



IRIS

Integrated and Replicable Solutions
for Co-Creation in Sustainable Cities

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Communication & Dissemination Plan (M12 update)

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1.0	28/09/18	D10.10 submitted to EC

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Table of Contents

Table of Contents	4
List of Figures	7
List of Tables	8
Abbreviations and Acronyms (in alphabetical order)	9
1. Introduction	10
1.1. Relation to other tasks and deliverables	10
1.2. Deliverable Structure	11
2. IRIS Communication and Dissemination	12
2.1. Welcome to IRIS Smart Cities.....	12
2.2. The importance of communication and dissemination.....	12
2.3. Principals of our approach	13
2.3.1. <i>Dissemination to professional and policy audiences</i>	14
2.3.2. <i>Communication activities</i>	15
2.3.3. <i>The Communication and Dissemination Secretariat</i>	15
2.3.4. <i>Local desks</i>	16
2.3.5. <i>Core communications group</i>	18
3. Project branding and positioning.....	19
3.1. Visual identity	19
3.2. City ecosystem logos.....	19
3.3. Transition tracks and solutions icons.....	20
3.4. Written Identity	21
3.5. Key messages	21
3.6. Key messages variants in lighthouse cities	23
4. Planned activities	25
4.1. Web and social media	25
4.1.1. <i>Irissmartcities.eu</i>	25
4.1.2. <i>@IRISsmartcities twitter</i>	26
4.1.3. <i>LinkedIn</i>	26
4.1.4. <i>Instagram</i>	28
4.1.5. <i>YouTube</i>	28
4.2. Audio-visual.....	29



4.2.1.	<i>Info graphics</i>	29
4.2.2.	<i>Video portraits</i>	31
4.2.3.	<i>Video News Releases</i>	32
4.2.4.	<i>Picture libraries</i>	32
4.2.5.	<i>Citizen journalism</i>	32
5.	News and editorial	33
5.1.1.	<i>Independent articles</i>	33
5.1.2.	<i>Interviews</i>	33
5.1.3.	<i>News items</i>	34
5.2.	Printed supports	34
5.2.1.	<i>Postcard flyers</i>	34
5.2.2.	<i>Posters</i>	35
5.3.	National and international events	35
5.3.1.	<i>Approach</i>	36
5.3.2.	<i>Roles of partners</i>	38
5.3.3.	<i>Organization and communication</i>	38
5.4.	Technical and academic publications and conferences.....	39
5.4.1.	<i>Open Access policy</i>	39
5.4.2.	<i>Peer review journals</i>	40
5.4.3.	<i>Academic conferences</i>	41
6.	Monitoring and reporting	42
6.1.	Tools and methodology	42
6.1.1.	<i>Web and social media monitoring</i>	42
6.1.2.	<i>Publications and events reporting</i>	45
6.1.3.	<i>Collecting highlights, insights and best practices</i>	46
6.2.	Impact of IRIS online activities	46
6.2.1.	<i>IRIS website</i>	46
6.2.2.	<i>Twitter account</i>	48
6.2.3.	<i>LinkedIn account</i>	49
6.2.4.	<i>YouTube account</i>	50
6.2.5.	<i>Instagram account</i>	51
7.	Communication and dissemination in the city ecosystems.....	53
7.1.	Utrecht	54



7.2.	Gothenburg.....	56
7.3.	Nice	60
7.4.	Alexandroupolis	63
7.5.	Vaasa and Santa Cruz de Tenerife	65
8.	Conclusion.....	69
9.	References	70
10.	Annex – C&D actions and metrics.....	71



List of Figures

Figure 1: IRIS PERT diagram	10
Figure 2 Key interactions with other Work Packages	11
Figure 3 Collaboration and exchange to inspire a new generation of European smart cities.....	12
Figure 4 Overview of communication and dissemination principals.....	13
Figure 5 The Dissemination Funnel' with assigned objectives and call to action.....	14
Figure 9 Project Logo concise	19
Figure 10 Project city ecosystem logos – lighthouse cities.....	20
Figure 11 Updated branding of IRIS transition tracks and solutions	20
Figure 12 IRIS project flyer recto & verso with elevator pitch messaging and social media call to action	22
Figure 13 IRIS lighthouse city flyers recto with tailored messaging	24
Figure 14 Website layout on smart phone	25
Figure 15: IRIS tweet posts.....	26
Figure 16 IRIS on LinkedIn.....	27
Figure 17: SlideShare	27
Figure 18 IRIS Instagram account.....	28
Figure 19 IRIS YouTube account.....	29
Figure 20 IRIS YouTube playlists	29
Figure 21 IRIS lighthouse city info graphics	30
Figure 22 IRIS #SmartCityVisions video portraits.....	31
Figure 23 IRIS Postcard flyers.....	34
Figure 24 IRIS Posters.....	35
Figure 24 Open Access to scientific publication and research data in the context of dissemination	40
Figure 25 Social Media Management Software - Social Mention.....	43
Figure 26 Social Media Management Software – Talkwalker.....	43
Figure 27 Social Media Management Software – Hootsuite	44
Figure 28 Social Media Management Software - Google Alerts.....	44
Figure 29 Social Media Management Software – Keyhole	45
Figure 30 – Website visitors' map.....	46
Figure 31 - Top 10 countries of website visitors.....	47
Figure 32 - Top channels for visitors' acquisition	47
Figure 33 – Top locations of IRIS LinkedIn account visitors	49
Figure 34 – Top job functions of IRIS LinkedIn account visitors	50
Figure 35 – Top industries of IRIS LinkedIn account visitors.....	50
Figure 36 – Top company sizes of IRIS LinkedIn account visitors	50
Figure 37 – IRIS YouTube videos metrics	51
Figure 38 – IRIS YouTube traffic source types	51
Figure 39 – IRIS YouTube external traffic source types	51
Figure 40 – IRIS YouTube visitors' top countries	51
Figure 41: Gothenburg ecosystem C&D Planning session November 2017	53



List of Tables

Table 1 Core Communication Contacts	18
Table 4 – Overview of website’s visitors’ activity	46
Table 5 – Overview of IRIS Twitter activity	48
Table 6 - IRIS Twitter Visitors’ Location	48
Table 7 – Overview of IRIS LinkedIn activity	49
Table 8 - Overview of IRIS YouTube activity (1/1/2018 – 31/8/2018.).....	50
Table 5 Utrecht communication audiences	55
Table 6 Utrecht communication channels.....	55
Table 7 Utrecht communication calendar	56
Table 8 Gothenburg local news desk goals.....	57
Table 9 Gothenburg communication audiences.....	57
Table 10 Gothenburg communication channels.....	60
Table 11 Nice Cote d’Azur communication audiences	61
Table 12 Nice Cote d’Azur demonstration site audiences.....	61
Table 13 Nice Cote d’Azur communication channels	62
Table 14 Nice Cote d’Azur communication calendar.....	62
Table 15 Santa Cruz de Tenerife communication audiences.....	66
Table 16 Santa Cruz de Tenerife communication channels.....	67
Table 17 Vaasa communication audiences.....	67



Abbreviations and Acronyms (in alphabetical order)

Abbreviation	Definition
C&D	Communication and Dissemination
CC	Creative Commons
CIP	City Information Platform
CMS	Content Management System
EU	European Union
ICT	Information Communication Technology
PR	Public Relations
RES	Renewable Energy Sources
VNR	Video News Release
WP	Work Package



1. Introduction

D10.10 is a 'Communication and dissemination plan with conference agenda' update that sets out key functions and activities in this domain for the IRIS project (Grant Agreement No. 774199), funded by the European Commission's Horizon 2020 Research and Innovation Program (H2020). This document gives a framework for collaboration and the tools for targeted, effective communications and dissemination. It will be reviewed and updated to remain relevant and evolve with the project.

The plan is administered by a central communication and dissemination secretariat, who focus on engaging European and international audiences. Lead local correspondent(s) in each city ecosystem interact with their partners and the secretariat to develop locally effective actions, respectful of culture, language and objectives. Communication and dissemination is an essential activity throughout the IRIS project lifestyle.

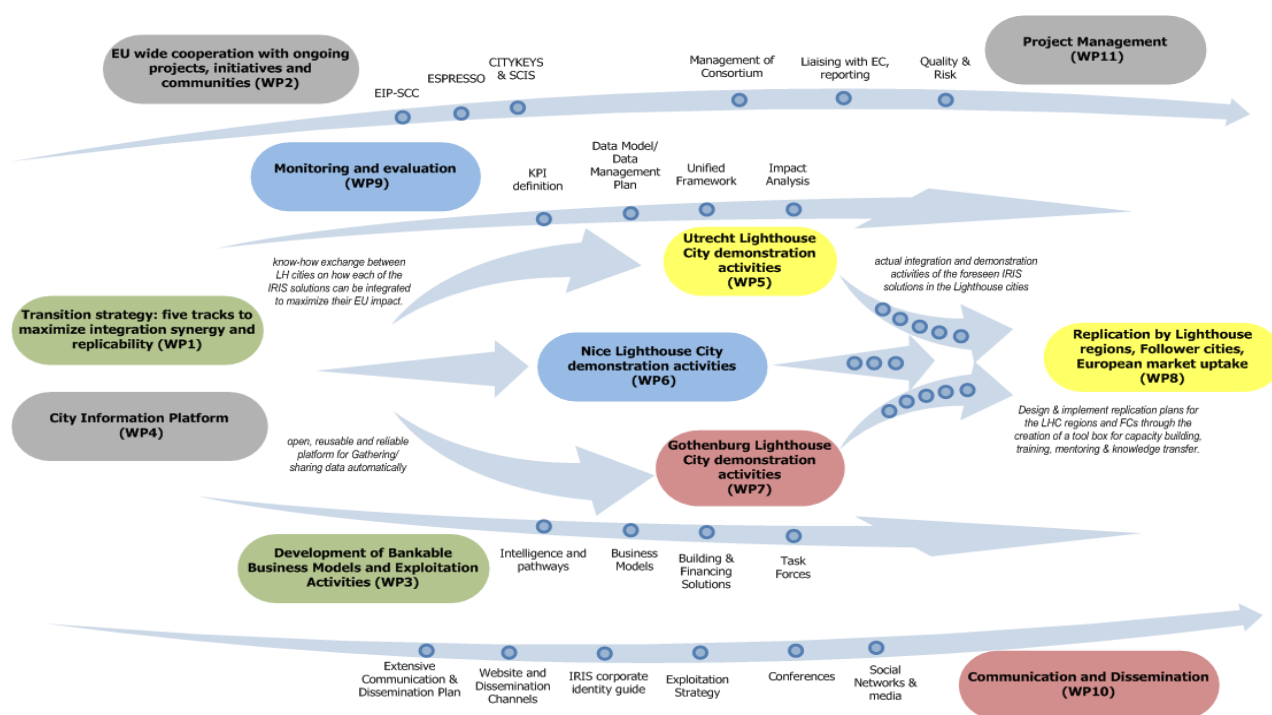


Figure 1: IRIS PERT diagram

1.1.Relation to other tasks and deliverables

This deliverable is part of the WP10 "Communication and Dissemination" and Task 10.1. Communication and dissemination is a vital horizontal activity that supports and interacts with almost every element of the project as Figure 1: IRIS PERT diagram illustrates. Each deliverable and development of the project is a potential source of content, editorial highlight or achievement to profile.



However, standout interactions do exist. Among the transition tracks, ESCI and local desk partners will work closely to support the social innovation and design in citizen engagement and co-creation. At European level, technical and political stakeholder networks also provide a valuable source of visibility and opportunities to profile written and visual content.

A heartbeat of IRIS communication and dissemination activities will be profiling the extensive developments of our three lighthouse cities and accelerating replication and exploitation in the follower cities and beyond. A relationship with WP3 and exploitation will gather momentum during the course of the project and be regularly updated and revised in light of market analyses, monitoring results and commercial potential of IRIS solutions developed.

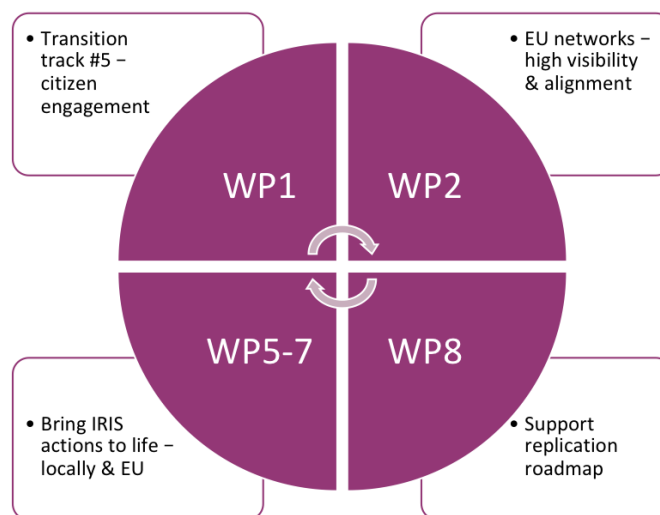


Figure 2 Key interactions with other Work Packages

1.2.Deliverable Structure

The current document is organized in the following sections:

Section 1 – Introduction: an overview of this deliverable

Section 2 – IRIS communication and disseminations: principal elements and organisation

Section 3 – Project branding and positioning: creating a strong identity for IRIS

Section 4 – Planned activities: detail of each action and channel

Section 5 – Monitoring and reporting: on and offline metrics and monitoring

Section 6 – Communication and dissemination in the city ecosystems: insight by city

2. IRIS Communication and Dissemination

2.1. Welcome to IRIS Smart Cities

IRIS is a five-year European funded project developing user-demand driven energy and mobility services; encouraging more collaborative and effective urban planning and governance; as well as validating business models and technical innovations.

The project is founded on large-scale demonstration and deployment of solutions to accelerate entire communities to adopt ambitious energy, mobility and ICT initiatives. By sharing credible results and replicable innovations, IRIS will fuel the smart, sustainable aspirations of cities across the continent.

These initiatives will be lead by lighthouse cities of **Utrecht** (NL, Project Coordinator), **Gothenburg** (SE) and **Nice Côte d'Azur** (FR) and their follower city counterparts **Vaasa** (FI), **Alexandroupolis** (GR), **Santa Cruz de Tenerife** (ES), and **Focsani** (RO). Each city will draw upon a mix of universities and research organisations, local authorities, innovation agencies and private expertise.

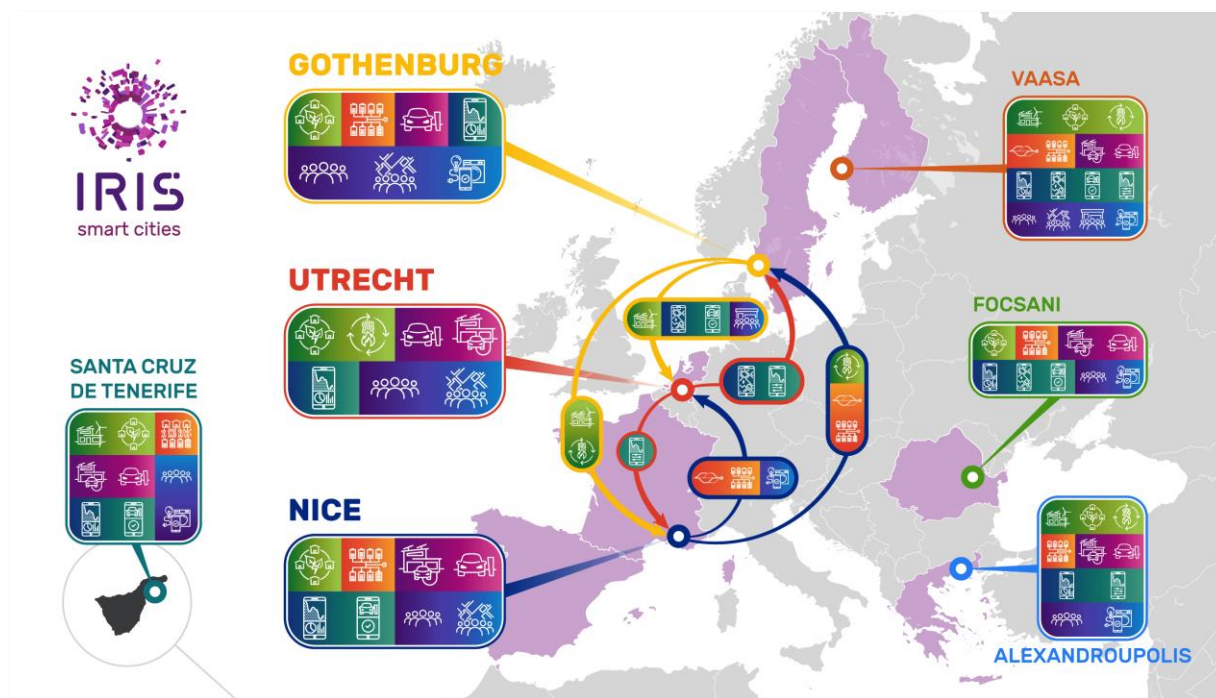


Figure 3 Collaboration and exchange to inspire a new generation of European smart cities

2.2. The importance of communication and dissemination

Communication and dissemination (C&D) actions conducted at a European, national, regional and city level are critical to:

- **Build awareness and trust in IRIS actions and solutions to accelerate replication of smart city solutions among professional audiences and citizens alike**

- Facilitate knowledge exchange and transfer in academia, research and policy spheres
- Inspire a broader public to move towards a long-term sustainable behaviour change and assist adoption of new technologies and services

2.3.Principals of our approach

IRIS Communication and Dissemination aims to create awareness, understanding and action among targeted audiences. A mix of compelling content and a proactive use of online, offline and face-to-face opportunities will help achieve this.

Video, visuals, social media content, journalistic articles, citizen journalism and news releases are some of the planned activities to bring the project's story and personalities to life. The secretariat will apply a 'networked distribution' premise, privileging proactively placing IRIS content on websites, blogs, social and mass media above (re)creating communications opportunities from zero. IRIS will go where target audiences are, rather than passively expect them to come to us. It is expected that the lead C&D contact points in each city ecosystem will also adopt this proactivity.

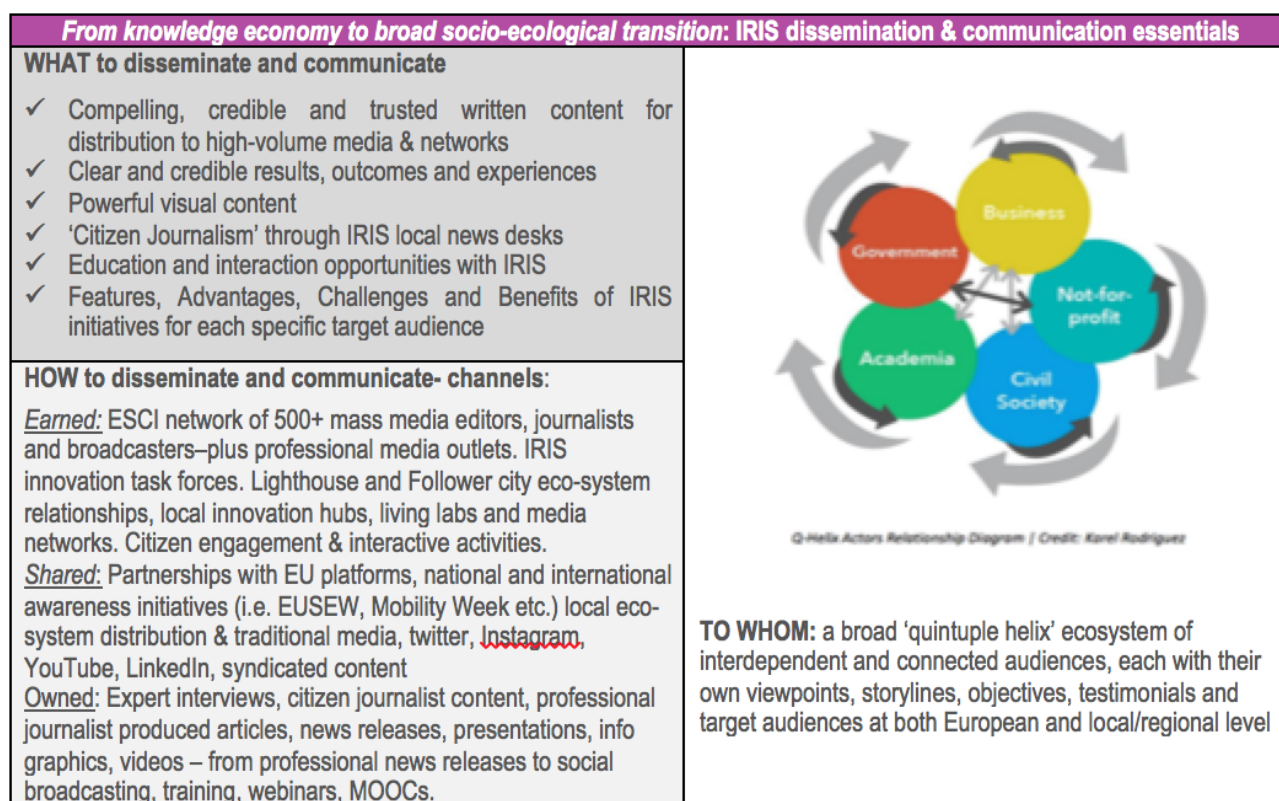


Figure 4 Overview of communication and dissemination principals

With a content-focused approach, IRIS will explore a mix of Paid, Earned, Shared and Owned media, known as the 'PESO model'. These are outlined in figure 3. As a research and demonstration project, IRIS will be particularly rich in 'Owned' content and 'Shared' media. Communication and dissemination



actors across the project will prioritise bringing IRIS insights to a wider audience and leveraging their personal, professional and institutional networks.

‘Earned’ media will tap into the PR, investor and influencer engagement of WP10 lead ESCI at a European level and local C&D leads in each city. IRIS may even also consider paid media in the form of sponsored tweets and Facebook posts if it helps the C&D action meet an objective.

2.3.1. Dissemination to professional and policy audiences

IRIS lighthouse and follower cities will work on building confidence and consensus to accelerate replication of scalable smart city solutions. Each pathway to achieving this will be unique and involve multiple different contact points with the project – likely both in person and online. A ‘dissemination funnel’ framework will work to push professionals towards a constructive commitment to smart city solutions.

At pan-European level, IRIS C&D secretariat will seek to raise **awareness** about IRIS actions and solutions to a broad cross section of European stakeholders. An editorial calendar of quality, targeted content such as in-depth articles and interviews with technical experts will be pushed to science, technology and specialist media across Europe.

Online IRIS owned media – such as LinkedIn company page, twitter feed, SlideShare and irissmartcities.eu – will **inform** dissemination targets with easily accessible and up to date content on project aims, progress and key contextual issues and challenges.

Local C&D ‘desks’ in lighthouse cities and C&D correspondents in follower cities are expected to mirror awareness and information as appropriate – dedicating a suitable amount of their news releases and channels to strengthen uptake in their city, region and country.

All IRIS partners will have to work together to achieve a maximum transfer of information and shareable research results. Each organisation and individual connected to IRIS must be able to discuss and reference the project in an **engaging** way. Regular content, clear branding, active social media and ‘elevator pitch’ discussion points will be made available to all. Professional conferences and events providing face-to-face opportunities are very important in this phase.

Specific and clear calls to action will aim to secure the **commitment** and contribution of the most gifted and enthusiastic.

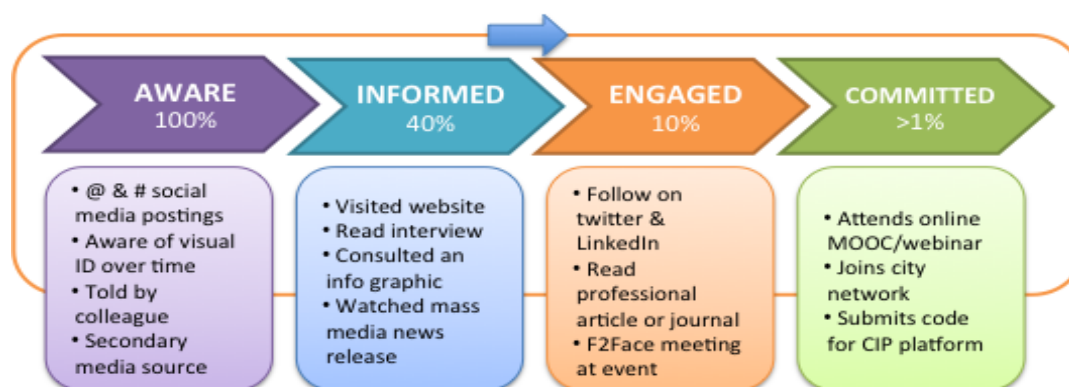


Figure 5 The Dissemination Funnel’ with assigned objectives and call to action

Critical content and opportunities for dissemination come from a number of sources and include:

- Solutions and innovations developed in each of the five transition tracks (WP1)
- Stakeholder events and relations cultivated in WP2
- Bankable business models, finance solution and international commerce targets in WP3
- Opportunities for open solutions and services created by the CIP (WP4)
- Innovative solutions and experiences from each lighthouse city (WP5-7)
- Replication toolkits, training and scale up actions in WP8
- Clear proof points of IRIS effectiveness from monitoring and evaluation in WP9

The calendars of dissemination actions - especially inform, engage, commit - will be in phase with these outputs and be enriched by both public and (elements of) confidential deliverables.

2.3.2. Communication activities

IRIS will create impact with **communications actions to build trust, accelerate transition, and attempt to make a sustainable change** by meeting the following key objectives:

- Tell the 'IRIS story' empowering citizens and stakeholders to share their experiences of smart city transition through IRIS initiatives and citizen engagement track actions in each city
- Devise a 'citizen journalism' program to give a voice to people and organisations from across the social spectrum and explore a range of behaviours, motivations and patterns of engagement and change
- Prioritise places and channels where our audiences already gather – on and offline to get a greater audience
- Illustrate the credibility and personalities behind IRIS to citizens and stakeholders and establish trust by showing our intent, integrity and capacity for results
- Deliver a rolling flow of relevant news and content pushed to multiple communication channels with idea frequency and timing
- Mix textual and rational written material with visual and emotional video supports
- Work with IRIS cities to localise content and overcome language and cultural barriers
- Leverage ESCI European network of 500+ science-based journalists and producers



Figure 6 IRIS content delivery principals

2.3.3. The Communication and Dissemination Secretariat

The Secretariat is a central coordinating office for all C&D activities across the project. Hosted by ESCI, it is a central contact point for stakeholders, the media, European communications and the project consortium. This structure provides the necessary coordination and knowledge sharing for successful



C&D, making resources available and stimulating innovative local communications in each city ecosystem.

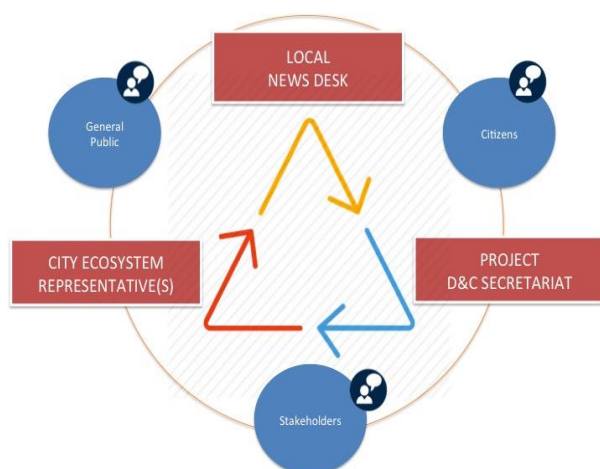
Specific responsibilities and coordination activities of the C&D Secretariat cover:

- Management of Work Package 10 ‘Communication and Dissemination’
- C&D lead at a European and project level
- Creative yet uniform application of the IRIS visual identity **(T10.1)**
- Organisation, content, tools and resources to meet key objectives and support the IRIS project goals **(T10.1)**
- Creation of compelling content for distribution **(T10.2)**
- Definition & deployment of ‘*Local News Desk*’ for communication, dissemination and citizen-lead journalism activities **(T10.3)**
- Coordinating with CERTH to provide on and offline C&D materials (10.4)
- Working with UTR to gain suitable interaction and collaboration with smart city stakeholders and actors at in person events **(T10.5)**
- Support of a network of C&D ambassadors and spokespersons within the project
- Overall C&D implementation plan and timeline

2.3.4. Local desks

IRIS will deploy a series of **Local News Desks** in the project lighthouse cities and correspondents in follower cities to analyse and make the most of their unique situation. The desks will be additionally sponsored by a quintuple helix of participating city, local NGOs, businesses, academia and civil society organisations from the local project ecosystem and receive creative support and strategic alignment from ESCI.

This immersive and innovative approach aims to cultivate a **much-needed connection between smart(er) cities and smart citizens** – actively engaging people in the urban innovation process. The desks will be responsible for identifying and using the most appropriate channels and messages to their defined audiences and target segments by completing a **media, communications & influence audit**. Building on this foundation, local news desks will have the freedom to choose the most effective method, message and delivery channel – also taking a proactive approach to distribute IRIS news to powerful multipliers.



Common to all though, will be a focus on citizen-centric communications - **discovering, exploring, making, doing and learning about the results of a smart city project through the eyes and ears of**

citizens. This will be the lens through which all our stories are shared and closely follow the citizen engagement activities of track 5. Immediate residents, city communities and Europeans at large will discover what smart means and empower them to share their thoughts and experiences using innovative video techniques (from 360° videos of

Figure 7 IRIS Local News Desks – making innovative and effective local communications

‘workshops’ to citizen journalists using Facebook live and Twitter’s Periscope live video for a pop-up Q&A with technical experts and politicians); harnessing the public’s use of their preferred social media; and citizen journalist news teams supported and empowered by professionals reporting on the citizen engagement process. Space will be given to **explore different socio-economic groups, demographics & opinions – from social sceptics to agents of change**. These activities will be closely linked to transition track 5 ‘Citizen engagement and co-creation’.

The C&D secretariat and local desks will mirror each other to work effectively at European and local levels – and also exchange and boost each other’s content. The recipient of the content is tasked with

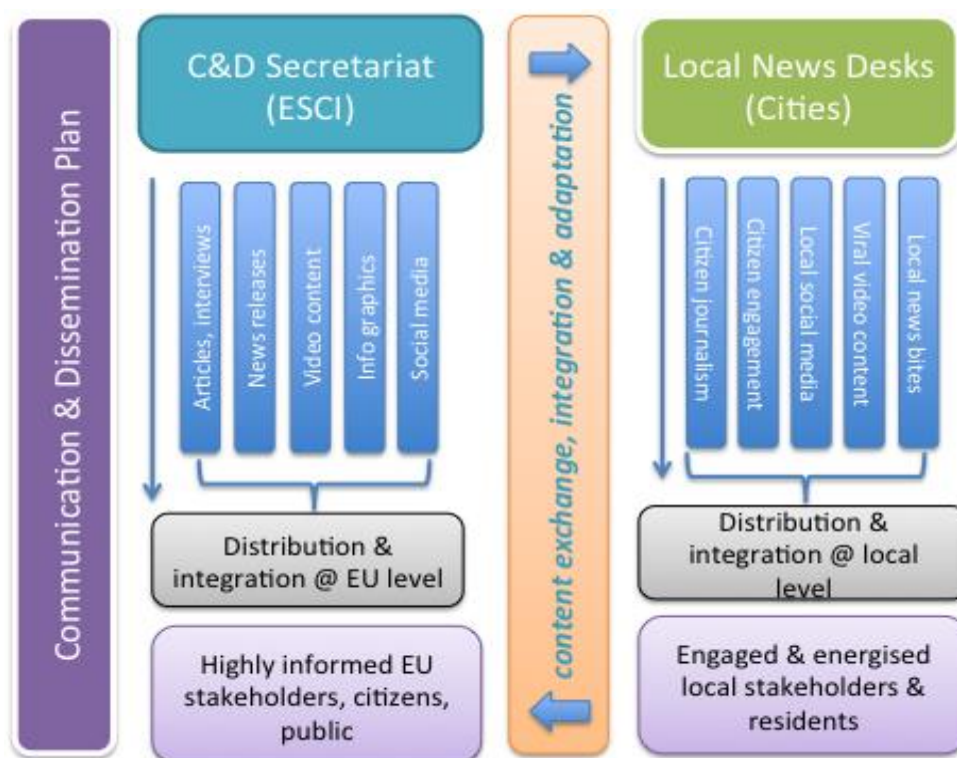


Figure 8 Interaction between EU and local levels

appropriating and modifying it to create maximum impact with intended audiences. This could be taking and independent journalistic article and translating or re-purposing local news items to unlock interest among trans-European or international audiences and social media.

Specific responsibilities and coordination activities of the local desks cover:

- Producing regular news bites in English and local languages for publication at project and local levels reporting on project development, milestones and initiatives
- Managing citizen journalism actions in lighthouse cities
- Conducting local social media actions and campaigns
- Identifying opportunities to participate in public awareness campaigns – i.e. Sustainable Energy Week - and use them to organize events and actions towards residents, citizens and stakeholders



- Supplying, whenever possible, video content to be pooled together on the project YouTube channel and all actors supported by the secretariat to devise, shoot and produce exciting video pieces
- Reporting to the C&D Secretariat and participating in regular exchanges with fellow core communications contacts

2.3.5. Core communications group

To facilitate C&D actions and coordinate with their local city ecosystem counterparts, a network of core communications contacts has been appointed. In a first instance, ESCI, CERTH, UTR and fellow lighthouse cities NCA and GOT will coordinate monthly to prioritise, plan and activate D&C actions. Follower cities VASSA, ALEX, SCT and FOCS will join the group every other month.

As of December 2017, the nominated contacts are:

CITY ECOSYSTEM	Contact Person(s)
UTR	<ul style="list-style-type: none">• Chris Verhoeven, Municipality of Utrecht• Joppe van Driel, USI
GOT	<ul style="list-style-type: none">• Katarina Nordström, Johanneberg Science Park
NCA	<ul style="list-style-type: none">• Dimitri Metodiev, UNICE
ALEX	<ul style="list-style-type: none">• Konstantinos Lympieropoulos, Kriton Energy
FOCS	<ul style="list-style-type: none">• Dan Mihai Cazaciuc, Municipality of Focsani
SCT	<ul style="list-style-type: none">• Diego Broock Hjar, Sustainable Building Cluster
VASSA	<ul style="list-style-type: none">• Maria Backman, Municipality of Vaasa

Table 1 Core Communication Contacts

3. Project branding and positioning

3.1. Visual identity

An attractive and consistent IRIS visual identity will facilitate meeting communication and dissemination objectives and reflect project values and goals. This includes logos, info graphics and standard templates such as PowerPoint presentations, Word report styles and letterheads. It also advises the consortium on correct acknowledgements of EU funding and EU flag.

A strong and dynamic visual identity is important in many ways and spheres. Notably:

Professionally - to:

- Provide an easily identifiable and attractive design to facilitate dialogue and recognition with key stakeholders and influencers
- Give a brand platform for improved market knowledge of IRIS smart city solutions to support replication and take up – possibly including continued commercial development, exploitation and investment well beyond the lifetime of the project
- Enhance exploitation potential for IRIS research, business models and innovations
- Support collaboration activities with relevant projects and initiatives at a local, nation and European or international level

Publicly – to:

- Support local initiatives and engagement particularly at demonstration site and interventions
- Develop an identifier of investment, change and progress for local stakeholders, citizens and residents to be proud of
- Give a visual identity for lighthouse and follower cities to use as appropriate in their local communications



Figure 9 Project Logo concise

A complete overview is given in deliverable ‘D10.2 – Corporate identity and design guide’.

3.2. City ecosystem logos

The authenticity and effectiveness of local communications and dissemination – delivered locally – are at the heart of IRIS and encapsulated by the provision of a logo for each city ‘ecosystem’. That is all partners connected to the city. It is designed to increase local appropriation and pride in the project and strengthen regional and national impact. They are available in vertical and horizontal formats.



Colour ways are inspired by the colours of each city to accent local pride and attachment; yet gently softened to create a harmonious colour palette.



Figure 10 Project city ecosystem logos – lighthouse cities

3.3. Transition tracks and solutions icons

The overall concept of IRIS is a transition strategy comprising five tracks that together provide a universal yet versatile framework to address both common and district specific challenges. Within these five tracks, IRIS envisions to demonstrate a set of integrated solutions built on top of both mature and innovative technologies. The integrated solutions are defined on the basis of a common-shared know-how interchange among the lighthouse and followers cities, and planning of replication from the early beginning of the project.

In July 2018, a stronger visual identity to help disseminate and market the identified tracks and solutions was proposed. The graphics strengthened the project website, presentation of solutions in presentations and print materials.

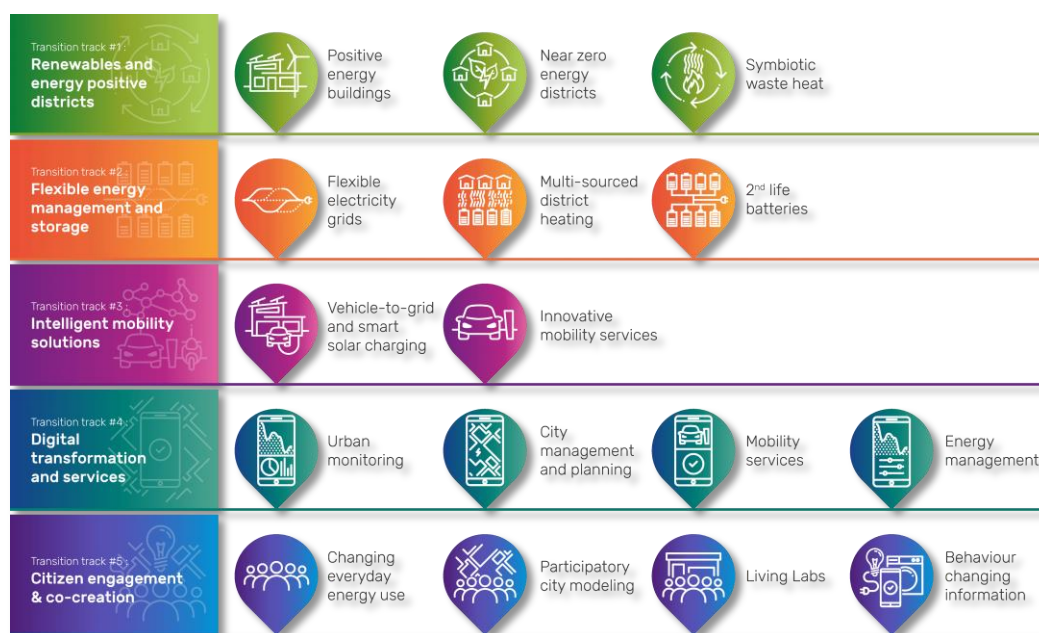


Figure 11 Updated branding of IRIS transition tracks and solutions



3.4. Written Identity

Whether communicating online or via other means, it is essential to provide a clear and concise overview of IRIS scope, ambition and targets. To this end, a written identity provides a resource for accurate and consistent internal and external publications, documentation and communications. The written identity can be translated in other languages for local dissemination and communication purposes; and supports the unique local audiences and objectives across the city ecosystems.

3.5. Key messages

IRIS is a complex project acting on numerous areas of technical expertise and a variety of specific local contexts. Key messages are an essential part of public communication that will aim to unify and communicate the essentials of smart city developments, what it means to the person reading or watching it and why it is important for them, their community and broader society as a whole. For reaching decision-makers or influence thought leaders, it is also essential to invest time and effort in creating strong, effective messages that include a call to action.

Introducing IRIS – a selection of discussion points:

- IRIS is a collective of seven cities working to make urban environments better places for citizens and the planet. We test innovative solutions, mainstream viable technologies and explore the products, policies and social engagement methods to make being a sustainable an easy choice... for everyone.
- Get smarter - faster – with IRIS solutions tackling five key areas of transition in our cities
- To make urban environments cleaner, friendlier places, we blend social innovation, engineering and smart technologies to use resources more efficiently
- IRIS is a five-year European funded project developing user-demand driven energy and mobility services; encouraging more collaborative and effective urban planning and governance; as well as validating business models and technical innovations.
- IRIS is proud to be identified at the forefront of this change and be an active partner in the European Commission [Smart Cities and Communities \(SCC\) lighthouse projects](#).

Our technical concept and approach:

- At the heart of the project, IRIS is organised around five key challenges - energy positive districts, smart energy management and a smart e-mobility sector, a digital city innovation platform, citizen engagement and co-creation - with a mix of 16 targeted solutions supporting their delivery.
- The integrated solutions are a successful blend of social innovation, engineering and ICT excellence, which connect the interests of many different stakeholders in innovative business models and facilitates replication of sustainable solutions for cities

Our impact:

- IRIS aims to generate significant environmental benefits and policy insights in each of its leading 'lighthouse' cities and trigger a wide replication and take up of these tangible achievements. First among the projects sister 'follower' cities and secondly across a broad number of interested European and global cities.
- The IRIS project works to create and apply bankable solutions for challenges identified by the cities themselves. By demonstrating and validating these integrated solutions the project aims to reduce technical and financial risks, giving confidence to investors and accelerating successful take up.

Elevator pitch and print flyer:

In Spring 2018, a formal IRIS project flyer fine tuned some of this messaging for stakeholders and publics less familiar with European smart cities initiatives and seeking to understand a quicker "what's in it for me?" pitch. The messages are centred on the notion that IRIS does the 'hard work' and risk taking to test and deploy solutions so that others can benefit from this experience and generate tangible impact more efficiently and with less risk (including financial). They seek to establish credibility on who IRIS is, the steps being taken and why, and finally what the person might gain from following and engaging with the project.

The text reads:

IRIS is a collective of seven cities working to make urban environments better places
for citizens and the planet.

We test innovative solutions, mainstream viable technologies and explore the products, policies and social engagement methods to make being a sustainable an easy choice... for everyone.

Get smarter – faster – with IRIS

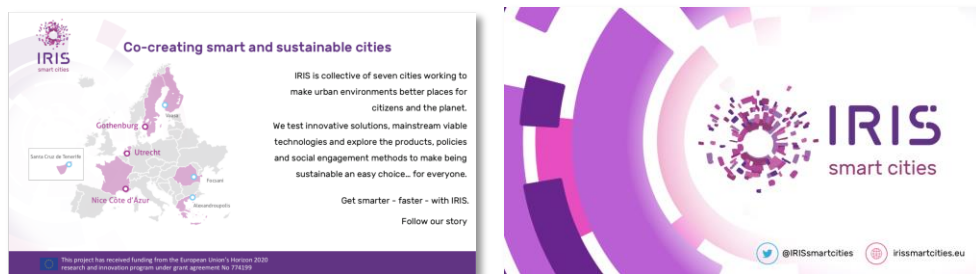


Figure 12 IRIS project flyer recto & verso with elevator pitch messaging and social media call to action



3.6.Key messages variants in lighthouse cities

To continue the IRIS ethic of 'local context, local communication' variants in Nice and Utrecht have adopted the same framework style and messaging, with local branding and detail. This gives each city the possibility to underline their focus and strengths

The opening phrase and sign off are the same as the project level print materials. The adapted focus texts read as follows:

Utrecht:

'In the Utrecht district Kanaleneiland-Zuid we combine solar energy, affordable social housing and broad access to electric mobility. These solutions are developed together with citizens and built on open data to accelerate change'

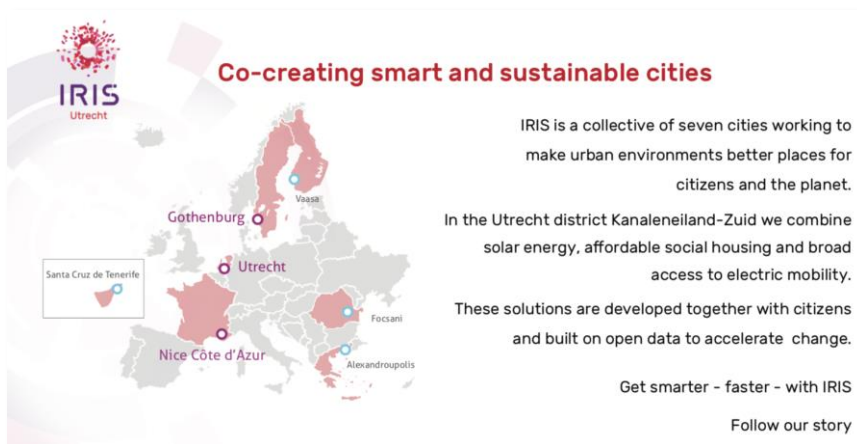
Nice:


'In Nice, we develop energy neutral districts deploying renewables and electric mobility solutions. A digital marketplace for mobility, energy and environmental data fosters innovative applications and empowers suppliers and citizens to be proactive about their sustainability'

Gothenburg:

'In Gothenburg service providers, citizens and administrations work together to overcome urban sustainability challenges through a mix of open data, open innovation and public dialogue. Our IRIS solutions focus on testing innovative energy management and storage to achieve energy positive districts'


Print material with tailored messaging is underway in Gothenburg, Sweden and will be made available to all IRIS cities during the course of the project. Local language versions also available on request.





IRIS
Métropole Nice Côte d'Azur

Co-creating smart and sustainable cities




IRIS is a collective of seven cities working to make urban environments better places for citizens and the planet.

In Nice, we develop energy neutral districts deploying renewables and electric mobility solutions.


A digital marketplace for mobility, energy and environmental data fosters innovative applications and empowers suppliers and citizens to be proactive about their sustainability.

Get smarter - faster - with IRIS
Follow our story



IRIS
Gothenburg

Co-creating smart and sustainable cities



IRIS is a collective of seven cities working to make urban environments better places for citizens and the planet.

In Gothenburg service providers, citizens and administrations work together to overcome urban sustainability challenges through a mix of open data, open innovation and public dialogue.

Our IRIS solutions focus on testing innovative energy management and storage to achieve energy positive districts.

Get smarter - faster - with IRIS
Follow our story


 This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 774199

Figure 13 IRIS lighthouse city flyers recto with tailored messaging

4. Planned activities

4.1. Web and social media

4.1.1. *Irissmartcities.eu*

A **modern and dynamic website** that moves away from being a repository and towards being a ‘digital anchor’ for IRIS content is a pillar of the dissemination and communication strategy. Priority is given to an easy to update and well connected website with IRIS content featured in the media or sectorial sites, twitter feeds, interviews and blog posts front and centre.

The IRIS website is publically available at <http://irissmartcities.eu> hosted by CERTH web server facilities in Greece and maintained by CERTH/ITI. An important characteristic of this layout is that it is responsive to smart devices such as smart phones and tablets, allowing easy use and facilitating presentation of information, as illustrated in the following images:

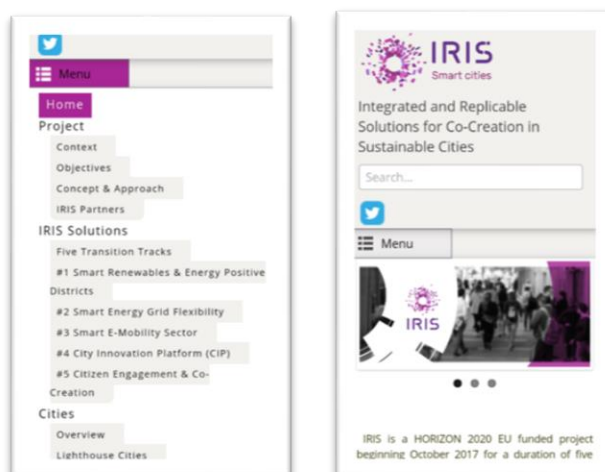


Figure 14 Website layout on smart phone

All partners are encouraged to proactively reference, link and promote the IRIS website as a central point of information and news about the project.

Delivery & Management: M1-M60 - CERTH

Highlights: Easy to update and consult, including smart phone and tablet formats. Social media integration

Key Outputs: Single ‘owned media’ reference point to deliver and communicate news and events related to the project’s achievements and overall progress

4.1.2. @IRISsmartcities twitter

From month one of the project, IRIS has been very active on social media and values the huge potential reach it gives to both professional and public audiences. Twitter is preeminent among social media for smart city content and thought leaders. Twitter also provides a useful listening post and strategic watch on key issues and developments.

IRIS aims to become a key influencer on the channel during the course of the project – and potentially beyond. At month 12, @IRISsmartcities has exceeded expectations and counts over 515 followers and several highly favoured influencers among followers and regular interactions.

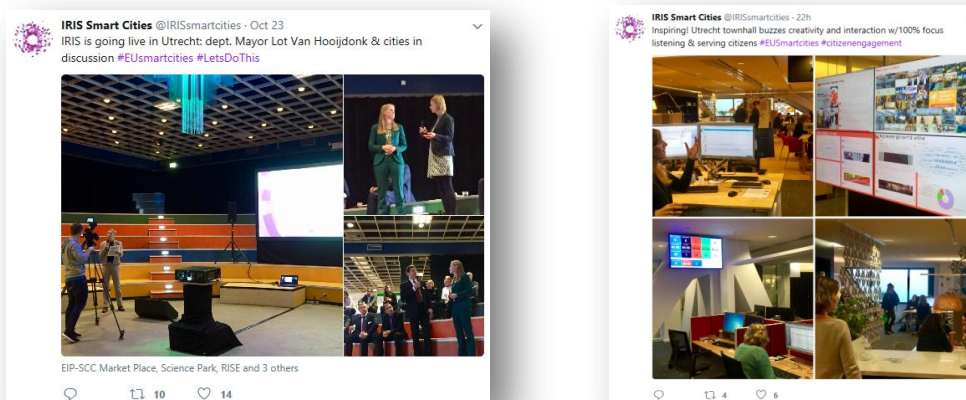


Figure 15: IRIS tweet posts

Delivery & Management: M1-M60 - ESCI

Highlights: Interactive and real-time social media platform, favoured by smart city actors, academics, businesses and stakeholders

Key Outputs: Distribution channels to keep interested audiences informed and generate significant reach to other target audiences using live events and hash tags (such as #SmartCityVisions)

4.1.3. LinkedIn

LinkedIn is an online platform for business- and employment-oriented social networking services. An account in such an online platform is of major importance for IRIS since it will facilitate the communication with specific target groups and online communities such as ICT professionals, researchers, technical innovation groups and engineers. Maintaining contact with such groups and individuals will not only assist in communicating the project's results and content in such audience but also in finding contribution and support by specialists in certain domains essential for the project.

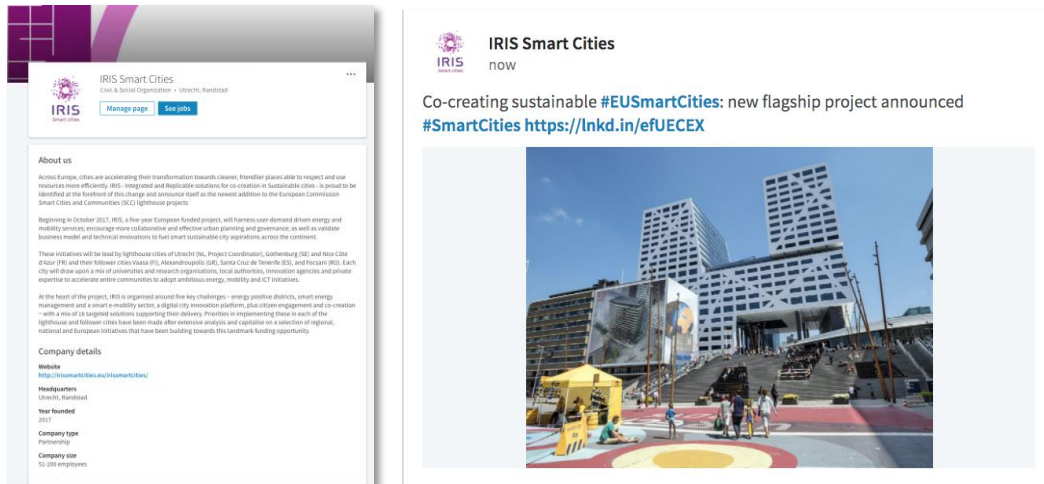


Figure 16 IRIS on LinkedIn

Delivery & Management: M1-M60 - ESCI

Highlights: Professional news and publishing source with tremendous user base

Key Outputs: Regular news and blog posts; interaction with IRIS ambassadors online

A SlideShare account gives an excellent organic search return and very international readership. In tandem with the IRIS LinkedIn account, it is a powerful tool for reaching professional dissemination targets and highly interested members of the public.

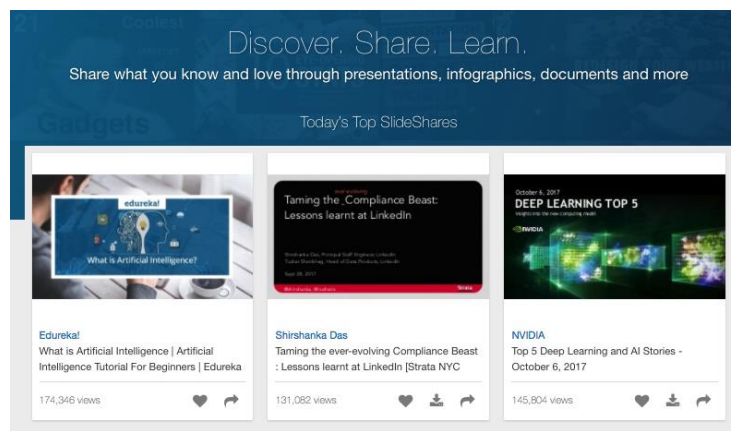


Figure 17: SlideShare



Delivery & Management: M6-M60 - ESCI

Highlights: Fantastic organic growth and visibility among international professional audiences.

Key Outputs: Open access catalogue of key IRIS presentations.

4.1.4. Instagram

Instagram is a fast evolving and dominant picture-sharing platform that increasingly allows people and organisations the possibility to develop visual and editorial content. The development of the ‘stories’ features an ability to establish a project personality among new demographics and audiences. A key content thread on Instagram will be to profile the ‘humans behind’ smart cities: the technicians and academics, but also businesses, communities and residents of IRIS.

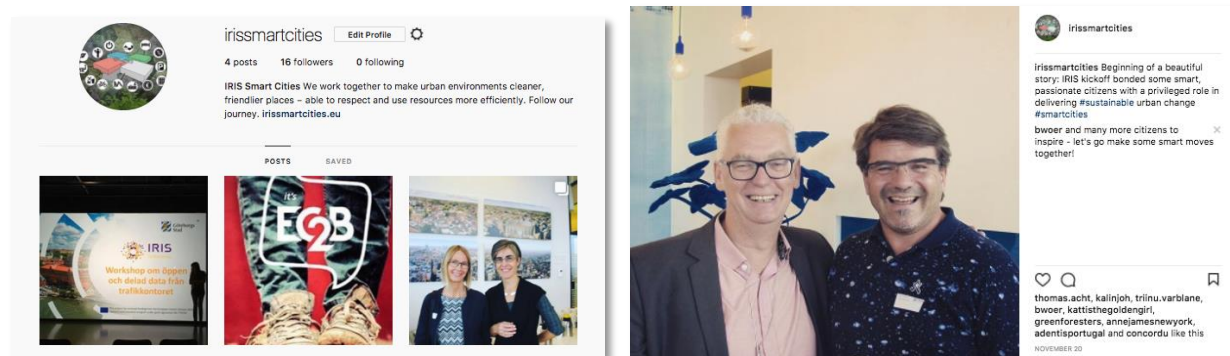


Figure 18 IRIS [Instagram account](#)

Delivery: M1-M60

Highlights: Global visibility to hard-to-reach, new and unexpected European and international audiences. Access to 18-30 demographic.

Key Outputs: On-going profiles and stories from IRIS initiatives, end-users and project partners to bring IRIS to life.

4.1.5. YouTube

YouTube is an online video-sharing platform, widely known and used by different type of audiences for many different purposes, from entertainment to professional and business related.

The [IRIS project has its own account](#), used for publishing videos related to events, sharing knowledge and lessons learned, providing material for researchers and communicating the latest news and project results. It is the home of IRIS’s video interview series #SmartCityVisions, where key members of the project and broader smart city influencers feature.

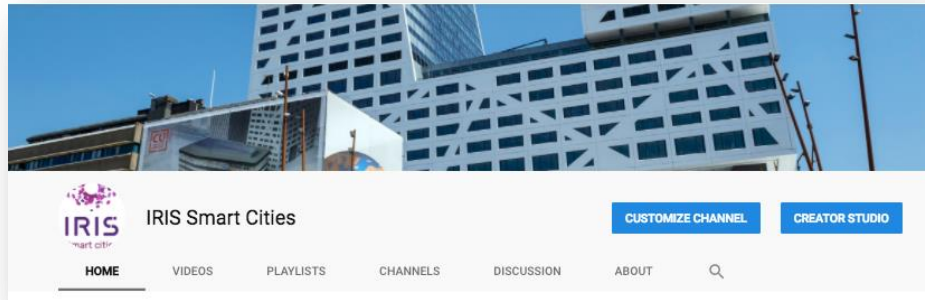


Figure 19 IRIS YouTube account

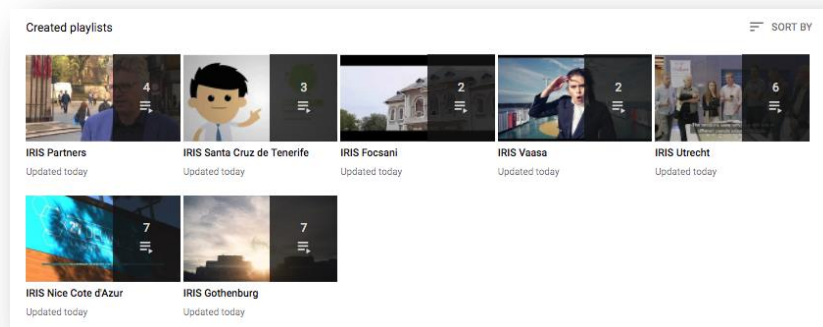


Figure 20 IRIS YouTube playlists

Delivery: M1-M60

Highlights: Engaging and authentic video is a dynamic and preferred way of accessing content – representing 74% of Internet traffic in 2017

Outputs: Video News Releases, Video Portrait or Citizen Journalism video edit

4.2.Audio-visual

4.2.1. Info graphics

In a modern multi-channel environment, it is difficult to get someone's attention, to capture their imagination, especially in the fast-paced digital world. By working with IRIS content, consortium experts and a lively design team, a series of info graphics on topical and substantive issues will be produced. A total of four info graphics over duration of the contract are set to be deployed to attract new interest, increase engagement and deliver powerful messages clearly. In reality, the demand for info graphics has been higher than expected. A series of three, one for each lighthouse city, have already been produced



with fresh transition track graphics and a series of five, one for each transition track, due in Autumn 2018.

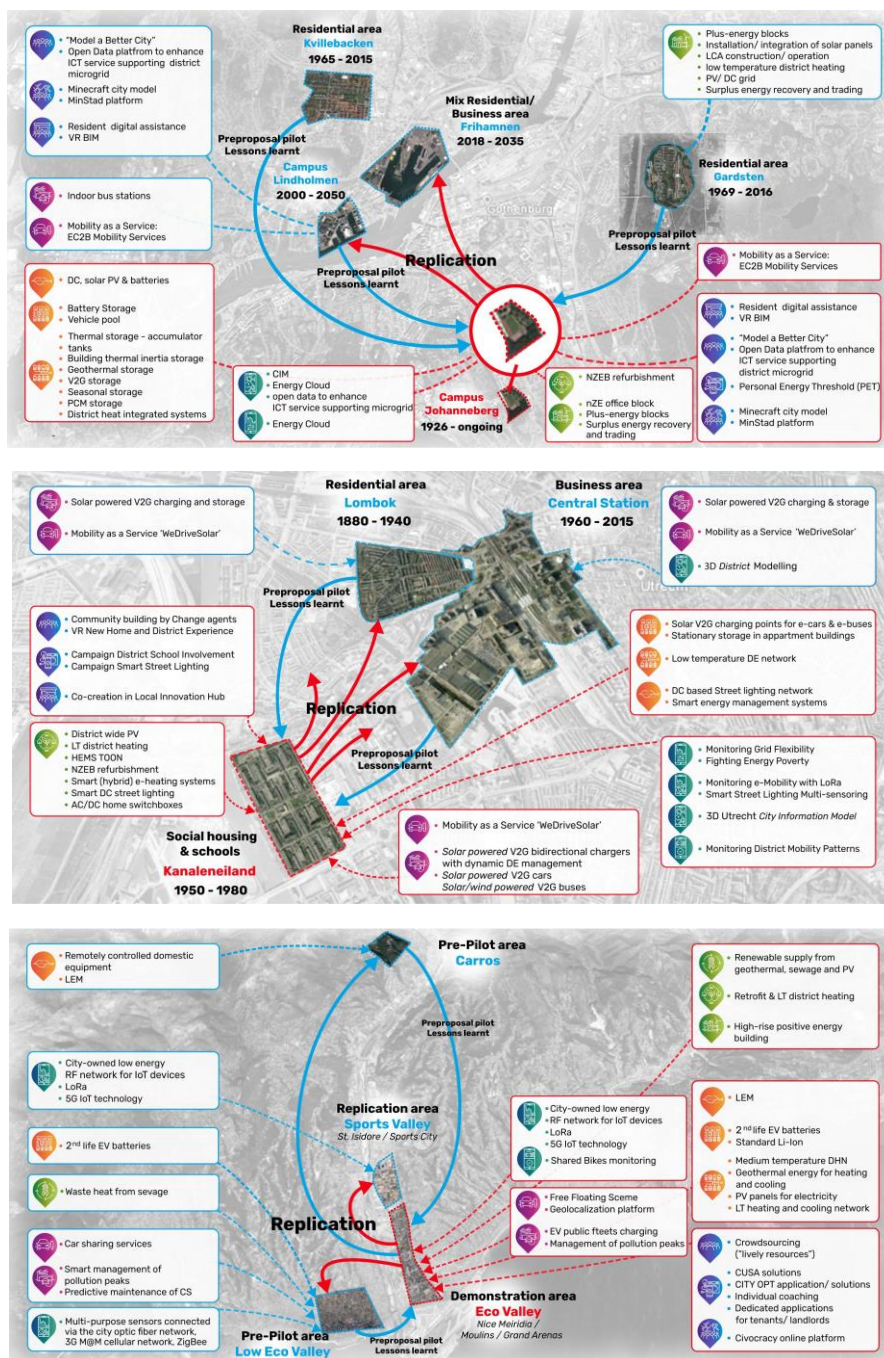


Figure 21 IRIS lighthouse city info graphics

Delivery: M1-M60.

Highlights: 90% of the information we remember is visual. Makes complex technical issues more accessible. Easy to share across different media – from PowerPoint to twitter.

Outputs: Minimum of 6 during the project

4.2.2. Video portraits

As part of the IRIS Smart Cities drive to make dynamic and engaging content, a series of “vox pop” video interviews with stakeholders, experts, projects, partners and even end-beneficiaries will be produced and feature in the editorial planning. These will seek to own the hashtag #SmartCityVisions.

A total of 15 short and personable videos will be planned and produced. A set of 4-6 videos will be produced at one time and be released intermittently (no more than 1 per month) as a powerful addition to the editorial content and calendar.



Figure 22 IRIS #SmartCityVisions video portraits

Additional video contributions and content has also been made possible thanks to partners Johanneberg Science Park and IMCG to document [#SmartCityVisions from the first project meeting in Gothenburg, Sweden](#) and the [powerful opportunities for replicating tried and tested solutions](#).

Delivery: M4-M60

Highlights: Human and accessible videos that tell the story of the people, places and personalities behind the infrastructure and technology - making IRIS more human and relatable to for stakeholders and even residents.

Outputs: Minimum of 6 during the project



4.2.3. Video News Releases

An experienced team of television journalists will produce a video news release (VNR) in broadcast quality tailored for international broadcasters to use. The journalists will find the right angle, identify the necessary journalistic hook and have contacts to the TV stations, to bring IRIS to the TV screen. A video news release will be produced in year 2 of the project to help catapult the IRIS's international and replication ambitions forward. ESCI will activate their network of 500+ international TV science journalists to secure dissemination in at least 5 national TV stations.

Delivery: M13-M60

Highlights: Professionally devised and produced video content for TV journalists, editors and distributors to use and diffuse in national markets

Outputs: A first news release in the second year of IRIS will set the scene and key challenges, a second news video in year five will bring together all the best threads of the project

4.2.4. Picture libraries

IRIS partners and coordinating 'core communications contacts' from each city will continue to add to a rights free picture bank in the IRIS shared workspace.

There are also 1000's of free to use picture libraries and [creative commons](#) images (Creative commons is a non-profit that offers an alternative to full copyright, and focuses on keeping the internet creative and free). Also makes referencing an image correctly when needed, easy. Try:

- [Flickr Creative Commons](#) - couple of 100 million to chose from!
- [Google Images](#) – and then just filter by usage rights
- [CC Search](#) – search engine of Creative Commons
- [Every Stock Photo](#) – search engine for free photos
- [Pixabay](#) – free high quality images, useful for print materials
- [unsplash.com](#) – 'beautiful, free photos'

4.2.5. Citizen journalism

IRIS local desk will focus on citizen-centric communications - discovering, exploring, making, doing and learning about the results of a smart city project through the eyes and ears of citizens. Specific communications actions to closely follow the citizen engagement activities of track 5 will be proposed by each local desk, along with creative ideas on how document and share the co-creation and engagement process. The intention is to use plenty of video content and be able to use citizen's stories to inspire others around Europe.



The core communications group and C&D Secretariat will create and debate the best opportunities as the project begins to advance. A public report on the local news desks and citizen journalism actions will feature in D.10.8 due in M58.

Delivery: M6-M60 – ESCI & Local Desks

Highlights: Empowering citizens and residents to share their thoughts and experiences using innovative video techniques

Outputs: Two video interviews and profiles of a range of subjects per year during the project. Deliverable 10.8.

5. News and editorial

5.1.1. *Independent articles*

A total of ten original journalistic articles will profile the skills, experiences, credibility and performance of the demonstration sites and project in more detail. Always anchored on the project website, they will be shared with influential multiplier websites in specialist media, stakeholder networks and established online groups or platforms like LinkedIn. If the opportunity arises, the articles will be pitched to local, national or international mass media in the European Science Communication Institute network.

Delivery: M6-M60 – ESCI & Local Desks

Highlights: High quality journalistic content targeting take up by independent and sector media outlets with significant awareness raising results

Outputs: Editorial calendar defined on a rolling basis, inspired by the five transition tracks

5.1.2. *Interviews*

Throughout the project, key technical experts, end users and stakeholders will respond to quick-fire written and/or video interviews relating to their experiences, ambitions and challenges in achieving interoperability, optimisation and demand responsive innovations. These will primarily draw on the demonstration site ecosystems and interview people both internal and external to the project's consortium. Three to four interviews per year and a total of 15 will be produced. Initially published on the project website, quotes, images and points of view expressed will drive social media activities and

Delivery: M6-M60 – ESCI & Local Desks

Highlights: Profile the skills, experiences, credibility and performance of the demonstration sites and project in more detail

Outputs: Three-four interviews a year from M12

promotion.

5.1.3. News items

A project as vast and transformative generates lots of developments, insights and news. Not just directly linked to the project; but also the lively academic, policy and commercial achievements of consortium members.

Ten news items generated directly by the secretariat and a total of a further ten from lighthouse and follower cities or consortium members are expected each year to define a lively pace of news that reflects positively on the project. In the first year of the project, a total of [20+ news articles](#) have been generated, shared and promoted by the communication secretariat and partners.

Delivery: M1-M60 – ESCI & Local Desks

Highlights: A fast paced and high-visibility news output to exploit on social media channels and build awareness among target audiences

Outputs: A total of twenty news items a year produced between the C&D secretariat and project partners

5.2. Printed supports

5.2.1. Postcard flyers

Easy to distribute, postcard flyers provide information on printed material for face-to-face meetings at fairs, workshops and conferences. The format is also cost effective for each partner to print and maintain their own stocks to distribute individually to potential end-users and other stakeholders during the duration of the project. The support gives simple call to action to remain up to date over time and drive people towards IRIS social media channels. In a second phase, additional language flyers will be produced according to need and demand. This could be a language of IRIS member cities or to support actions in a specific target market. In month 12, a project level postcard, plus city branded and specific messaging have been created for two of the three lighthouse cities.

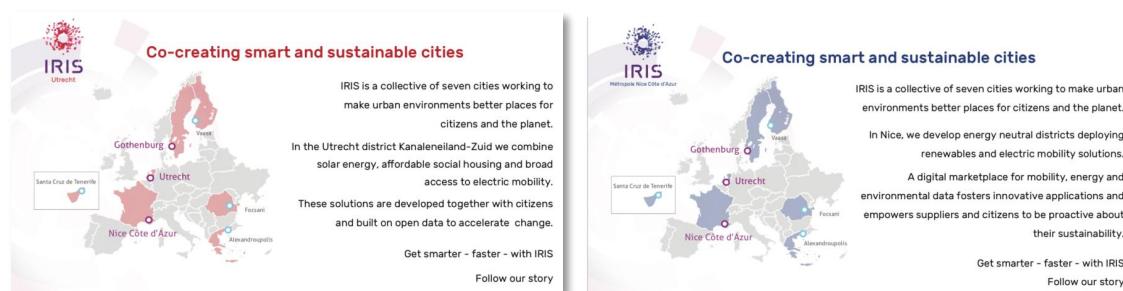


Figure 23 IRIS Postcard flyers

Delivery: M6-M60 – CERTH

Highlights: Easy to distribute and cost effective collateral for face-to-face meetings with call to action focused on developing social media following

Outputs: One project postcard flyer and two additional in local languages

5.2.2. Posters

Posters remain a popular and effective way to support a physical presence at events, particularly academic and institutional. An A1 poster for partners to print and use will be made available to all. A more robust roll up poster will be produced for project and commercial events. A series of posters for each lighthouse city based on the postcards already created is currently underway.



Figure 24 IRIS Posters

Delivery: M6-M60 – CERTH

Highlights: Eye catching visual supports for face-to-face events in academic, institutional and commercial fields

Outputs: One more versatile and easy to produce A1 file and one roll up posters

5.3. National and international events

IRIS will be represented in a series of national and International workshops and conferences. IRIS partners will attend these events and they will be used primarily to engage with specialist groups of stakeholders. By connecting with these audiences, IRIS can disseminate information about the project at the relevant level of detail, providing particular reference to specialist areas. Representatives will actively participate in relevant events to provide an opportunity to exchange experience and ideas about all aspects of the project and will allow for detailed and personalised contact with specialists. In



addition, it is a perfect dissemination platform for the project results. Overall, the aim of the expert conferences is to create a broad network of specialist stakeholders through whom project results can be communicated to their respective communities.

Communication and dissemination actions at national and international events are critical to:

- Build awareness and trust in IRIS actions and solutions to accelerate replication of smart city solutions among professional audiences and citizens alike.
- Facilitate knowledge exchange and transfer in academia, research and policy spheres.
- Inspire a broader public to move towards a long-term sustainable behaviour change and assist adoption of new technologies and services.

Target groups include **municipal and EC policy developers, industry representatives, researchers, investors, and citizens**. Networking with communities and organisations of high relevance is of major importance for IRIS visibility. IRIS partners already participate in many (and sometimes the same) European networks from the beginning (and often long before) the start of the IRIS project. These networks organise a wide range of IRIS-related events, conferences and workshops. These may be relevant to partners that are already engaged in that network, but also to IRIS partners who are not active participants in these networks (yet). In addition to this, the number of IRIS-related project-external events taking place at national, international and global level is huge. In fact the numbers and variety is such that coordination of IRIS (re)presentation seems essential in order to:

- (1) ensure most effective representation at relevant events with most impact for IRIS objectives, and:**
- (2) avoid overburdening of IRIS partners with travel costs and (re)presentation requests.**

Critical content and opportunities for dissemination come from a number of sources and include:

- Solutions and innovations developed in each of the five transition tracks (WP1: baseline)
- Stakeholder events and relations cultivated in WP2 (cooperation with other LH projects)
- Bankable business models, finance solution and international commerce targets in WP3
- Opportunities for open solutions and services created by the CIP (WP4: CIP)
- Innovative solutions and experiences from each lighthouse city (WP5-7: demonstrations)
- Replication toolkits, training and scale up actions in WP8 (replication)
- Clear proof points of IRIS effectiveness from monitoring and evaluation in WP9 (monitoring)

Synergy can be created by cooperation with:

- WP2, 'EU-wide cooperation with on going projects, initiatives and communities', and
- WP8, 'Replication by Lighthouse regions, Follower cities, European market uptake'

5.3.1. Approach

A continuously updated calendar of IRIS-related external events is available in the IRIS shared workspace (EMDESK: Calendar view). According to the Dissemination and Communication Plan, the project partners will take a proactive stance to identifying and selecting events and activities. News releases to highlight

key developments and announcements to professional audiences will be made at every suitable opportunity to raise awareness before, during and after those events.

To support partners participating in these events, printable material such as postcard flyers and an A1 poster have been made available on EMDESK to enhance presence at events. CERTH and the C&D Secretariat will work together with independent partners on specific calls for poster sessions and paper submissions.

However, as Communication & Dissemination capacity, budget and resources are limited, events are distinguished in three levels of expected impact in the Calendar, and fitting support by the Communication & Dissemination Secretariat:

Level A: Large audience, strategically important to achieve IRIS objectives

→ Significant investment of Communication & Dissemination time, €, resources
For example: Smart City Expo & World Congress Barcelona, EUROCITIES conference.

Level B: Sizable & targeted audience, contributing to achieve IRIS objectives

→ Limited investment of Communication & Dissemination time, €, resources
For example: EIP-SCC General Assembly, Nordic Edge Expo, European Week of Regions and Cities. Later in the project possibly a major academic event.

Level C: Sector specific and Expert ‘thought leadership’ events

→ No event-targeted investment of Communication & Dissemination time, €, resources
For example: FIWARE summit, E-mobility conference

Level A events	Relevance with IRIS
Smart City Expo & World Congress Barcelona	Very large audience (>10.000), fairly targeted (smart city stakeholders), European & global dissemination and replication opportunities
EUROCITIES conference	Small audience (60-150), very targeted (cities), European dissemination and replication opportunities

Examples of Level B events	Relevance with IRIS
EIP-SCC (2 meetings per year)	Small audience (200-300), fairly targeted (smart city stakeholders), European dissemination and replication opportunities. Initiative co-financed by EC. Exchange of solutions and policy recommendations in EIP-SCC's six Action Clusters (most notably Integrated infrastructures, Business models and financing, and Citizen Focus), and in EIP-SCC General Assembly, with other Lighthouse projects partners, prospective Lighthouse and Follower cities, and industry representatives.
Nordic Edge Expo	Large audience (6.000), fairly targeted (smart city stakeholders), European dissemination and replication opportunities.
EC/INEA SCC01 replication events	Small audience (200-300), very targeted (Lighthouse projects partners). Share barriers encountered and exchange solutions between the Lighthouse and



	Follower cities of all Lighthouse projects in live meetings (2 meetings in 2018).
European Week of Regions and Cities	Large audience (6.000), very targeted (regions and cities), European dissemination and replication opportunities

5.3.2. Roles of partners

UTR: coordinating IRIS participation in Level A and B events, technically in charge of T10.5, reporting directly to WPL10.

ESCI: working with UTR to gain suitable interaction and collaboration with smart city stakeholders and actors at in person events, coordinating WP10 in terms of technical and administrative issues.

CERTH: establish maintain and monitor an effective online presence, supporting print collateral and academic outreach.

UNS, FOCS, IMCG, SP, VUB, CIV: active in events to talk about (aspects of) IRIS.

ALL PARTNERS: every member of the IRIS project is a fully equipped and motivated spokesperson and ambassador for the work of the project at appropriate events and meetings.

5.3.3. Organization and communication

To make the most out of national and international events for IRIS partners and the project as a whole, and efficient cooperation with WP2, the T10.5 task leader participates in the WP10 Core communications group. With this group WPL10 ESCI initiates and chairs a virtual meeting every 3 months.

For information on national and international events a Calendar of IRIS-external events has been set up in the IRIS shared space EMDESK. In this EMDESK Calendar you can see what's coming up where, and who intends to participate in which event, so that partners can contact each other for collaboration. For reporting purposes, an Excel file overview of events will be placed on EMDESK as of July 2018, based on the EMDESK Calendar information. This Excel overview offers more flexible options for reporting and drafting of the T10.5 Deliverables. It will be maintained by UTR in collaboration with ESCI, with periodic input from the IRIS Communications group (related to the WP10 coordinator-led 3-monthly virtual meetings).

All partners can add ("schedule") and edit IRIS-related events on the EMDESK Calendar. Per event the following information can be provided:

- Start date & time
- End date & time
- Subject: title of event (+location)
- Description, including level of support from ESCI/UTR:
 - Level A: Strategically important to achieve IRIS objectives: significant C&D support
 - Level B: Contributing to IRIS objectives: limited C&D support



- Level C: Sector specific & Expert ‘thought leadership’ events (no event-specific C&D support)
 - Location
 - Type of event (drop down menu)
 - Participants (drop down menu)
 - Attachments (to be selected & uploaded)
 - Recurrence
 - Send notification mail (or not)
 - Public (or not)

The EMDESK Calendar is managed by TL10.5 (UTR, Muriel Pels), with input from ESCI, the core communications network, and CETH.

5.4. Technical and academic publications and conferences

5.4.1. Open Access policy

One of the key activities of the dissemination strategy is the publication of project results as well as other important findings derived by the research performed and the demonstration of solutions in the project’s duration, following the Open Access Policy and making them available to the audience.

According to [H2020 rules on the Open Access Policy](#), Open Access (OA) refers to the practice of providing online access to scientific information that is free of charge to the end-user and reusable. In particular, regarding research data, open access refers to the right to access and reuse digital research data under the terms and conditions set out in the project’s Grant Agreement.

In order to further elaborate on the term, open access to scientific publication and research data in the wider context of dissemination and exploitation can be illustrated by the following figure. The term “Green OA” in the figure refers to the case when beneficiaries can deposit the final peer-reviewed manuscript in a repository of their choice. Similarly, the term “Gold OA” refers to open access publishing, meaning that researchers can also publish in open access journals or hybrid journals (journals which both sell subscription and offer the option of making individual articles openly accessible). It is important to mention that the term research data is used to describe information, which can have the form of facts or numbers, that are considered as a basis for reasoning, discussion or further calculation and elaboration.

H2020 considers the Open Access Policy of major importance, since it promotes research discussion, improved quality of results by building on top of previous results, collaboration between research entities, speed towards innovation as well as society engagement. Another reason which establishes the significance of Open Access Policy is the fact that the Commission advocates that there should be no further payment in order to access information which has been developed by public funds. Furthermore, allowing universal access, promotes healthy business development as well as public development in Europe.

In the “*Model Grant Agreement*” official document it is stated that each beneficiary should disseminate its results (including scientific publications) by appropriate means, unless this would be against its legitimate interests. In the same document and under the **article 29.2**, there are concrete guidelines regarding the Open Access Policy divided into two steps. In particular, as a first step it is stated that each

beneficiary must ensure free of charge online access for any user to all peer-reviewed scientific publications related to its results. Regarding the second step, the beneficiary should render the results accessible as soon as possible in a repository of scientific publications and ensure open access to the data. Furthermore, beneficiaries should provide as many options as possible related to the right to copy, distribute, search, link and mine the public documents.

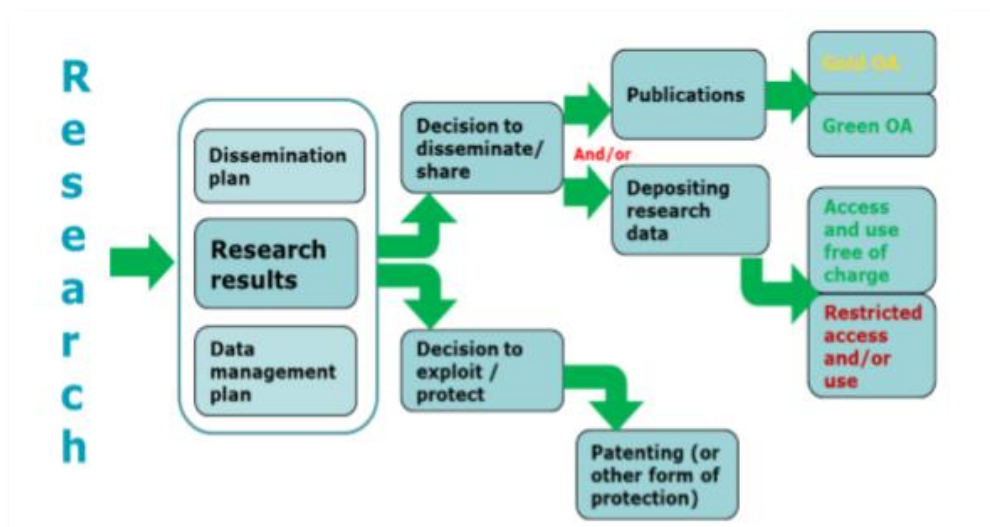


Figure 25 Open Access to scientific publication and research data in the context of dissemination

5.4.2. Peer review journals

The IRIS consortium is expected and engaged to produce a number of academic articles for publication. As stated previously, the project will fully support EC Open Access Strategy obligations to accomplish higher efficiency by fostering collaboration and accelerating innovation.

In particular, technical and academic publications will be disseminated either through project deliverables or through research publications in scientific journals. Among the total number of project deliverables, there is a fraction of them which addresses technical terms, descriptions and results and which will be closely supervised by the project's TIM (Technical and Innovation Manager) to ensure quality of work provided. Apart from the deliverables and the final project reports, the project is divided in 4 reporting periods. In each of those periods, a technical report as well as a financial report will be issued referring to the project's outcomes until that moment. As far as the technical report is concerned (which is also closely supervised by the TIM), it contains explanations on the work performed by the beneficiaries and an overview of the progress towards the objectives of the action including milestones. Those reports will be publicly available in order to communicate the progress of the project as well as the technical and innovation related achievements.

The process of writing and editing the project's official documentation follows certain rules and maintain the tone and the message aligned to the intended target audience.



A major expression of external dissemination is the production of deliverables. Over the entire project duration, the IRIS consortium will produce a wide range of official and public deliverables. All of them will be made available on the project website resources area in order to spread the project excellence and disseminate knowledge as widely as possible.

The main rules applying to deliverables are the following:

- Project deliverables are drafted using the Word template designed at the beginning of the project.
- Final deliverables will be reviewed by the Advisory Board before final submission to the EC.

The final compressed PDF version of public deliverables is uploaded on the project website in the public access section, or on the restricted page, depending on the dissemination level of the deliverable.

Apart from the official project deliverables, the IRIS consortium commits to release tailored publications demonstrating project results, in open access peer-reviewed journals or specialised magazines. IRIS will have a vast quantity of materials produced by project partners for submission to relevant academic journals or other publications. This tactic will be undertaken with the aim of drawing expert attention to the IRIS project. It will highlight the technical advances made by the project and by the coordinators.

Regarding those documents, some of these will be tailored for specific events and other publications will be prepared each time the project has important findings to share. In addition, project partners will possibly contribute to e-Journals, blogs and newsletters targeting a larger public with shorter articles and news, as well as to policy oriented publications to enhance project outreach to policymakers. Those publications will be based on the results of the activities, including but not limited to development guides, study reports, recommendations, lessons learned, and event outcomes:

- | | |
|---|---|
| • Guides | • Experiences: lessons learnt on the implementation of the integrated solutions |
| • Monitoring reports with recommendations | • Open Access Repositories |
| • Global picture | • Event reports showing event outcomes |
| • Outcomes of the web-based user forum | |

5.4.3. Academic conferences

The IRIS dissemination strategy will leverage a maximum of professional networks and engage them with high-value content. This ranges from international associations and standards committees to extensive consortium links with academic conferences. The physical professional events and conferences will attribute great value in the propagation of the IRIS achievements. According to the dissemination and communication plan, the project partners will take a proactive stance to identifying and selecting academic events and activities. News releases and participation in academic conferences to highlight key developments and announcements to professional audiences will be made at every suitable opportunity to raise awareness before, during and after those events. A regularly updated list of events and their call for papers deadlines will be made available in the IRIS shared workspace.

Print collateral such as postcard flyers and an A1 poster will be made available to enhance presence at academic events and CERTH and the C&D Secretariat will work with independent partners on specifics calls for poster sessions and paper submissions.

6. Monitoring and reporting

6.1. Tools and methodology

6.1.1. Web and social media monitoring

As already elaborated in previous paragraphs, IRIS is taking advantage of the power held by social media as part of its communication and dissemination activities in order to raise awareness and propagate project news and results. Audiences of different ages, originating from different corners of the world, use these tools on a daily basis for the purposes of being informed as well as entertained. Therefore, it is of major importance to monitor the global impact of the project's presence on the web, as well as the overall performance of the deployed social media. For these purposes, both the website and the social media accounts will be monitored on a regular basis in order to record their overall performance regarding audience attraction. It is also subject of deliverables D10.4 and D10.5 at months 30 and 60 respectively.

Web monitoring refers to the process of testing and verifying interaction of end-users with websites, web applications and social media accounts. It is a critical process since it provides information regarding uptime and downtime and overall performance and response. For the case of IRIS, regarding the website, it will be monitored not only regarding common metrics but also in order to register the total number of sessions during different project periods. It is also interesting to investigate the top locations of the visits to the website, in order to gain perspective of the project's global impact. Overall, the most interesting quantities to be monitored are the following:

- Total number of visits
- Response time
- Speed
- Availability of the website (uptime and downtime statistics)
- Average session and visit duration
- Number of frequent visitors and number of one-time visitors
- Visiting prime time regarding day and hour of the day (pages, hits, kilobytes for each hour and day of the week)
- Visitors' location
- Host list, last visits and unresolved IP addresses list, most viewed, entry and exit pages
- Browsers used

There exist a variety of software to achieve monitoring and retrieve the aforementioned information. The most popular is Google Analytics since it is free. Google Analytics supports statistical analysis therefore simplifying the extraction of crucial information regarding trends for the website's usage by visitors. It also allows for Advanced Segmentation, Custom Reports, Advanced Analysis Tools, Analytics Intelligence, Custom Variables and Data exports. It further tracks visitors from all referees, including search engines, display advertising, pay-per-click networks, email marketing and digital collateral such as links inside PDF documents. For all those reasons, Google Analytics is an excellent option to help the consortium determine the effectiveness of its web tools and targeted propagation activities and turn into reporting of impact and influencing.

In a similar way, the social media will be monitored as a way to determine the volume and sentiment of online interaction. Many kinds of data are accumulated during the data acquisition process, from simple information as statistics on likes, followers, re-tweets etc. to more complex such as comments,



downloads etc. LinkedIn, Facebook, YouTube and Twitter accounts will be monitored for that purpose in order to identify their overall impact on different target groups. Social media monitoring is often referred to as SMMS (Social Media Management Software) which is an application that facilitates successful engagement in social media across different communication channels. It monitors inbound and outbound conversations and evaluates the usefulness of a social media presence.

There are many tools available for social media monitoring and the IRIS consortium will deploy some of these to assess the social media performance. Some examples are given as follows:

- **Social Mention:** a tool to learn about brand mentions and interactions implemented on an easy-to-use social format.

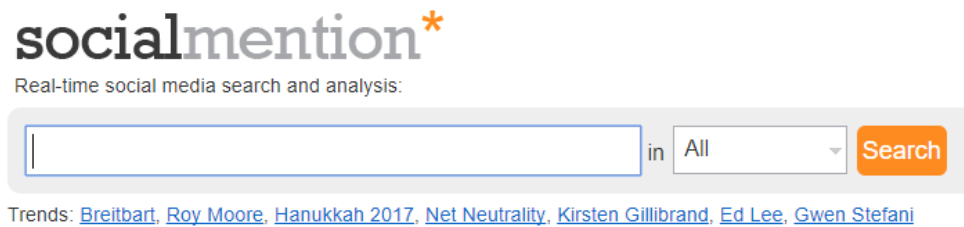


Figure 26 Social Media Management Software - Social Mention

Social Mention is a social media search and analysis platform that aggregates global user generated content into one stream of information. It facilitates tracking people's opinion and interest on various topics across the social media landscape in real-time.

- **Talkwalker:** provides brand mentions overtime along with the sources where these mentions occur. Talkwalker is a tool which provides insights on how people feel about a specific topic on social media such as Facebook, Twitter etc. It informs about the account's performance by issuing real time analytics and reporting. It is very popular among the rest due to the functionalities it includes, some of which are the following:
 1. Specific filters for News, Blogs, Facebook, Twitter and YouTube
 2. Evaluation of influencer levels of reach and engagement
 3. Coverage of different themes
 4. A comprehensive database of up to 1 year

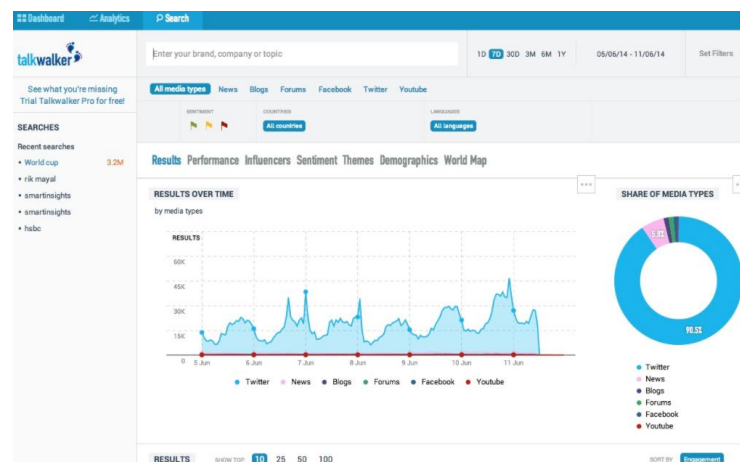


Figure 27 Social Media Management Software – Talkwalker

- **Hootsuite:** the most popular brand-conversation monitor

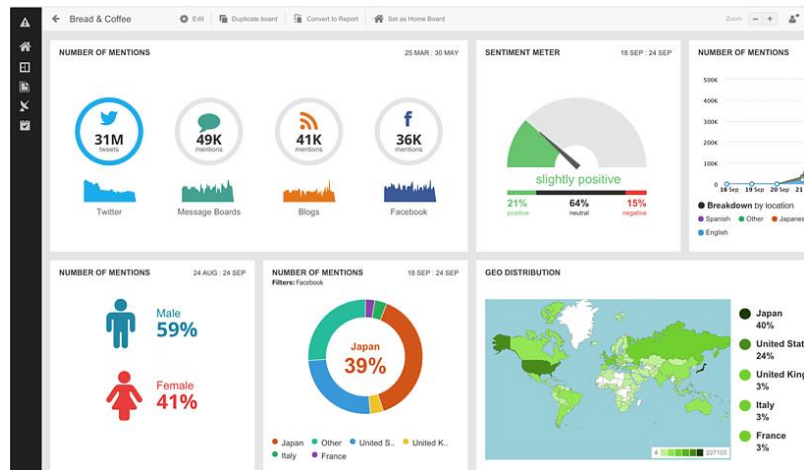


Figure 28 Social Media Management Software – Hootsuite

Hootsuite is a social media management platform, which takes the form of a dashboard and supports social network integrations for Twitter, Facebook, Instagram and many more. It provides various functionalities such as scheduling social posts, easily managing the content of the account, tracking social ROI of the account and retrieving information on relevant we conversations.

- **Google Alerts:** a content detection and notification service

This service sends emails when new results are derived that match the user's search. It is very useful for gaining in depth perspective on what is being discussed on social media in a specific business field or about a particular topic. Google Alerts is user-friendly since the interface is simple and easy to exploit.

The screenshot shows the Google Alerts setup page. It includes a search query field, dropdown menus for 'Result type' (set to 'Everything'), 'How often' (set to 'Once a day'), 'How many' (set to 'Only the best results'), and 'Deliver to' (set to an email address). There are 'CREATE ALERT' and 'Manage your alerts' buttons. On the right, there is a section titled 'Monitor the Web for interesting new content' explaining the service and listing some handy uses like monitoring news stories, keeping current on competitors, getting the latest on celebrities, and keeping tabs on sports teams.

Figure 29 Social Media Management Software - Google Alerts

- **Keyhole:** real-time dashboard to monitor social media
Keyhole is an easy-to-use dashboards which:
 1. Performs hashtag and keyword tracking from Twitter and Instagram
 2. Monitors all posts by your brand and competitors, optimizing your content strategy
 3. Displays re-tweets, likes and impressions generated
 4. Tracks the most influential people engaging with your topic



- Shows both real-time and historical information, as well as heat maps which show activity levels in different parts of the world.

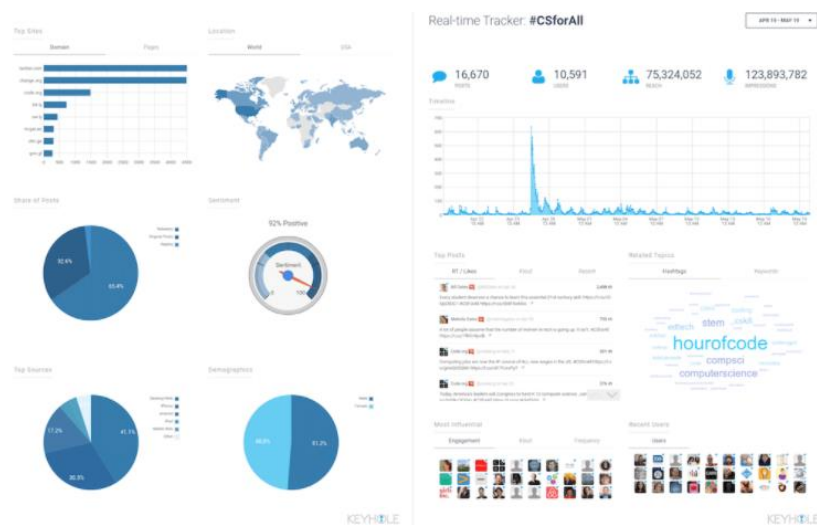


Figure 30 Social Media Management Software – Keyhole

As a next step the IRIS consortium will decide on the best option to acquire and use as a monitoring tool for the evaluation of the project's impact on the web and on social media. Each tool demonstrates various functionalities and therefore the choice will be based on the functionalities of major importance for assessing IRIS performance. Another important criterion on the selection is the ease of use as well as the quality of result visualization for further analysis and processing. For the reasons mentioned above, the IRIS consortium will most likely choose an SMMS such as Talkwalker, Hootsuite or Keyhole, which offer various diverse data gathering and analysis options as well as easy to use and easy to read dashboards for data display.

Update September 2018:

The IRIS will use the Hootsuite social media management platform to coordinate the project's activity on social media and monitor its impact. Moreover, the tools that each social media platform offers will be used to assess and evaluate the impact of project's presence in each platform.

6.1.2. Publications and events reporting

A regular reporting of past events and actions, plus upcoming highlights for the project and within each ecosystem will be conducted at least twice a year. The regular meetings of the core communications group will serve to update this and discuss actions to amplify and support a publication or event. The C&D secretariat will request a formal recap every six months and make available to all in the collective online workspace. More important events will also be a source of interviews, articles, news releases, social media activity and more. An overall impression of impact generated at events will be detailed in deliverables D10.6 and D10.7 – reports on national and international conferences.



6.1.3. Collecting highlights, insights and best practices

IRIS considers that contributing to developing skills and capacity in the 'soft skills' of communication and engagement is key to accelerating roll out of smart city initiatives. Using the core communication group, a common documentation of highlights and insights for practitioners will be shared as content during the project and compiled in a lessons learnt focused deliverable at the end of the project (D10.12).

6.2. Impact of IRIS online activities

The following subsections provide detailed information about the impact of IRIS website and social media accounts.

6.2.1. IRIS website

The Google Analytics service is used to track and report website traffic.

Time frame	Users	Sections	Pageviews	Pages / Session	Avg. Session Duration
1/10/2017 – 31/8/2018	4.284	6.369	13,146	2,06	00:02:11
1/3/2018 – 31/8/2018	3.107	4.246	8.142	1,92	00:01:58

Table 2 – Overview of website's visitors' activity

During the last six months (1/3/2018 – 31/8/2018), a significant increase of visitors to the project website has occurred. The following statistics concern that period of time.

The website gathers visitors from all over the world.

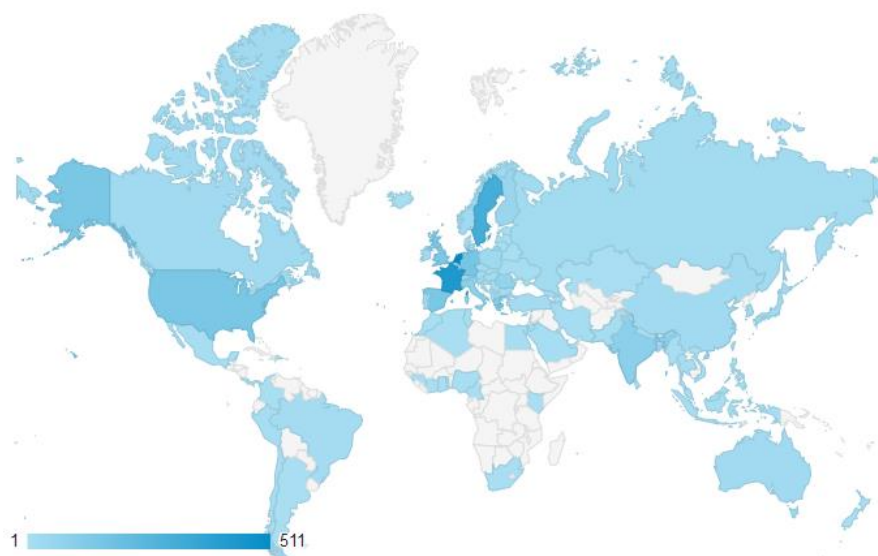


Figure 31 – Website visitors' map



Although, most of the visitors come from countries where an IRIS partner exists (Netherlands, France, Sweden, etc.), Germany, United States, United Kingdom and India supplement the list of the top ten countries.

	Country	Users	% Users
1.	 Netherlands	511	 16.27%
2.	 France	429	 13.66%
3.	 Sweden	306	 9.74%
4.	 Germany	155	 4.93%
5.	 United States	150	 4.78%
6.	 Spain	149	 4.74%
7.	 United Kingdom	142	 4.52%
8.	 Greece	120	 3.82%
9.	 Belgium	104	 3.31%
10.	 India	92	 2.93%

Figure 32 - Top 10 countries of website visitors

Most of the visitors discover the IRIS website through organic search (i.e. by clicking on the results of a relevant search query).

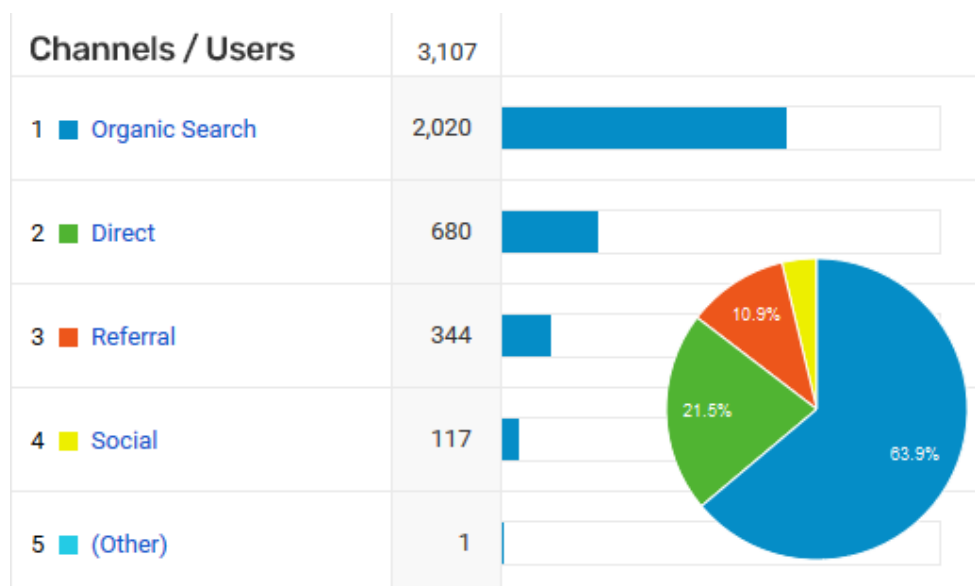


Figure 33 - Top channels for visitors' acquisition

6.2.2. Twitter account

IRIS has established a notable presence in Twitter. The activity started one month before the official start of the project. By the end of August 2018, IRIS has 516 followers and 625 likes. Moreover, the IRIS tweets appeared in almost 237.000 user and 4.618 of them visited IRIS Twitter profile page (<https://twitter.com/IRISsmartcities>).

Month	Impressions	Profile Visits	Mentions	New followers
AUG 18	21,2K	137	16	23
JUL 18	12,9K	75	10	18
JUN 18	23,6K	226	28	31
MAI 18	31,8K	326	46	29
APL 18	18,2K	244	29	26
MAR 18	27,6K	574	30	45
FEB 18	12,6K	172	12	33
IAN 18	15K	241	7	41
DEC 17	8K	163	10	14
NOV 17	19,4K	536	37	62
OCT 17	36,3K	1295	36	117
SEP 17	10,4K	629	21	77
Total	237K	4618	282	516

Table 3 – Overview of IRIS Twitter activity

Like the website, most of the visitors come from countries where an IRIS partner exists.

Country name	% of audience
Sweden	15%
Netherlands	14%
France	11%
Belgium	10%
Spain	7%
Germany	6%
United Kingdom	5%
Italy	5%
United States	3%
Norway	2%

Table 4 - IRIS Twitter Visitors' Location



6.2.3. LinkedIn account

During the first 11 months of the project (1/10/2018 – 31/8/2018), the IRIS organisation in the LinkedIn platform manage to attract 117 followers. The following table presents the main metrics of the IRIS activity in LinkedIn.

Month	Impressions	Clicks	Likes	Shares	Page Views	Followers
Aug 18	980	28	9	1	27	5
Jul 18	483	7	5	0	32	1
Jun 18	1.082	25	18	1	52	9
May 18	1.974	61	44	6	86	20
Apr 18	1.637	42	7	3	102	9
Mar 18	2.399	22	24	3	94	18
Feb 18	663	6	5	1	34	4
Jan 18	1.381	14	8	2	49	12
Dec 17	278	7	0	0	47	10
Nov 17	2.328	52	13	5	85	26
Oct 17	15	1	1	0	8	3
Total	13.220	265	134	22	616	117

Table 5 – Overview of IRIS LinkedIn activity

As LinkedIn is a social network for professionals, it provides valuable demographics for both visitors and followers. The following figures present the distribution of visitors per location, job function, industry, and company size.

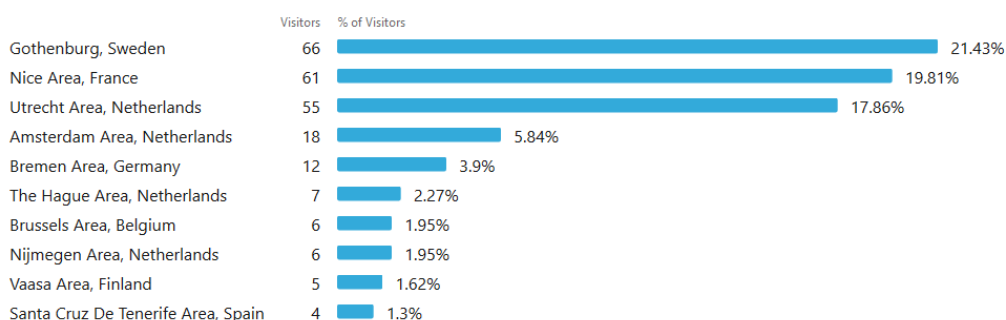


Figure 34 – Top locations of IRIS LinkedIn account visitors

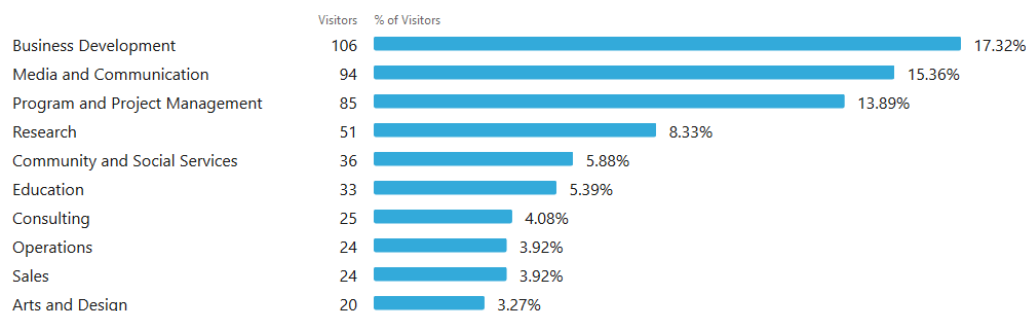


Figure 35 – Top job functions of IRIS LinkedIn account visitors

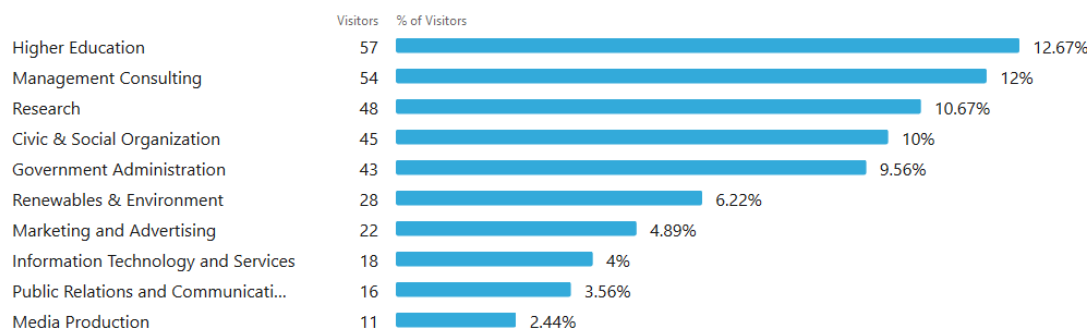


Figure 36 – Top industries of IRIS LinkedIn account visitors

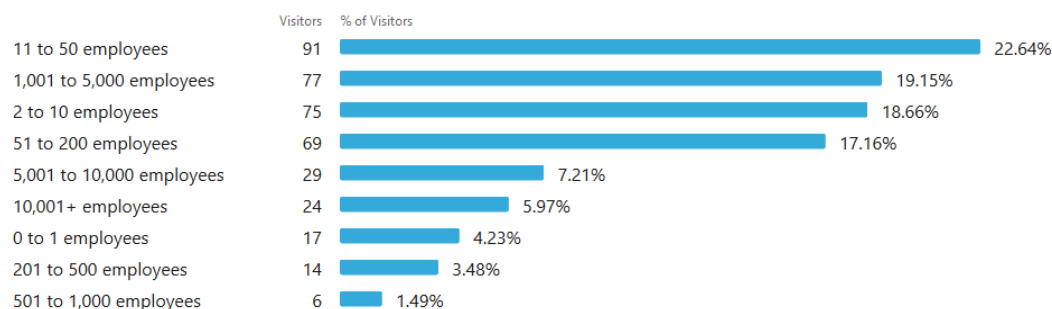


Figure 37 - – Top company sizes of IRIS LinkedIn account visitors

6.2.4. YouTube account

IRIS YouTube channel was created in January 2018. Since then 7 videos have been published. The following table presents the main metrics of the IRIS activity in YouTube.

Videos	Subscribers	Impressions	Views	Watch Time (minutes)	Average View Duration
7	26	2.400	772	737	0:57

Table 6 - Overview of IRIS YouTube activity (1/1/2018 – 31/8/2018.)

YouTube offers detailed statistics about the performance of each video.



Video	Impressions	Impressions click-through rate	Views	Average view duration	Watch time (minutes)
Total	2,387	6.6%	772 100.0%	0:57	737 100.0%
IRIS Smart City Visions: Gothenburg meeting 2018	283	4.2%	117 15.2%	1:08	134 18.1%
Smart City Visions: IRIS meets Eva Pavic from Johannebe...	427	8.7%	186 24.1%	0:42	132 17.9%
Smart City Visions: IRIS meets Metry.io CEO Magnus Lütt...	599	5.5%	134 17.4%	0:58	130 17.6%
Smart City Visions: IRIS meets Alain Chateau of Nice Cen...	347	7.5%	99 12.8%	1:11	118 16.0%
Smart City Visions: IRIS meets Carolien van Hemel	201	3.0%	96 12.4%	1:04	104 14.1%
Smart City Visions: IRIS meets Joop Oude Lohuis of Utre...	438	8.2%	100 13.0%	0:50	84 11.4%
Smart City Visions: IRIS meets Maria Backman	92	7.6%	38 4.9%	0:46	29 4.0%

Figure 38 – IRIS YouTube videos metrics

Most of the viewers come from external sources and especial from LinkedIn and Twitter.



Figure 39 – IRIS YouTube traffic source types

Figure 40 – IRIS YouTube external traffic source types

Like the other platforms, most of the visitors come from countries where an IRIS partner exists.

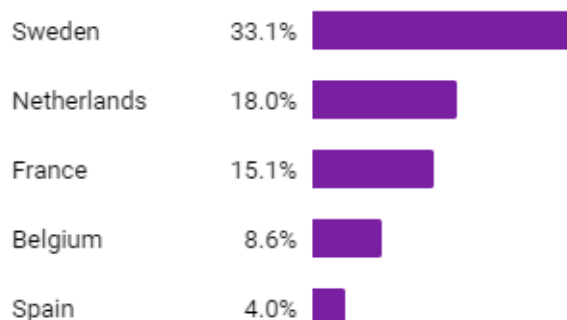


Figure 41 – IRIS YouTube visitors' top countries

6.2.5. Instagram account

IRIS Instagram account has 99 followers until 31 August 2018. 17 posts have been published which have received 180 likes. The audience come mainly from IRIS partners' countries, but with some surprising impact from unexpected global enthusiasts for smart city issues.

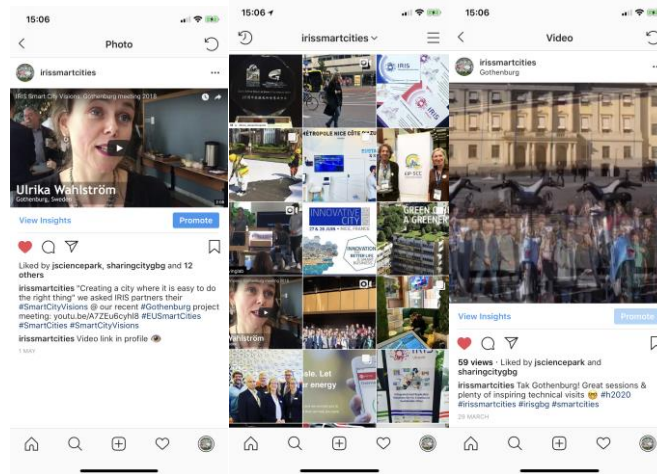


Figure 41 – IRIS Instagram account

7. Communication and dissemination in the city ecosystems

At the beginning of the project each city ecosystem and local desk contact person(s) belonging to the 'core communication group' are developing communication and dissemination plans and activities. Each local desk centralises and coordinates C&D actions and interacts with the C&D Secretariat and each other to stimulate innovation and best practice in creating meaningful dialogues with public and professional audiences.

These are actions designed by partner's onsite to be locally effective – respecting language, culture and context so critical for communication and dissemination success. Cities have conducted working sessions to define their C&D context and give an initial insight into their audiences, objectives, messages and channels. Considering the project timeline and plans in each of the cities, this exercise has been focused on public communication in the three lighthouse cities, lead replicator Vaasa and Santa Cruz de Tenerife. All have also specifically considered the separate audiences and objectives in terms of dissemination to professional and policy audiences and will focus with much greater attention to this as the tangible outputs of IRIS begin to gain momentum.

Dedicated sessions at project meetings will continue to monitor and evolve this approach and further develop dissemination with particular focus on cultivating clear objectives and messages as IRIS developments in mobility, ICT, energy and citizen engagement really begin to take life.



Figure 42: Gothenburg ecosystem C&D Planning session November 2017

7.1.Utrecht

IRIS sits perfectly in the context of the City of Utrecht's vision for [health](#), [mobility](#), [public data](#) and [energy strategy](#). Utrecht is the fastest growing city of the Netherlands. We are building a healthy future for both our city and its inhabitants. We therefore put public health first in all fields of policy. We urge residents and other stakeholders in the city to take the initiative, to seek to forge partnership and thereby do their part in making Utrecht a healthier place to live. The City of Utrecht also has the highest rate of PV-systems installed in the Netherlands (10 MWp, 2015). The city wants the number of PV-systems to grow from 4.000 in 2015 to 10.000 in 2020. The number of EV-charging stations should grow to 1.000 and the number of EVs to 10.000, both in 2020.

LomboXnet, a part of [Smart Solar charging](#), was an important source of inspiration for IRIS. Smart Solar Charging is a sustainable energy system at district level. Locally produced solar energy is stored in (pool) cars. This energy can be released to the district at a later time, via a smart charging station. IRIS is also a natural follow up of [Inside Out](#), a project in Utrecht Overvecht to renovate an existing building into an energy-supplying building.

Citizen engagement is primordial: Utrecht wants to be a socially inclusive city, with citizens in the driver's seat. Only by means of co-creation with citizens, inclusive, user-driven city infrastructures and services can be achieved. Citizen engagement is also an integrate part of the projects Smart Solar Charging and Inside Out. IRIS can naturally take up the lessons learned with citizen engagement in these projects. Communication plays a central role in informing and engaging citizens in the demonstration area and informing residents of the development of smart services for these and in future other citizens. The dissemination of the results of the project are crucial for Utrecht. It enables us to share successes and learning points with other governments and other stakeholders.

AUDIENCES	Defining characteristics & importance to IRIS
<i>Civic groups</i>	(A part of) the residents of Kanaleneiland Zuid are the main target group because the housing blocks owned by housing corporation Bo-Ex form the demonstration area. These buildings need to be renovated. Success of the project depends highly on the way the joined partner organisations are able to satisfy the needs and demands of the target groups. Citizen involvement and/or financial benefits for the habitants are crucial success factors. If the project is success, this triggers a "Me-Too" effect, particularly from other citizens in similar housing in consideration. If the first project (renewal of one apartment building in Kanaleneiland Zuid) fails, the next blocks are going to be tough! The neighbourhood can be described as a deprived area, with high percentage of people with a migration background, unemployment, low income and low trust in institutions. Success might boost replication in similar urban area's elsewhere.
<i>Experts, other stakeholders</i>	Concepts as 'sustainability', 'smart use of big data', 'Vehicle-To-Grid (V2G) solutions' etc. are – in general - a non-issue for the majority of the inhabitants of Kanaleneiland Zuid, but does matter for the city of Utrecht. And in the future do matter for everyone. In all media messages we take that in consideration and we will use segmented key messages to specific target audiences.
<i>Residents</i>	Over 330,000 people - including 170 nationalities - call Utrecht their home. 20 % of them are students. This will rise to 400.000 in 2030. In Kanaleneiland Zuid live



	approx. 8.000 people. Kanaleneiland, once on the outskirts of the city, now has potential due to the fact that more and more it moves up to the centre of the city. Kanaleneiland has with IRIS an opportunity to step up from a backward position to a front running position. Utrecht in figures .
<i>Employees partner organisations</i>	Commitment from the inhabitants can only be achieved when every project member is convinced that dealing with the demands and needs of the habitants is the key to success. Communication plays a central role in this.

Table 7 Utrecht communication audiences

CHANNELS	Available mediums for delivering messages and receiving feedback/input
<i>City-wide</i>	Duic.nl Nieuws030.nl AD.nl/Utrecht/ oneworld.nl rtvutrecht.nl, Twitter, LinkedIn, Newsletter Economic affairs, Newsletter Utrecht energy www.utrecht.nl , micro website for irissmartcities.eu/irissmartcities/ Thuis magazine, Volkskrant.nl, trouw.nl, nrc.nl, telegraaf.nl, nu.nl, energiea.nl Partner websites and internal media
<i>District-wide</i>	utrecht.nl/wijk-zuidwest/ , U-in-de-wijk, In-person communications channels: Cultuurhuis Kanaleneiland, social makelaars, Doenja, BuurtThuis, Buurtteam Kanaleneiland Zuid, KrachtStation, Openbare Bibliotheek, Herman Brood academie, voorleesochtenden, Taalcampagne, Moskee Sayidina Ibrahim, vertegenwoordigers bewonersverenigingen (representatives of citizen communities), sportverenigingen (sports clubs), scholen (schools). Take in consideration means like storytelling-in-residence, info graphics, Blogs, Vlogs, drama, in-building-exhibitions, presentations or on site demonstrations from other resident representatives from other project (like Inside Out, Lomboxnet)

Table 8 Utrecht communication channels

Selected recent and upcoming actions

MONTH	Action
<i>June 18</i>	Project meeting with all project partners Interview and storytelling-video with Bo-Ex in production Micro website for IRIS-Utrecht – www.iris-utrecht.nl – in production June 4th, Promoting Urban Reverd podcast about Bidirectional chargers and the implementation in Kanaleneiland for IRIS June 6th, Jooop Oude Lohuis presenting IRIS at PROVADA Real Estate Fair in Amsterdam June 13-14, Mirjam Harmelink representing IRIS at 2018 International Business Festival – Smart Cities Realised Summit in Liverpool June 14th, News IRIS partner Lomboxnet wins International Partnership Award with Renault June 19-22, Hans Sakkers representing IRIS at ICLEI World Congress in Montreal June 20, 25, 26, IRIS interactive co-creation sessions Utrecht citizens on smart street lighting June 27-28 Participation of Muriel Pels and Haye Folkertsma at European Innovation Partnership for Smart Cities & Communities General Assembly in Sofia June 30th, Muriel Pels presents the IRIS project, business models for smart cities, at UU Centre for Entrepreneurship



<i>July 18</i>	16-17 July, Participation of Haye Folkertsma & Thomas Kruse at Creative Dialogue DE-NL on E-Mobility in Munchen
<i>September 18</i>	September 4 th , Project meeting with all Utrecht partners, WP5 September 6 th , Project meeting with all Utrecht partners WP10 September 12 th , Communication plan IRIS Utrecht for citizen engagement finished, meeting Municipality, Bo-Ex and USI <i>Micro website for IRIS-Utrecht live, including video portraits, knowledge base integrated with Smart Cities Information System (SCIS) and IRIS calendar.</i>
<i>October 18</i>	Sustainability week Climate planet in Utrecht: opportunity for network and general audiences Renovation first apartment block starts Interview and storytelling-video with Bo-Ex uploaded and public Start citizen journalism in collaboration with participating schools in the IRIS district Kanaleneiland-Zuid
<i>November 18</i>	Project meeting with all project partners Interview and storytelling-video with Stedin in production 27 th November, project meeting with all IRIS partners
<i>December 18</i>	First vlogs citizen journalism live

Table 9 Utrecht communication calendar

7.2. Gothenburg

Gothenburg is a port city with a strategic location between Oslo and Copenhagen. It has a population of around 533 000 and is Sweden's second largest city. The Gothenburg region, which spans 13 municipalities in Greater Gothenburg, has a population of 1,1 million. The Gothenburg region is right at the epicentre of Scandinavia and the Baltic States, and the gateway to a market of 190 million people. 70 % of Scandinavia's total industrial capacity is located within a 500-km radius of the Gothenburg region and 30% of Swedish foreign trade passes through the Port of Gothenburg, which is the largest in Scandinavia. The City of Gothenburg will grow by another 150 000 inhabitants and aims at being one of the most progressive cities in the world when it comes to addressing climate changes and create opportunities for the residents of Gothenburg to reduce their carbon footprint.

It is in this broad context that Johanneberg Science Park works as a Local News Desk in IRIS lighthouse city Gothenburg, linking the nine IRIS partners in Gothenburg and project management with Utrecht and ESCI. For Gothenburg, IRIS Smart Cities is a project of ambition with great interest from the start. It has great future potential and communication should be managed accordingly.

Communication will help IRIS Smart Cities achieve overall project goals, gain interest in replicating IRIS solutions in fellow lighthouse cities, the four Follower Cities, elsewhere in Europe – and beyond. Effective communication and dissemination of knowledge will be key to changing our lifestyles to create more sustainable cities in the EU, with focus on mobility, energy, ICT all based on true citizen engagement.



Gothenburg Local News Desk communication goals:

- Continuously build interest and raise awareness about achievements, solutions, challenges and obstacles in achieving a sustainable city
- Increase knowledge transfer and change attitudes to realize replication and innovation
- Show that the City of Gothenburg is moving forward in innovative environmental projects and has mobilized a strong collaboration team
- Profile IRIS as an example in the EU project palette, as part of the EU initiative to allow cities to test new solutions to their challenges
- Demonstrate the expertise of project partners

Table 10 Gothenburg local news desk goals

Primary target audiences in Gothenburg

- Citizens and residents of the city
- Demonstration site users and population
- Local authorities and government
- Decision makers
- Private sector actors and entrepreneurs
- SMEs and startup's
- Local IRIS Gothenburg project partners
- Funding partners
- Other stakeholders such as city planners, administrators, universities

Table 11 Gothenburg communication audiences

Operationally, the IRIS Light House City of Gothenburg (GBG) works with communication in several interlaced groups with strong and clear focus on cooperation. Their stated intentions are as follows:

1. Johanneberg Science Park – Site managers, WP leaders and head of Local News Desk GBG.

Johanneberg Science Park has a team of five communications co-workers with competence within PR, media contacts, film production, graphic design, English text writing and of course communication planning. After almost 10 years working with complex projects in our science park-environment our skills and ability to make different project partners go in line and follow one pace with communication has reached magical levels.

Co-work with other projects in the Science Park: Fresh example here is Riksbyggen that will take over used bus batteries from ElectriCity, our well-known flagship project with Volvo (and others) the electric bus that has received a lot of attention. Our local team at the Science Park gather statistics in some different ways, here are some examples:

- a. Visitors and clicks on our own web page <https://www.johannebergsciencepark.com>
- b. Twitter statistics via Twitter itself.
- c. Search words for IRIS, Smart cities etc in Google Analytics.
- d. Register news from and about IRIS via the tool Meltwater, that generate long lists of headlines, facts and links



- e. All the statistics are sent to ESCI on a regular basis.

2. IRIS Project Team Gothenburg

This is where the work within IRIS and our different WPs is conducted and the communications rep in IRIS Gothenburg attend to the meetings regularly with few exceptions. There is a standing communications point on the agenda, and there to inform the partners about latest comms activities and upcoming events, where will we take IRIS, who was here at study visits and what to expect in the nearest future. Reasons for attending these meetings are:

1. Listen in to what is happening in the different organizations and what is interesting from a com angle, for example Akademiska Hus are starting up their salt storage of energy, Metry signs great deal with HSB, EC2B becomes its own company from Trivector, Riksbyggen meets the citizens in workshops and focus groups in preparation for the moving in to BRF Viva etc.
2. Inform project partners what is happening in the communication plan, what events are we attending, who is going where, Search the right person representing IRIS in different situations.
3. Pinpoint all sorts of different contact points where IRIS could be mentioned and presented. Kim Lantto can easily focus on IRIS a bit when talking about Gothenburgs digital journey at the Boot Camp at Ericsson within the #gbgtechweek, Rickard Malm mentions IRIS and the magic we do when HSB is a partner in a matchmaking event with the cluster and network GreenUp run by our incubator Chalmers Ventures. And so on. Repetition is central here!

3. IRIS Local News Desk Gothenburg – the director and the team

We are nine IRIS partners in Gothenburg, and we have found our best practice in the way we work together. Johanneberg Science Park is leading and directing the practical work (Katarina Nordström). The partners have meetings IRL and digital via Skype (and other platforms). All partners (apart from JSP) have 1 PM each in "Iris WP 10 T2 Local news desks and citizen journalist networks", so we need to use our hours wisely, not much time on meetings.

The director of the local news desk shall:

1. Be the bridge between IRIS com and local com
2. Manages / reports deliveries following the project's guideline to project management and funding partner/s.
3. Ensures dialogue and cross-talk regarding communication activities and reporting between project management / communication manager / communication group within the project and on JSP.
4. Is convinced how we "must" communicate - what logos, tags, etc must be constantly present
5. Common boilers / pictures
6. Communication Strategy Activity Plan Policy – send in to ESCI
7. Responsibilities
8. Content structure
9. Q & A (has not happened yet, are we doing a central Q/A, Wiki or dictionary perhaps?)
10. Channel Map
11. Avoid collisions in communication efforts
12. Capture what is communicated (follow-up)



13. Send out an Info email at least once a month – or more if lots going on. Katarina Nordström, JSP writes them with three purposes:
- Share news and useful bits of info (big and small) in the project to create feeling of fellowship and solidarity. And to keep IRIS on their radar as the comms people are involved in many other projects in their own organizations.
 - Share info that needs distribution in their network, in Sweden
 - Gather info that they want to share with the rest of IRIS project + distribute out from ESCI to Europe.

The local news desk team shall:

- Be the bridge between local IRIS comms and partner organizations.
- Attend to one to one-meetings for introduction in the project (Dialogue workshop to map up the parties' expectations, contributions and possibilities). In these meetings we plan activities from the communications angle overheard in the project meetings (not hard to find).
- Support their home organizations with adequate comms support and work needed to be done
- Map up their own Channel Map and share with director
- Share news to director for sending forward to EU etc.
- Receive news from director and share and spread in own network over chosen channels.

CHANNELS	Selected mediums for delivering messages and receiving feedback/input
Websites	www.businessregiongoteborg.se www.greengothenburg.com www.johannebergsciencepark.com http://goteborg.se/ www.tyrens.se www.imcg.se www.trivector.se
Social media	<p>Facebook https://www.facebook.com/businessregiongoteborg/</p> <p>Twitter: https://twitter.com/greengothenburg</p> <p>LinkedIn: www.linkedin.com/company/10236692/</p> <p>LinkedIn: www.linkedin.com/company/494414/</p> <p>Twitter: https://twitter.com/BRGgoteborg</p> <p>Twitter: @johannebergsp</p> <p>Instagram: @jsciencepark</p> <p>Facebook: https://www.facebook.com/JohannebergSciencePark/</p> <p>LinkedIn: https://www.linkedin.com/company/2218414/</p> <p>Facebook: https://www.facebook.com/GothenburgEuropeanOffice/</p> <p>Blogg: IMCG: http://imcg.se/om-oss/imcg-bloggen/</p> <p>Facebook: www.facebook.com/imcgsweden/</p> <p>IMCG LinkedIn: https://www.linkedin.com/company/1575221/</p> <p>YouTube: https://www.youtube.com/user/IMCGSweden</p> <p>City of Gothenburg: Twitter & LinkedIn</p> <p>Twitter: @tyrens_ab</p> <p>Instagram: @tyrens_ab</p> <p>Facebook: www.facebook.com/tyrensab</p> <p>LinkedIn: www.linkedin.com/company/tyrens-ab</p> <p>Twitter: @Trivector_</p>



	LinkedIn: https://www.linkedin.com/company/240628/ Facebook: https://www.facebook.com/trivectorab/ YouTube: https://www.youtube.com/channel/UCshZYPB2LCj4RgVohV2mmgw
Events & Fairs	Business Region Göteborg Volvo Ocean Race – fair and seminars Almedalen MIPIM ESV kommer 2019 Johanneberg Science Park - Almedalen Trivectors årliga kundseminarier - Lund, Göteborg, Stockholm, Transport forum, Linköping ECOMM (2019 in Uppsala) Almedalen Climate-KIC events
Networks	International Association of Science Parks (IASP) SISP Gothenburg European Office

Table 12 Gothenburg communication channels

Selected upcoming actions

MONTH	Action
September 18	Second life Bus batteries from ElectriCity electric bus to PFH Riksbyggen VIVA
September 18	Nordic Edge Expo 2018 - Stavanger (Norway)
October 18	Akademiska hus, Phase Change Material press release
October 18	Personal Energy Threshold, project
October 18	Metry seminar in Stockholm
October 18	The European Week of Regions and Cities, Brussels
October 18	Innovation workshop, Brussels
October 18	TriVector conference in Trondheim
November 18	Citizens meeting

7.3.Nice

Due to the specificities of its territory, the Metropolis of Nice Côte d’Azur has to face two main challenges:

- **Mobility:** Located between sea and mountains, the Metropolis of Nice Côte d’Azur aims to develop a sustainable and multi-modal mobility adapted to its territory and responding to citizens and visitors’ needs.
- **Energy:** Located at the end of the national electrical line, the territory of Nice Côte d’Azur (NCA) has to face a huge risk of shortages and blackouts.

Long known as a ‘Sleeping Beauty’, Nice changed within a few years its former image to the one of a world smart city to be considered in the same class as London, Barcelona or Singapore. In this context,



the initiative to participate to IRIS project has been taken, as IRIS will particularly enable to stimulate the deployment of demonstrators related to mobility and energy at district scale.

Communication and dissemination (C&D) will help to valorize NCA territory dynamism and actions towards citizens, and to share experience with other territories.

AUDIENCES	Defining characteristics & importance to IRIS
<i>Civic groups</i>	<i>Civocracy</i> : a key platform for engaging citizens within NCA territory
<i>NGOs</i>	n/a
<i>Residents</i>	Senior citizens – a significant community within NCA territory Younger citizens - MNCA aims to diversify its local population by building new eco-districts like Nice Meridia, part of the IRIS project
<i>Visitors</i>	With 5 million of visitors per year, Nice is the 1st tourist destination after Paris.
<i>Additional</i>	Investors, startups, SMEs, CAC40 Companies, ... Academics: Université Nice Sophia Antipolis (UNS) community (teachers, searchers, students)

Table 13 Nice Cote d'Azur communication audiences

Specific audience characteristics to consider have been identified around the Nice demonstration sites:

Demonstration sites	Nature & composition of the Audience
<i>Les Moulins</i>	<ul style="list-style-type: none"> • Native & non-native speakers • Rented buildings • Young people, large families • Low income • Low technological awareness
<i>Palazzio Meridia</i>	<ul style="list-style-type: none"> • Native & non-native speakers • Rented buildings (Offices) • Workers • Business • Medium-High technological awareness
<i>IMREDD building</i>	<ul style="list-style-type: none"> • Native & non-native speakers (foreign teachers, students...) • Owned buildings • Students: <ul style="list-style-type: none"> - Young people with high study degrees - Strong economic potential - Potential future residents

Table 14 Nice Cote d'Azur demonstration site audiences



CHANNELS	Available mediums for delivering messages and receiving feedback/input
<i>District-wide</i>	Local newspaper: NiceMatin -> local readers (residents) Local TV Channels: Azur TV-> highly-concerned residents Local radio: France Bleu Azur (if relevant) -> local residents Community platform: Civocracy news -> highly-concerned residents
<i>City-wide</i>	Official websites: nicecotedazur.org (MNCA) -> local residents, investors, ... Social networks: LinkedIn/Twitter/Facebook -> local followers, investors, ... Newsletters City TV Channel: MNCA Youtube channel -> local followers, investors, ...
<i>Region-wide</i>	TV channel: France 3 Region -> local viewers
<i>World-wide</i>	Trade Fair: Innovative City (major event dedicated to Smart cities and located in Nice city, takes place every year) -> Local, national and international business visitors, official guests, foreign local governments, international investors, ...
<i>Academic community (UNS)</i>	Web site: univ-cotedazur.fr -> teachers, searchers, students, partners LinkedIn: IMREDD & UNS accounts -> teachers, searchers, students, partners Twitter: IMREDD & UNS accounts -> teachers, searchers, students, partners Facebook: IMREDD & UNS accounts -> teachers, searchers, students, partners Newsletter -> teachers, searchers, students, partners
<i>Partners Communities</i>	Intranets -> internal teams Web sites -> investors, partners, customers...
<i>IRIS Community</i>	Web site: http://irissmartcities.eu/irissmartcities/ -> IRIS partners, investors, ... Twitter -> IRIS partners, investors, ... LinkedIn -> IRIS partners, investors, ... IRIS Youtube Channel-> IRIS partners, investors, ...

Table 15 Nice Cote d'Azur communication channels

Some principal actions in M1 (October 2017) to M14 (December 2018)

MONTH	Action
<i>October 17</i>	Detail key activities already made (i.e. Press launch)
<i>December 17</i>	Dec 6 th : First IRIS meeting for Nice LH -> Social networks communication (Twitter, Facebook)
<i>March 18</i>	Partner interviews (WP3)
<i>April 18</i>	Palazzio Meridia: inauguration of the first stone (interviews, video, citizens interview)
<i>June 18</i>	Innovative City + Citizens interviews
<i>July 18</i>	IMREDD building: inauguration of the first stone (interviews, video, citizens interview)
<i>October 18</i>	D6.1: synthesis of the Report and baseline ambition & barriers for Nice lighthouse interventions + Interview of Jackie Kraft (economist)
<i>December 18</i>	Visit of the Pallazio Meridia organized by MNCA (tbc)

Table 16 Nice Cote d'Azur communication calendar



7.4. Alexandroupolis

Municipality of Alexandroupolis has an approved by the Covenant of Mayors [Sustainable Energy Action Plan](#) which is regularly monitored and updated. In addition, the Sustainable Mobility Action Plan is currently under development. Future target of the municipality is to develop a Strategic Circular Economy Plan that will include SEAP, SUMP and any other plans. IRIS constitutes an important project for Alexandroupolis and holds an important place in the strategy of the city towards low carbon economy since the exploitation of RES solutions is highly valued by the public authority. The IRIS project is expected to contribute to the communication and dissemination of major energy projects, such as the geothermal district heating and the TAP's waste heat district heating that Alexandroupolis is implementing.

Dissemination and communication (D&C) is recognized as crucial in terms of meeting the city objectives since the transition to a low carbon economy will only happen if citizens and businesses are engaged. The Municipality of Alexandroupolis has created an autonomous energy and natural resources office directly under the Mayor to design, support and implement energy projects. The Vice-Mayor of Energy and Natural Resources, Mr. [Ioannis Falekas](#) is considered as a key person in Alexandroupolis' ecosystem and he is the main contact of Alexandroupolis within IRIS project. In addition, Municipality of Alexandroupolis has a press office and the key communications person is Mr. [Michailidis Pavlos](#).

Energy HIVE cluster is a newly developed cluster of SMEs working on energy and entrepreneurship and can be considered as a valuable channel to disseminate and communicate IRIS project within the Alexandroupolis ecosystem. Ms [Vivi Giourka](#), chairman of Energy HIVE cluster is considered as the key communications contact person.

It is an ambitious target to involve citizens and stakeholders from the beginning till the end of the IRIS project.

AUDIENCES	Defining characteristics & importance to IRIS (success/failure)
<i>Civic groups</i>	Civic groups of Alexandroupolis mostly include cultural associations. Medium importance in respect to IRIS
<i>NGOs</i>	Not many NGOs operate in Alexandroupolis. Not important in respect to IRIS
<i>Residents</i>	Alexandroupolis, as it the case in Greece in general, has a building stock that is by more than 70% privately owned. Residents of Alexandroupolis are in majority native speakers and can be considered as low to medium income. In terms of demographic factors, the city presents slow population aging. In addition, only 10% of the population has university education, very below of the national average (18%). This audience is considered as very important for successful implementation of IRIS
<i>Visitors</i>	Visitors are mainly tourists from Turkey, Bulgaria, Romania and other European countries.
<i>Local scientific community</i>	Alexandroupolis is aiming to replicate solutions of LCs that are considered innovative in terms of the city's ecosystem. Therefore, IRIS D&C plan should include channels to local scientific community. E.g. through Technical Chamber of Thrace



OBJECTIVES	Desired action or outcome
Civic groups/residents / citizens	250 citizens participating in Transition Track #5 citizen engagement actions
Stakeholders	100 key stakeholders participate in IRIS initiatives
Decision makers	Result in decisions to replicate /or develop new sustainable energy projects
Employees	10 municipal employees to receive detailed knowledge on sustainable energy projects
Networks	Deliver information of IRIS activities and replication potential to cities of South-eastern Europe

MESSAGES	Appropriate triggers and motivations
Audience1 – Residents	Alexandroupolis partners smart cities of Europe in IRIS project
Audience2- Visitors	Alexandroupolis is investing in smart and eco-friendly solutions to support sustainable tourism

CHANNELS	Available mediums for delivering messages and receiving feedback/input
<i>City-wide</i>	Social media followers of Municipality of Alexandroupolis' press office (>4500 followers) Emails using Chamber of Commerce of Evros lists to businesses of the city Emails using Technical Chamber of Thrace lists to its members (>500 members) Emails using Economic Chamber of Thrace lists to its members (>500 members)
<i>District-wide</i>	In person communications in Feres district (district of waste heat DH application) In person communications through civic groups in very low income districts

IRIS project dissemination activities are important in terms of transferring the information about replicability of IRIS activities to other Greek and South-Eastern European cities. The importance of IRIS project is expected to have an impact on the Greek policy regarding urban sustainable and smart energy projects.

AUDIENCES	Defining characteristics & importance to IRIS (success/failure)
<i>Government</i>	Energy policy in Greece follows a top-down approach. Government is of high influence on IRIS implementation and national legislation is usually a bottleneck in innovative solutions. Government is considered as an enabler for IRIS project.
<i>Business</i>	Businesses could act as multipliers of IRIS (e.g. adopt solutions replicated in Alexandroupolis)
<i>Academia</i>	Academia can be considered as an enabler for IRIS through support of the feasibility assessment of the replication activities.
<i>Technical</i>	Professional Associations (Architects, Engineering, etc) can be considered as an enabler for IRIS through support on technical issues and solutions of IRIS activities.



OBJECTIVES	Desired action or outcome
	100 new jobs created
	10 peer review papers published

MESSAGES	Appropriate triggers and motivations
<i>Headline messages</i>	Renewables support sustainable growth of Alexandroupolis
<i>Audience 1 – Businesses</i>	Investment in Renewables supports economic sustainability of your business
<i>Audience 2 – Academia</i>	Sustainable cities through efficient and effective knowledge transfer
<i>Audience 3 – Technical</i>	Renewables are low-tech systems superior to conventional systems

CHANNELS	Available mediums for delivering messages and receiving feedback/input
<i>Association</i>	Green Cities Network Events – ALEX is founding member
<i>Association</i>	KEDE (union of municipalities of Greece) – Disseminate IRIS results and outcomes in annual events
<i>Association</i>	PED AMTH (union of municipalities of Region of Eastern Macedonia and Thrace) – Dissemination of IRIS results and outcomes through PED AMTH

7.5. Vaasa and Santa Cruz de Tenerife

Currently leading reflections on public communication are Vaasa and Santa Cruz de Tenerife (SCT). For the only Spanish city of the project, IRIS is a catalyst to reinforce its European Identity, increase the employment rate and achieve increased inward investments. For the city, this goes hand in hand with their strong sustainable agenda of significantly reducing CO2 emissions and building on their multimodal offer. This includes increasing the number of electrical vehicles available and extensive cycle paths.

In Vaasa, their city strategy is based on some important key areas as welfare, swiftness, history, internationalization and energy. Vaasa is known for its unique expertise within the energy sector, which also can be seen within the city organization. The city encourages experimenting and testing of new solutions and has also approved a separate [engagement program](#).

IRIS is the first H2020 project the city is involved in, which means that the project itself and its management is an important learning process. IRIS can contribute to several of actions in the city strategy – focusing additional investment, delivering new urban development and reinforcing their energy and climate program.

[Energy Vaasa](#) is the leading energy cluster in the Nordic countries, with more than 140 businesses, several of which are global market leaders in their field, and accounting for approx. 30% of Finland's energy technology exports. EnergyVaasa communications plans will give additional platforms and support to IRIS along with a strong regional communication strategy with a great focus on energy.



The Vaasa [Energy Week](#) is an annually organized business event gathering the energy experts, influence makers and other energy enthusiasts to discuss the hottest topics in the energy sector. The Vaasa Energy Week can be an excellent communication platform for IRIS communication and dissemination.

With IRIS communications, **Santa Cruz de Tenerife (SCT)** is keen to raise awareness about how technology and smart projects can improve citizen's quality of life and improve sustainability.

To achieve this, SCT recognise that an increased citizen's participation and engagement in local actions, projects and decision-making will be central to achieving this goal collectively. It is also a platform for building social understanding when constructions work take place in the city. Civic groups and a multitude of local media feature strongly in their first reflections:

AUDIENCES	Defining characteristics & importance to IRIS
<i>Civic groups</i>	<p>Citizens entities are a very important part of SCTs social structure, driving a wide combination of citizen initiatives in multiple and diverse areas and fields.</p> <ul style="list-style-type: none"> • Clubs and sports associations 128 • Neighbourhood Associations: federations are also included 99. • Seniors Associations: 40. • Health and social cooperation partners: 81 • Children's parents associations: 36 • Carnival associations 49 <p>Local and regional traders associations Canarian federation of municipalities Journalists associations, Mass Media (3 journals, 3 Local TV channels, 10/15 local radios) 6.898 local enterprises (6.105 services, 308 Industries: water, energy and waste management)</p>
<i>Residents</i>	205.601 inhabitants (107.244 women 98.357 men - 10.896 foreigners)
<i>Visitors</i>	2.203.615 visitors per year. 16.595 direct employment; 112.275.309 € year expense.
<i>Additional considerations</i>	<p>The Spanish economic context is favourable: 3.1% estimated growth in 2017 The Canary Islands will grow by 3.6% in 2017. The economic recovery in the city has a clear reflection in labour market with an annual average of over 9000 contracts/month.</p>

Table 17 Santa Cruz de Tenerife communication audiences

CHANNELS	Available mediums for delivering messages and receiving feedback/input
<i>City-wide</i>	<p>3.905 FB fans; 2.538 TW followers; 176 youtube suscribers (corporate pages) 2.344 FB; 1115 TW followers (Environmental pages) Dailys readerships: El Día (16,76%), La Opinión (3,4%), Diario de avisos (8,68%) Local radio's audiences in % : SER (12,2) COPE(4,2) National (5,4) Canarias Radio(2,6) Radio El día (1,2) 40 (15,4), Dial (11,3). 3 regional TV channels (TVE: 41.000 viewers) Antena 3 (43.000) and TVC (No data) 2 locals (No data). City Council web site Whatsup groups: about 1200 users in a closed net.</p>
<i>District-wide</i>	<p>Sothwest district: 1.874 FB fans & 644 TW followers Ofra South Coast: 1.942 FB fans & 361 followers</p>



Salud La Salle District: 826 FB fans & 377 followers
Centro Ifara District: 1.934 FB fans & 1.933 followers
Anaga District: 2.519 FB fans & 329 followers

Table 18 Santa Cruz de Tenerife communication channels

As lead of all replication activities, Vaasa is understandably enthusiastic about engaging and enthusing both citizens and professionals around a genuine showcase demonstration.

AUDIENCES	Defining characteristics & importance to IRIS
<i>Civic groups / NGOs / Citizens</i>	The Ravilaakso area is a focus area for development in Vaasa as well as a replication area within the IRIS project. Engaging these target groups is important for achieving project objectives. A process of citizen engagement and co-creation has already started as part of the Ravilaakso developments.
<i>Experts / Visitors</i>	The area can in the future become a showcase for the city concerning smart, sustainable and energy positive districts. Experts, external financiers and companies, developers can be engaged around it and are crucial for the successful replication.
<i>Employees</i>	The project acts as a learning process for the city and employees involved.
<i>Decision makers</i>	To ensure and influence on that replication will take place
<i>Networks and potential replication cities</i>	Crucial for the project to work on the potential scale up and replications for Vaasa and IRIS project ambitions in follower cities and beyond.

Table 19 Vaasa communication audiences

Selected actions undertaken in Vassa not yet profiled in D10.1

MONTH	Action
<i>October 17</i>	Press release by the City of Vaasa 25.10.2017 Press release on the city internet pages Information about the project on www.vaasa.fi
<i>October 17</i>	Presentations of the targets and tasks in IRIS Meeting Sustainable and attractive Towns workshop
<i>November 17</i>	Press release IRIS announcement University of Vaasa
<i>December 17</i>	Internal information for employees involved in the energy- and climate program
<i>January 18</i>	Presentations of the targets and tasks in IRIS for internal target groups and decision makers
<i>March 18</i>	Energy Week 2018
<i>April 18</i>	Meeting Ghent, CoM Twinning project, Presentations of the targets and tasks in IRIS
<i>May 18</i>	Information stand at the University of Vaasa during the Europe day event
<i>June 18</i>	Sustainable Energy Days in Brussels presentations and discussions
<i>June 18</i>	ISPIM Conference in Stockholm, presentations and discussions
<i>June 18</i>	Presentations of the targets and tasks in IRIS Board of Technical department
<i>August 18</i>	Presentations of the targets and tasks in IRIS, interested public



Work in Focsani is underway to define communication and dissemination actions and reflects their planned development timetable. The communication planning and exchange already done by other cities will stimulate their approach and input.



8. Conclusion

IRIS communication and dissemination actions set off at a good pace, with four social media channels, a complete website, numerous articles and over 280 twitter followers in under three months at project/European level. This visibility has continued to grow, with over 530 followers in M12 and a close correlation between IRIS activity and increased engagement. The city ecosystems were also quick to appropriate the project, with a variety of press, media and content at city level and city specific hash tags like #irisbg. Partners across the consortium too, have been engaged; especially among the SMEs providing technology and solutions in ICT, energy and mobility who will be vital to creating the patents, business plans and economic impact desired.

The close collaboration of a network of core communications contacts was vital to orchestrating this early momentum – and continues to be critical to creating the content and connections necessary to turn awareness of IRIS into targeted actions from investors, policy makers, residents and citizens. The first full year of the project has been successful in providing a steady stream of local and European content, video portraits and interviews to develop IRIS credentials. Communication and dissemination activities have started to flesh out what IRIS wants to achieve, how it plans to do it and why it is important for individuals and society as a whole. In particular, the #SmartCityVisions video interview series has provided a bedrock for this that should last for some time to come. Working sessions in Gothenburg (March 2018) and occasional conference calls with the core communications group at project has helped build on the assessments of audiences, objectives, messages and channels already made.

A sizable piece of progress has been made in task 10.5 with a working document, event calendar and first collaborations with fellow SCC lighthouse projects at Nordic Edge and Smart City Expo now underway. These events will provide a test bed for the first printed materials and help to refine the key messages.

Interaction between communication and dissemination actions and fellow work packages continues to develop in practice. ESCI editorial will beginning to mirror the initial outputs of WP1 as the transition tracks take effect, WP2 relations with institutional actors is growing in number of interactions and in WP3 exploitation and key plans in the lighthouse demonstration sites will dictate tangible content to promote and share.

For all the progress, some improvements can be made and challenges addressed. The division of tasks and budgets in the project proposal has not always given the best results in social media monitoring coordination and speed of getting printed work out to internal stakeholders and audiences. In terms of content, the project is also long – at five years – which means the initial understandable demand for a complete range of communication and dissemination tools have not always been met. A forthcoming video news release in February 2019 and more meaningful editorial now parts of WP1 transition track analysis have been completed should give much more tangible content to shout about and inspire other cities to make a sustainable change as well.



9. References

- [1] Website: <http://irisSmartCities.eu>
- [2] Twitter: <https://twitter.com/IRISsmartcities>
- [3] YouTube channel: https://www.youtube.com/channel/UCVZPWV3_lx4xF1aXltY9E8w
- [4] LinkedIn company page: <https://www.linkedin.com/company/27090842/>

10. Annex – C&D actions and metrics

Expected actions and achievements of the C&D Secretariat and Local Desks in detail

	Selected Communication and Dissemination Actions & Metrics				
C&D Objective	M1-M12	M13-M24	M25-M36	M37-M48	M49-M60
C&D Plan	Strategic frame for success	Analyse and update (M20)	-	Analyse and update (M40)	-
Visual identity	Uniform deployment	Uniform deployment	Uniform deployment	Uniform deployment	Uniform deployment
D&C secretariat: written content	For 'multiplier' distribution: 10 x news releases 3-4 interviews An. est. readership: >40,000	For 'multiplier' distribution: 10 x news releases 3-4 interviews An. est. readership: >30,000	For 'multiplier' distribution: 10 x news releases 3-4 interviews An. est. readership: >30,000	For 'multiplier' distribution: 10 x news releases 3-4 interviews An. est. readership: >30,000	For 'multiplier' distribution: 10 x news releases 3-4 interviews An. est. readership: >40,000
D&C secretariat: video content	5 x Vox Pop videos Social media reach	1 x Video News Release Broadcast: 80,000 viewers	5 x Vox Pop videos Social media reach	5 x Vox Pop videos Social media reach	1 x News compilation video Broadcast: 80,000 viewers
D&C secretariat: graphic	1 x photo shoot 2 x info graphics	1 x info graphics	1 x info graphics	-	2 x info graphics
Local Desk: written content	10 x news releases 2 x citizen interviews An. est. readership: 10,000	10 x news releases 2 x citizen interviews An. est. readership: 10,000	10 x news releases 2 x citizen interviews An. est. readership: 10,000	10 x news releases 2 x citizen interviews An. est. readership: 10,000	10 x news releases 2 x citizen interviews An. est. readership: 10,000
Local Desk: video content	Video amnesty to IRIS - 10 videos on project YouTube	1 x Citizen Journalism video	1 x Citizen Journalism video	1 x Citizen Journalism video	1 x Citizen Journalism video compilation
IRIS print materials	Flyer/brochure/poster in English: 5.000 recipients 1 x roll up poster 1 x A1 poster	Flyer/brochure/poster in 2 x additional languages: 5.000 recipients	Distribution at professional, EU & local events: 1.000 recipients	Distribution at professional, EU & local events: 1.000 recipients New roll up & poster	Distribution at professional, EU and local events 1.000 recipients
Social media strategy	twitter: 150 followers YouTube: 1000 views LinkedIn: 80 follower/20 posts SlideShare: 300 views Facebook page TBD 1 x social broadcast session	twitter: 300 followers YouTube: 2000 views LinkedIn: 160 followers/60 posts SlideShare: 450 views Facebook page TBD 1 x social broadcast session	twitter: 400 followers YouTube: 2500 views LinkedIn: 220 followers/80 posts SlideShare: 550 views Facebook page TBD 1 x social broadcast session	twitter: 500 followers YouTube: 3000 views LinkedIn: 280 followers/100 posts SlideShare: 650 views Facebook page TBD 1 x social broadcast session	twitter: 600 followers YouTube: 4000 views LinkedIn: 360 followers/120 posts SlideShare: 900 views Facebook page TBD 1 x social broadcast session
Project Website	Web-stats: 300 visits/ month Av. Session: > 2 minutes	Web-stats: 400 visits/ month Av. Session: > 2 minutes	Web-stats: 400 visits/ month Av. Session: > 2 minutes	Web-stats: 400 visits/ month Av. Session: > 2 minutes	Web-stats: 500 visits/ month Av. Session: > 2 minutes
National & International events / year	Local stakeholder: 10 Citizen engagement: 2 EU stakeholder: 6 Scientific & business: 10	Local stakeholder: 10 Citizen engagement: 2 EU stakeholder: 6 Scientific & business: 10	Local stakeholder: 10 Citizen engagement: 2 EU stakeholder: 6 Scientific & business: 10	Local stakeholder: 10 Citizen engagement: 2 EU stakeholder: 6 Scientific & business: 10	Local stakeholder: 10 Citizen engagement: 2 EU stakeholder: 6 Scientific & business: 10