblogs, or newsletter style posts.

The LinkedIn group has been created in February 2016 (M2) in order to enhance visibility of 'Sharing Cities' among professional networks.

▪ CONTENT:

General description:

‘Sharing Cities’ lighthouse programme aims to be a proving ground for better, common designs for smart cities which fosters international collaboration between industry and cities resulting in affordable solutions. The project will further offer a framework for citizen engagement and collaboration at local level, strengthening trust between cities and citizens.

Description:

Three lighthouse cities (London, Lisbon, Milan) work closely with three fellow cities (Bordeaux, Burgas, Warsaw) in order to deliver solutions and innovative business models to ‘SHARING CITIES’ opportunities for scaling up in more than 100 cities worldwide. The focus is on changing behaviour and attitude to energy consumption through efficiency and conservation measures; implementing and testing enhanced and sustainable ICT-based e-mobility solutions; reducing emissions of air and water pollutants; and increasing the supply of affordable social housing through new construction and retrofitting of existing buildings.

Website:

www.sharingcities.eu

For a more detailed explanation of this social media, please refer to the LinkedIn guidelines available on the Google Drive and as Annex 11: <https://drive.google.com/open?id=0BOJZvVv8ax4uRDZCek9EYWhNajg>

Role of partners

EUROCITIES has published a post on LinkedIn inviting all partners to participate in ‘sharing’. EUROCITIES informed its constituencies about the group which has been created.

Management of the group will remain at EUROCITIES but partners are encouraged to provide input for regular publications and invite potentially interested people and groups.

All members can contribute with posts and share updates.

Members, partners of the project are encouraged to visit the group regularly and ‘like’ content.

Members can advertise the group through their own network and invite others to participate.

In May 2017, a LinkedIn guide has been produced and shared with the programme partners. This was done in reaction to a low participation on LinkedIn as it is a less commonly used social media and therefore less known by the partners. The guide is available on the google drive

(<https://drive.google.com/open?id=0B0JZvVv8ax4uRDZCek9EYWhNajg>) and on the *Sharing Cities website Teamspace*.

▪ FREQUENCY OF PUBLICATIONS:

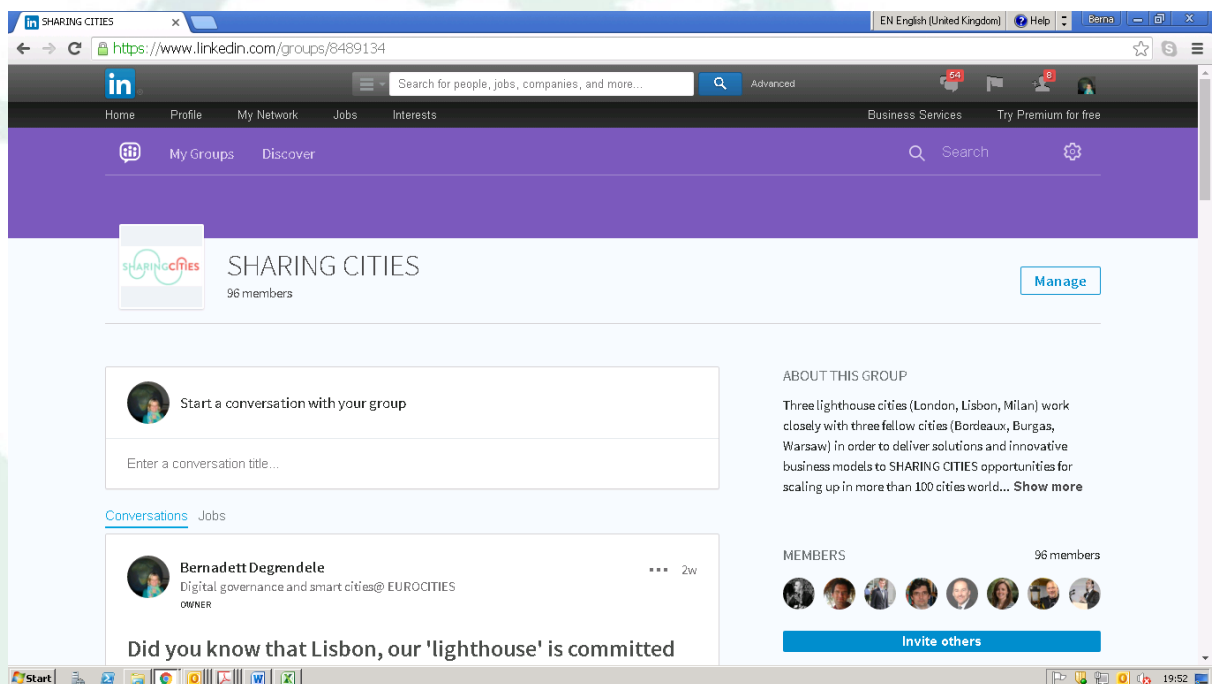
LinkedIn is used regularly to promote the activities of the project and to raise awareness.

It helps to inform with short messages for the interested public on what is occurring at 'SHARING CITIES', including key events and solutions which are developed. This allows the scaling up with cities, getting attention from the industry and academia.

Posting is linked to events, delivered reports or any other interesting messages which would be engaging the relevant stakeholders.

▪ EXAMPLE OF PUBLICATION:

- On 26 February 2016, a first message has been published.



Note: the LinkedIn group accounts for 184 members and 37 conversations in 2016.

7.2.3. BLOGGING

The project coordinator GLA has created a blog space on its own website. Partners are encouraged to create their own blogs about the events and related the project. [This blog spaces can be linked and referred through a project's website.]

Link to the blog of London: <http://data.london.gov.uk/blog/sharing-cities-the-importance-of-values-and-behaviours-in-amongst-the-science-and-process-of-programme-delivery/>

Role of partners

- *Partners should inform EUROCITIES about any blogs which are created or contain messages about the project. EUROCITIES will ensure that at least 1 post in every 1-2 month(s) will be sent out (from M2 till M8)*
- *EUROCITIES will ensure that before and after all events there will be at least 1 post published on LinkedIn (under the project's account). Events refer to Partners are encouraged to promote the project on this forum also under their own accounts and posts but can also send interesting items for publications to EUROCITIES who will take care of posting the message from the project's account.*

7.2.4. FACEBOOK

‘Sharing Cities’ will not have a dedicated Facebook page unless that is required by WP2.

Nevertheless, partners who have Facebook pages are invited to share Twitter posts on Facebook

Cities and local partners can promote the project on their own Facebook sites.

▪ **FREQUENCY OF MESSAGING:**

- *Occasionally*

7.2.5. FLICKR

A Flickr account has been opened to share pictures from ‘Sharing Cities’ events or pictures relevant to the partners. The link to the Flickr account is available on the website. Pictures are public and can be downloaded by all partners. Partners also received the account credentials for upload. Each partner is encouraged to publish the photos taken during any ‘Sharing Cities’ related event.

Credentials:

Login: sharing.cities@yahoo.com

Password: SHARLLM2016

Birthday: 01 January 1981 (no reasons!)

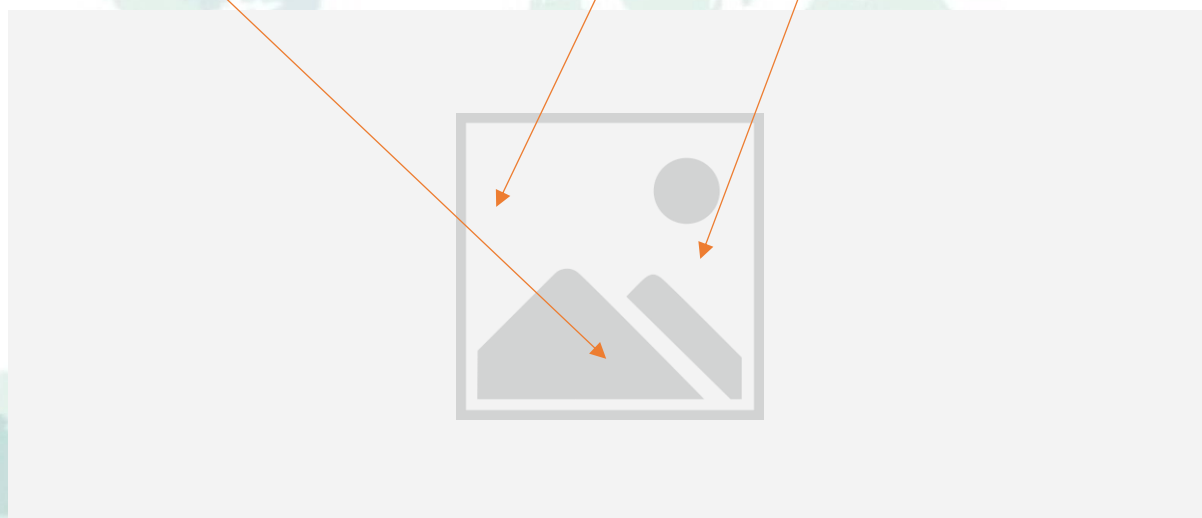
All project partners agree that the pictures taken during any event and uploaded on Flickr can be used and published on the website and used in social media.

7.2.6. VIDEO STORAGE

A Youtube channel has been created for Sharing Cities in M6. The promotional video of the project has been shared on this platform in all its versions (English + all local languages). In addition, following the success of the public webinar, EURO CITIES has decided to publicly share the recordings of the webinars on Youtube as well.

Once logged in you can click on the upload icon (top right of the screen)

Choose the video you want to upload and give it a title, a short description and choose a few key words that will help make it appear on searches. Make sure you have selected the public option.



Once the upload is finished, click publish and share the link on other social media (Twitter etc) and/or share the link with WP6 lead.

Be aware that big files will take a long time to upload or won't upload at all: the maximum file size YouTube can take is 128GB for the most modern browsers, but only 20GB for older browsers.

Note: analytics show that in 2016 the English promotional video had 531 views and the translated ones range from 20-65 views. Webinar recordings views range from 50 to 70.

8. EVENTS

Events are crucial moments to engage with stakeholders, disseminate projects results and best-practices and share replication strategies.

Throughout the project's lifespan, 'Sharing Cities' will organise, co-organise and participate in different events both at local, national, European and international levels. These events will allow for reaching out to different target groups and maximising replication at all levels.

The events can fall into different categories and relevant conferences; seminars are gathered with a common effort online. Having a clear indication on why certain events are relevant for the project will allow consistency and early decision-making in event selection.

The information collected is listed below: (see annex 7 Events planner, <https://drive.google.com/open?id=13GdT1Zs3OLlxjMWHlzWO53pcmnz7U55BVhzydzm-W3k> , continuously updated online and shared with all partners on the Google Drive)

- Date(s) of the event
- Topic, event name
- Location
- Link to the event (if available)
- Target group
- Number of total participants expected
- 'Sharing Cities' participation (who should represent the project)
- Purpose of 'Sharing Cities' to be there and purpose of the event
- Materials needed (e.g. leaflets in which languages and how many)
- Status (confirmed/ under discussion/ dropped)

In conjunction with the bottom-up gathering of relevant events, other self-organised or co-organised events and opportunities are listed in the same structure. The purpose of the event can refer to the type of event e.g. project related event, networking event or knowledge transfer. This labelling of events allows a systematic way of event planning.

‘Sharing Cities’ prioritises events upfront where smart cities are involved, there is a scale-up opportunity and co-organise, facilitate events through EUROCITIES mainly for the stakeholders from cities.

Synergies are established with other events such as the Annual event of EUROCITIES and relevant topics will also be considered e.g. Knowledge Society Forum, European Sustainable Energy Week, the Covenant of Mayors, the Green Digital Charter, the European Mobility Week, the CIVITAS Forums, CITYkeys, OPTICITIES, EUSEW, Open Days of the Committee of the Regions, Smart Cities Stakeholders Platform, European Green Capital, Smart City Expo, events and webinars.

In addition to European and international level events several national and local level events will be monitored and contribution will be considered.

There have been and will be specific events organised in the lighthouse cities and in the follower/ fellow/ fellow cities, e.g. consortium meetings and peer learning visits

Role of partners

EUROCITIES provides information about most relevant events for the EU and international level. Local strategists provide regular update on local (including regional and national) events.

Each partner can provide an idea/ proposal for participation at any event.



9. GUIDANCE AND COLLABORATIVE TEMPLATES FOR THE LOCAL STRATEGIES

The aim of this section of the strategy is to gather information strategically on local communication strategies. It is also meant to establish the means for effectively: communicating and disseminating the experiences of 'Sharing Cities' at local, regional and national levels.

It identifies the key actions and tools available in partner cities to disseminate the experiences of the project to its target groups.

Local level communication is crucial for the success of the project as the purpose is to scale-up and engage with several cities that would follow the example of the members of 'Sharing Cities' and replicate.

There are different levels of engagement which are required at a local level from the partners.

The draft local strategies form a core part of this strategy and are regularly updated in order to efficiently coordinate all activities also at the level of the 6 countries where the cities are located.

9.1. LOCAL STRATEGY COMMUNICATION CONTACT LIST

The local communications strategists are in each of the participating cities and are responsible to plan, report on local communication activities and monitor performance. They are the primary points of contact.

The table in annex 1, https://drive.google.com/open?id=1rdUAq-yu_IK9e-ka6P3CnnL_X0ev8-IYBiQQo7rzQN4, was completed with WP6 contacts from partners and EUROCITIES is responsible to keep it updated with the input from partners. The contacts in this list are EUROCITIES main contact for delivering and reporting on the local communication strategy and for participating in the activities of the communication team.

9.2. TARGET GROUPS: EXTERNAL CONTACT BASE (E.G. NEWSLETTERS)

The following section identifies what target groups partner cities will be able to reach through their own networks of contacts. The table in annex 2, <https://drive.google.com/open?id=1sRxleVn08mJQRhC0UazldLFLH4arsON98In3KNIMeo>, collects these contacts. EUROCITIES is responsible to share the annex (available in the shared Google Drive) and update it on the input from partners. The list contains the name, coordinates of the contact person and whether newsletters and updates on 'Sharing Cities' should be sent.

The target group covers all stakeholders, including those in charge at the city administration and at all levels of government. Furthermore, private and non-profit stakeholders are collected as well. EUROCITIES provides contact to European and international levels but cities are encouraged to provide any contact from those levels as well.

▪ LOCAL ADMINISTRATION

How do you plan to disseminate the learning of 'Sharing Cities' within your own municipality (e.g. to other city departments, politicians...)?

Tip: some cities have set up a group of staff within the municipality who is regularly updated about the project.

Please complete the table with the contact details of key persons within your municipality who might be interested in 'SHARING CITIES'.

▪ LOCAL STAKEHOLDERS

How do you plan to disseminate the learning of 'Sharing Cities' to relevant local stakeholders (municipal companies, transport authorities, universities...)?

Tip: some cities may make use of established forums to disseminate 'Sharing Cities' to relevant local actors.

▪ REGIONAL AND NATIONAL STAKEHOLDERS

How do you plan to disseminate the learning of 'Sharing Cities' to relevant regional and national stakeholders (associations of municipalities, regional authorities, national agencies etc.)?

Please complete the table with the contact details of 1) local administration, 2) relevant local stakeholders, 3) regional and national stakeholders who might be interested in 'SHARING CITIES'.

▪ EUROPEAN AND INTERNATIONAL STAKEHOLDERS

Partner cities can support EUROCITIES in reaching other European and international stakeholders. How can your city contribute to European-wide dissemination?

Tip: Your city might be member of some other international network or have contacts in other municipalities in Europe (e.g. twin cities).

9.3. CONTRIBUTION TO COMMON COMMUNICATION ACTIVITIES (E.G. VIDEO PRODUCTION)

Common communication activities are those which serve a general communication purpose which can be used and published at European and international levels. These materials are primarily published in English and co-produced with EUROCITIES. The video production serves also the purpose of delivering on replication (WP5).

▪ VIDEO TUTORIALS

A series of video tutorials will be developed to highlight the six interventions that will take place within lighthouse and follower/ fellow cities in partnership with businesses. These video tutorials will highlight the solutions being developed and/or replicated, their impact, costs and benefits for the beneficiary city and/or for citizens. The videos will be prepared in English and if necessary translated to the other five languages. Each city will be producing a video based on a standard format produced by EUROCITIES.

The shooting of these videos has started during the peer learning visits in M11-13 and will continue to cover all 6 cities. The recording was done at different dates/ periods in order to reach maximum impact. EUROCITIES started in M14 to view the recorded material to produce a script. A call for an external editing company will be produced for the final product.

▪ INFOGRAPHICS VIDEOS

A series of infographics videos will be developed to explain the process of replication in practice. These infographics videos will show how lighthouse and follower/ fellow/ fellow cities have worked together and managed to transfer and replicate solutions from one city to the other. Unlike tutorial videos that focus on the solutions developed, these videos will focus on the process of replication.

The videos will be in English with subtitles into the five other languages if relevant.

Annex 3: Planning video preparation, https://drive.google.com/open?id=1bD0bpHe3DO4a91wb1nY68Jruf9z08Y_n_fm9h3yX3Ws, will be used to plan the video preparation and script. Partners are invited to indicate the location where the video will be produced and what timeline you would find most appropriate.

9.4. LOCAL COMMUNICATION TOOLS

The purpose of the following section is to identify the main communication channels the city can use to disseminate 'SHARING CITIES'. Partners were invited to fill in annex 4, https://drive.google.com/open?id=1HQ0lzmipWtz7wy1MN32pxv9_Y-7E27f1BxuCXcP3FE, with the following information:

- Local website: Name, link and owner of the website
- Local newsletters
- Other newsletters
- Most relevant local press, indicate if are planning to contact or contacted
- Regional and national local press, indicate if are planning to contact or contacted
- Social media, planned to be used for local communication and engagement with all relevant links and contacts e.g. provide Twitter accounts to be used, LinkedIn

Based on the feedback from each city, a general approach will be developed in order to professionally maintain the website, media and social media relations at the project level.

9.5. MEDIA CONTACTS AND INDICATIVE PLANNING FOR PUBLICATION

This section is to identify **key media coverage** performed and to be expected at local/ regional and national levels. Annex 5, https://drive.google.com/open?id=10iJqoy3hwwkStiP_rPIUjuDJw_LSYRoLaOB5VjISaByo, is shared on the Google Drive for this purpose and all partners are invited to complete it with relevant media coverage that involves Sharing Cities. The reporting on press and media should include:

- Code of the partner
- Name of the partner in charge
- Date (when it has been published)
- Type of communication and media organ
- Name of the publisher media
- Location
- Audience
- Link to content

The purpose of this section is twofold. Each city performs local communication activities and has contacts to local media and press. Reporting on these activities in a coordinated and transparent way each local strategist gathers information on published media items and report online.

EUROCITIES has provided the first example for reporting (**Annex 5, Example**)

The other objective is to plan local media activities in a transparent and well in advance manner. This ex-ante reporting on planned media activities can support the general project communication and strengthen visibility by engaging all partners of the project.

Information to be included (**Annex 5.B**):

- Code of the partner
- Name of the partner in charge
- Date (approximate date or period of planned publication)
- Type of communication and media organ
- Name of the publisher media
- Audience

Media contacts like journalists are also added to the annex.

9.6. Representation at events

This section aims to identify each year already established events and other events that are part of recurrent series (every year, every semester etc.) where ‘Sharing Cities’ could be promoted.

The annex 7, <https://drive.google.com/open?id=13GdT1Zs3OLlxjMWHIzWO53pcmnz7U55BVhzydzm-W3k>, contains the following information: Code of partner submitting the proposal

- Name of partner submitting the proposal
- Date(s) of the event
- Topic, event name
- Category of the event (local, national, international)
- Organiser of the event
- Link to website
- Location
- Target group of the event (e.g. industry, academia, cities)
- Number of total participants expected
- ‘Sharing Cities’ participation (who should represent the project)
- Purpose of ‘Sharing Cities’ to be there
- Materials needed (e.g. leaflets in which languages and how many)
- Status (confirmed/ under discussion/ dropped)

This annex is shared on the Google Drive and all partners are invited to contribute to it. A regular discussion of upcoming events is held during a communication update call to coordinate if, who and how should participate from the Sharing Cities programme. This annex is a living document and is daily updated.

9.7. OTHER DISSEMINATION ACTIVITIES

Please describe any other dissemination activities you may plan to promote and disseminate 'SHARING CITIES'.

Please provide description of the potential, planned dissemination activities.

9.8. LEAFLET

This section identifies the main activities related to the project leaflets at local level.

English leaflets are ready and can be downloaded in a simplified printing format from the website. If updates are necessary, EUROCITIES should be contacted in advance. In addition, printed copies of the English version can be requested 3 months in advance to EUROCITIES.

It is crucial that local partners provide information and estimates about the events as early as possible. This will ensure that arrangements will be made in time and no delay will occur.

Local strategists, cities are offered to choose from two options when it comes to the printing of local language leaflets.

▪ THE LEAFLETS IN THE LOCAL LANGUAGES

Creation of local leaflets

- EUROCITIES instructed the local contact to provide with content for the leaflet and after receiving the local content created the leaflets on the specific language. The local leaflets are now also available online to all partners.

Printing and shipping of local leaflets

- EUROCITIES produced and printed the local leaflet and arranged the shipping to a specific location. Local partners supported with organising the receipt of the shipping and providing/ keeping contact on the local language as necessary.

10. GUIDANCE AND DATA GATHERING TEMPLATE FOR WP LEADS

This section is dedicated to the general communication approach which needs to be established in the project amongst the different work packages. As mentioned under 3.2.1 section on `Relationship with other WPs` there is a need for the communication strategy to be positioned strategically high on each WP`s agenda.

Due to the transversal and crucial success factor nature of WP6, there is a clear need for a high-level cooperation.

Newsworthy items, project activities run across the entire period of the programme and each partner needs to be aware of their responsibility in informing EUROCITIES and even taking initiative to communicate when considering how to be most efficient at their level. The communication strategy gives some guidance in this regard: e.g. how to use social media, plan event participation, website and publications.

The milestones and relevant synergies are to be explored in cooperation between the WP leads by EUROCITIES, supported by the project coordinator.

Questions for WP leads (to be asked from them on monthly basis):

- 1) Is there any work/ deliverable which is going to be relevant for communications, newsworthy in the next month? In the next three months? In the next six months?
- 2) What are the key messages to transfer?
- 3) Who are the key stakeholders to engage with?
- 4) How shall we build up the communication about this? (in cooperation with WP 6 lead to be decided)
- 5) Which channel should we be using for the communication (e.g. news blog, deliverable to be published on the website, conference, social media, newsletter)
- 6) What are the next events you are participating in and what would you need to promote Sharing Cities?

The programme board, design forum calls and the monthly WP6 calls offer opportunity to all partners, including city leads and WP leads to go through the main communication activities and support planning.

ANNEXES

All annexes are available on the Google Drive in an up to date form:

- » **Annex 1 – Consortium contact list**
https://drive.google.com/open?id=1rdUAq-yu_IK9e-ka6P3CnnL_X0ev8-IYBiQQo7rzQN4
- » **Annex 2 – External contacts database**
<https://drive.google.com/open?id=1sRxleVn08mJQRrhC0UazldLFLH4arsON98In3KNIMEo>
- » **Annex 3 – Planning video preparation**
https://drive.google.com/open?id=1bD0bpHe3DO4a91wb1nY68Jruf9z08Y_n_fm9h3yX3Ws
- » **Annex 4 – Local communication tools**
https://drive.google.com/open?id=1HQ0IzmptWrz7wy1MN32pxv9_Y-7E27f1BxuCXcP3FE
- » **Annex 5 – Reporting on press and media**
https://drive.google.com/open?id=10iJqoy3hwkStiP_rPIUjuDJw_LSYRoLAoB5VjISaByo
- » **Annex 6 – Social media accounts**
https://drive.google.com/open?id=1Xlc5H_z0D3MUvplbQ4cHWr2Q_Buv0l8MiYHtycbiW2A
- » **Annex 7 – Events planner**
<https://drive.google.com/open?id=13GdT1Zs3OLlxjMWHlzWO53pcmnz7U55BVhzydzm-W3k>
- » **Annex 8 – Partners steps for internal communication**
<https://drive.google.com/open?id=0B0JZvVv8ax4uTDZZMEYzTkVlaDQ>
- » **Annex 9 – Twitter guidelines**
<https://drive.google.com/open?id=0B0JZvVv8ax4uYlcyVGQ4TExBLU0>
- » **Annex 10 – Twitter followers' analysis**
<https://drive.google.com/open?id=0B0JZvVv8ax4uYnRhenQ0a09Hc0U>
- » **Annex 11 – LinkedIn guidelines**
<https://drive.google.com/open?id=0B0JZvVv8ax4uaVISdUZGLUt1T0U>

ⁱ Source: REGULATION (EU) No 1290/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" and repealing Regulation (EC) No 1906/2006 Retrieved from http://ec.europa.eu/research/participants/data/ref/h2020/legal_basis/rules_participation/h2020-rules-participation_en.pdf on 10 February 2016