Project Acronym:	IRIS
Project Full Name:	Integrated and Replicable Solutions for Co-Creation in Sustainable Cities
Grant Agreement:	No 774199
Project Duration:	5 years (starting 1 October 2017)

Deliverable 10.1

Communication & Dissemination Plan with Conference Agenda

Work Package:	WP 10: Communication and Dissemination
Task:	T 10.1: Communication and Dissemination Plan and Secretariat
Lead Beneficiary:	ESCI
Due Date:	31 December 2017 (M3)
Submission Date:	22 December 2017 (M3)
Deliverable Status:	Final
Deliverable Style:	R
Dissemination Level:	PU
File Name:	D10.1 Communication & Dissemination Plan with Conference Agenda.pdf

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Version History

Version	Date	Modifications made by
0.1	16/11/2017	First draft version
0.2	15/12/2017	Second draft version, incorporating contributions from CERTH and LH/FC
0.3	18/12/2017	Final version for Quality Review
1.0	22/12/2017	Final version to be released to the EC

Disclaimer

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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

D10.1 'Communication and dissemination plan with conference agenda' 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.
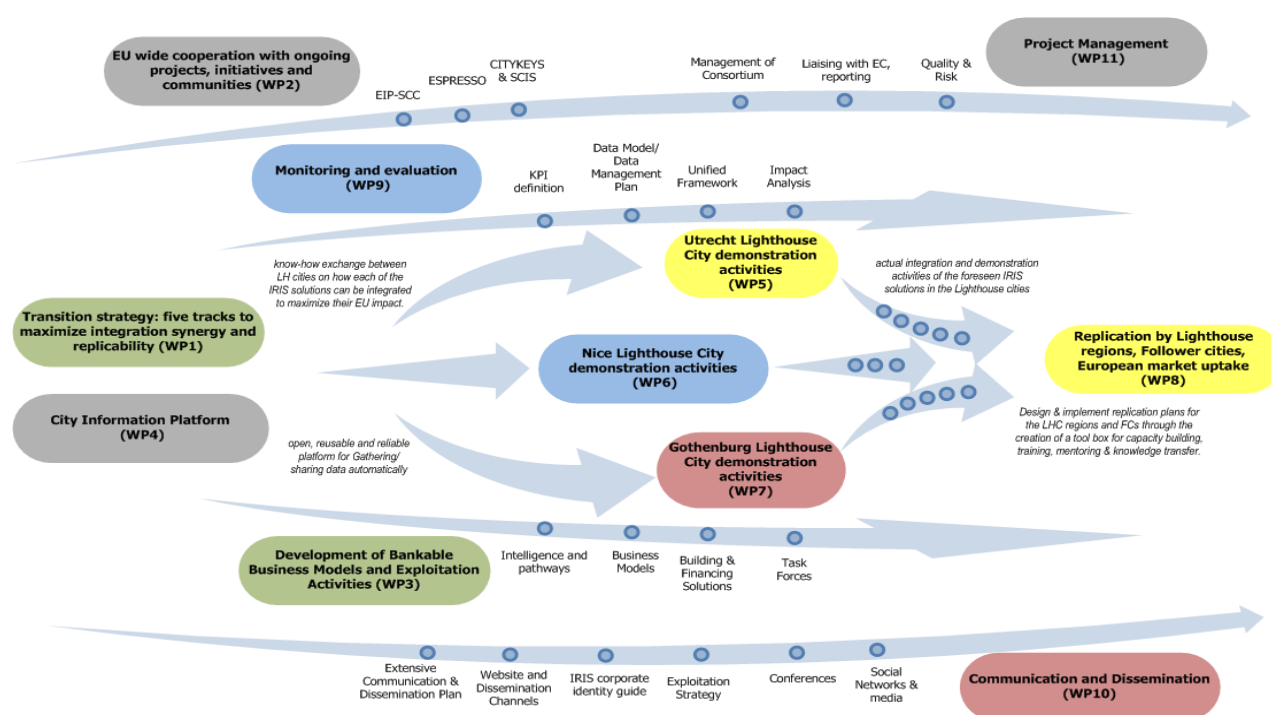
Figure 1: IRIS PERT diagram

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 podential of IRIS solutions developed.
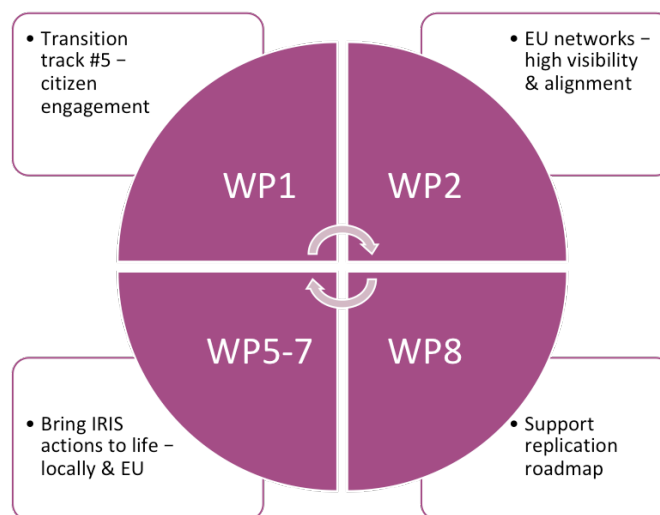
Figure 2 Key interactions with other Work Packages

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), **Göteborg** (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.
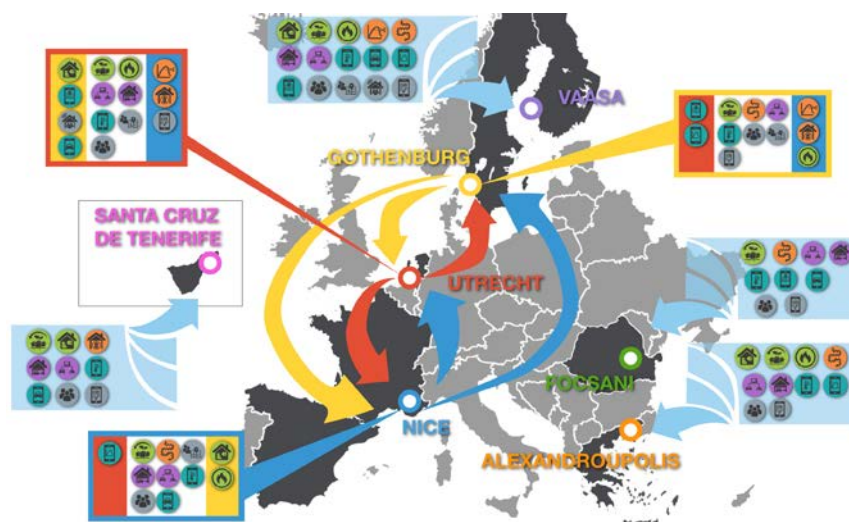
Figure 3 Collaboration and exchange to inspire a new generation of European smart cities

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.
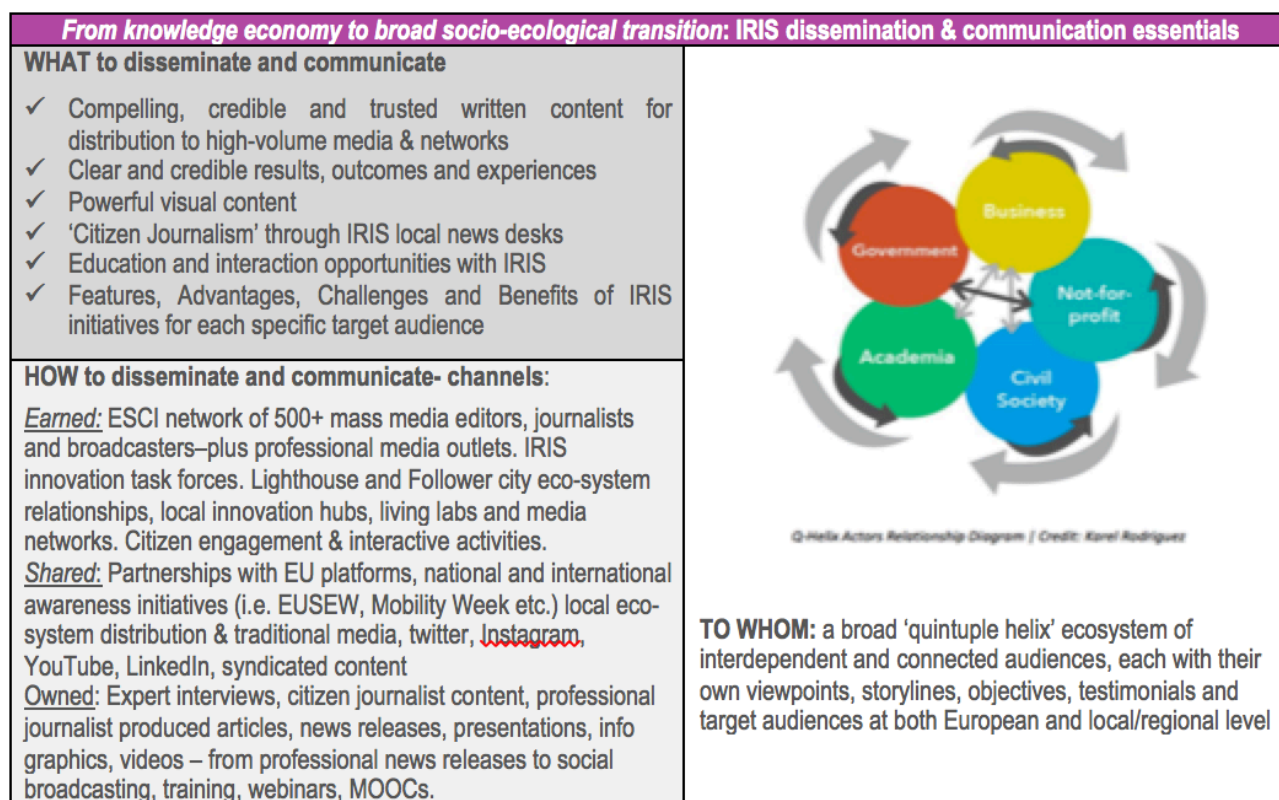
Figure 4 Overview of communication and dissemination principals

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

Figure 6 IRIS content delivery principals

- 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

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 'walkshops' to citizen journalists using Facebook live and Twitter's

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

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
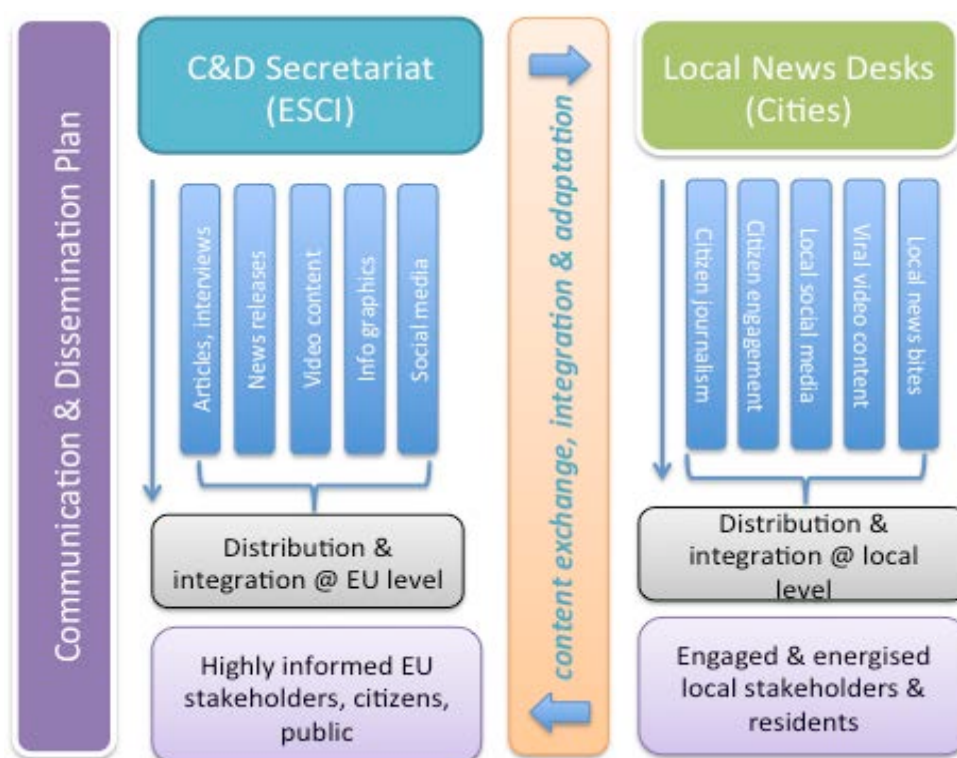
Figure 8 Interaction between EU and local levels

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	• Chris Verhoeven, Municipality of Utrecht • Joppe van Driel, USI
GOT	• Katarina Nordström, Johanneberg Science Park
NCA	• Laurianne Alaouchiche, UNICE • Dimitri Metodiev, UNICE
ALEX	• Konstantinos Lymperopoulos, Kriton Energy
FOCS	• Dan Mihai Cazaciuc, Municipality of Focsani
SCT	• Diego Broock Hijar, Sustainable Building Cluster
VASSA	• 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. 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.

At this early stage of the project, a fully developed written identity document is being developed and will feature in the first update of this deliverable in M12. The project does however have working key references for IRIS:

- Grant Agreement press release and media backgrounder
- News items on irissmartcities.eu
- IRIS final project fact sheet, submitted to EC on 17 November 2017

3.4. 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.

Key messages are best devised as part of a collective exercise and will be formed and tested along with the written identity in March 2018 and documented in full for the entire consortium. This work will formally feature in the first update of this deliverable in M12. In the meantime, the project does have working headline bullet points to focus any exchanges:

Introducing IRIS:

- IRIS is a collective of European cities working together to make urban environments cleaner, friendlier places – able to respect and use resources more efficiently. We blend social innovation, engineering and smart technologies to help reach these goals.

- 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 five-year European funded project will harness user-demand driven energy and mobility services; encourage more collaborative and effective urban planning and governance; as well as validate business model and technical innovations to fuel smart sustainable city aspirations across the continent.

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.

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:
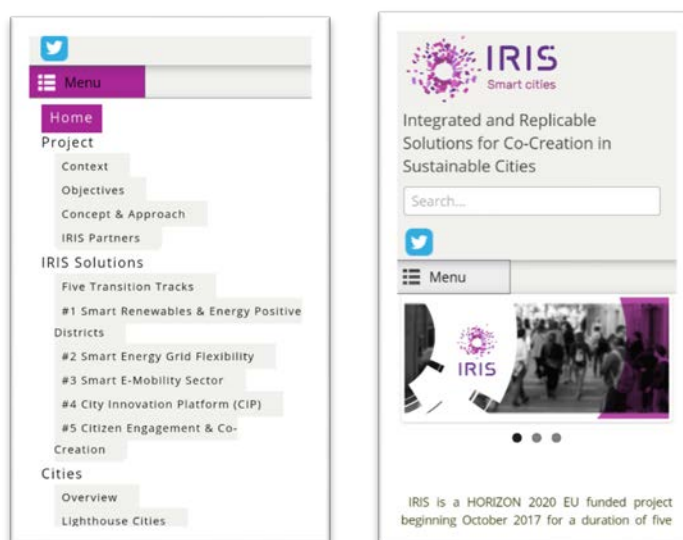
Figure 11 Website layout on smart phone

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. In the first three months, @IRISsmartcities has far exceeded expectations and counts over 275 followers and several highly favoured content.
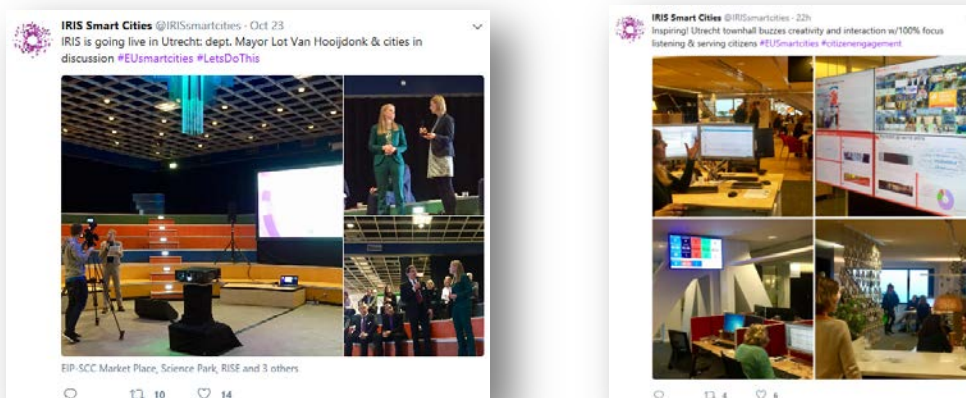
Figure 12: IRIS tweet posts

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

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.
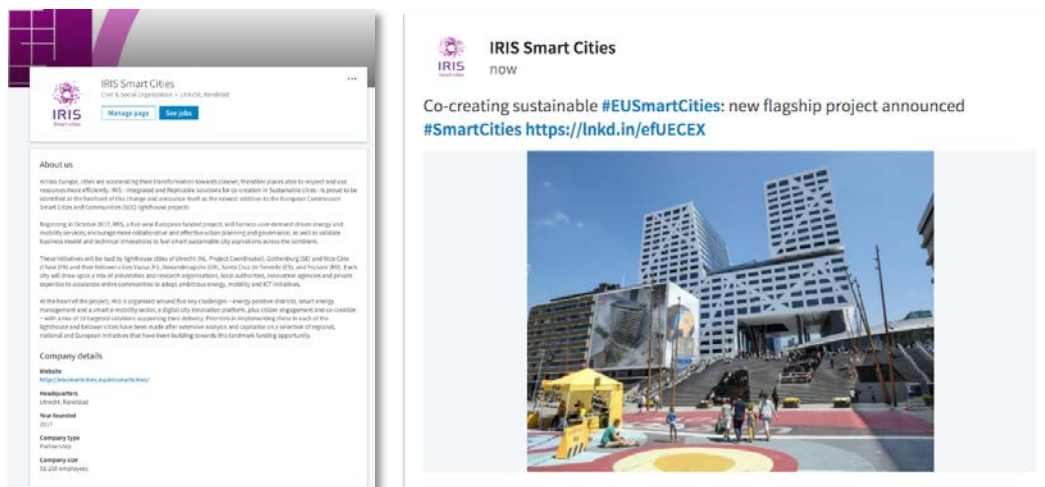
Figure 13 IRIS on LinkedIn

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.
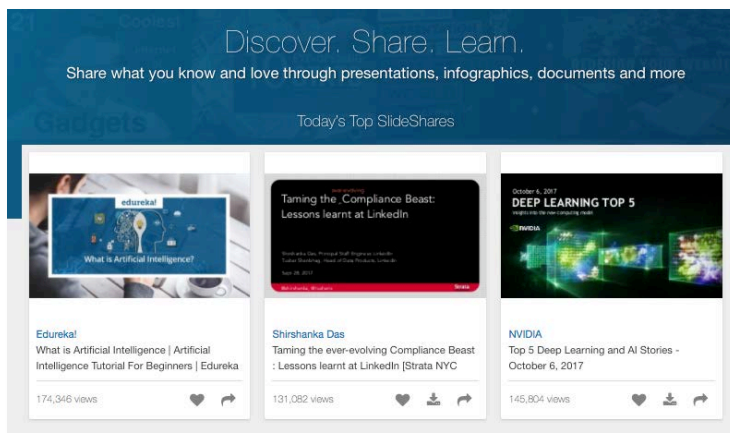
Figure 14: SlideShare

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.
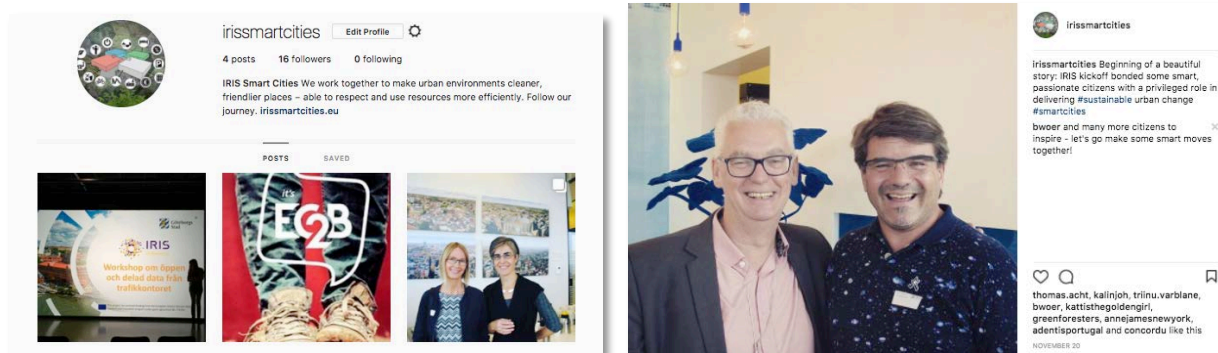
Figure 15 IRIS Instagram account

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, which will be used for publishing videos related to events, sharing knowledge and lessons learned, providing material for researchers and communicating the latest news and project results.
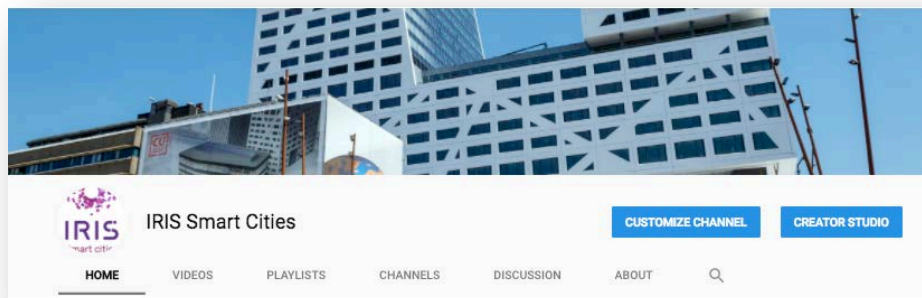
Figure 16 IRIS YouTube account
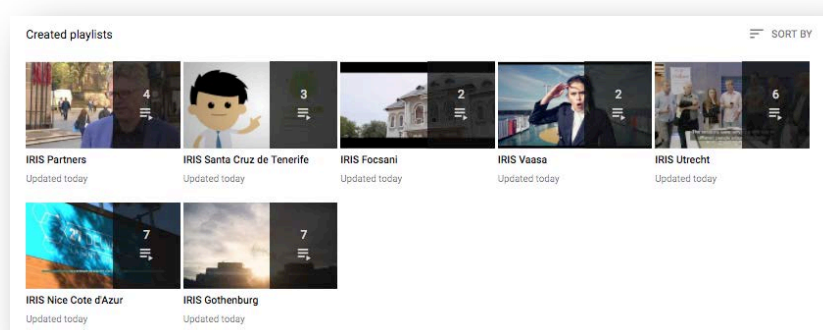
Figure 17 IRIS YouTube playlists

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 will be deployed to attract new interest, increase engagement and deliver powerful messages clearly.

Figure 18 Info graphic examples

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.

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 over the following weeks and months as a powerful addition to the editorial content and calendar.
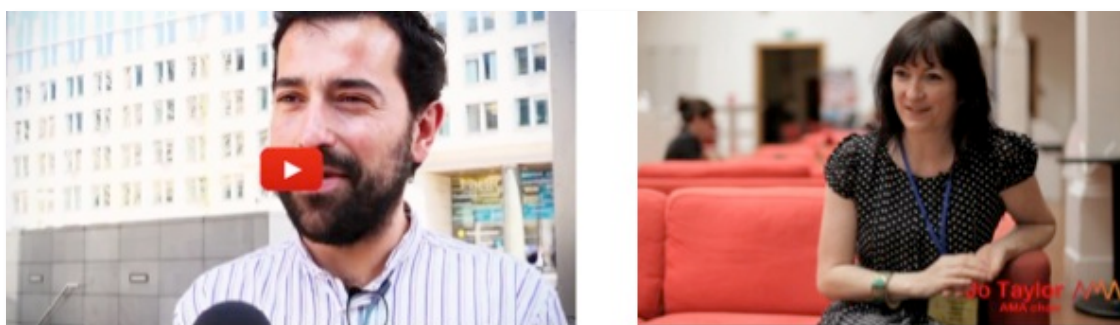
Figure 19 IRIS video portraits

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

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

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.

feature in D.10.8 due in M58.

News and editorial

4.2.6. 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 to be established and defined on a rolling basis

4.2.7. Interviews

Throughout the project, key technical experts, end users and stakeholders will respond to quick-fire 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 promotion.

> **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

4.2.8. 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.

> **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

4.3. Printed supports

4.3.1. 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 will give simple call to action to remain up to date over time and drive people towards IRIS social media channels. In a second phase, two 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.

> **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

4.3.2. 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.

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

4.4. 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.

For the purposes of increasing opportunities for the enrolment in conferences and events, networking with communities and organisations of high relevance is of major importance. Therefore, IRIS partners has pursued from the beginning of the project participation in Relevant European Multipliers/Policy Bodies such as EuroCities, EnergyCities, ManagEnergy, GreenDigitalCharter, ICTFootprint, URBACT, ELTIS, CIVITAS and many more. In the framework of this participation, many workshops and events will be organised on the topic of smart cities and IRIS partners will grasp this opportunity to communicate the project, its objectives and achievements. The following table sheds light on the most important Policy Bodies with which IRIS will pursue collaboration and networking in close collaboration with WP2:

European Multiplier/Body	Relevance with IRIS	IRIS partner participation
EUROCITIES	Dissemination through participation in forum meetings and webinars	UTR, GOT
COVENANT of MAYORS	Dissemination of project results, organisation of meetings and events, establishment of a pool of municipalities interesting in implementing the IRIS solutions	UTR, GOT, ALEX, SCT, FOCS

Climate-KIC	A very strong community which promotes innovation especially in the field of energy, which organises frequent events, workshops and conferences all across Europe	UTR, GOT, JSP, Chalmers
EnergyCities	The annual general meetings organised by EnergyCities is a great opportunity for IRIS to disseminate project news and results	UTR
ERRIN	Presentation and discussion of the IRIS results in the platform's frequent events	UTR, GOT
OASC	Exchange of expertise with the community, event and workshop organisation	UTR
POLIS	Presentation of IRIS achievements at POLIS annual conference and Working Group meeting	UTR, GOT
Green Digital Charter	Exchange of knowledge and presentation of results during the Green Digital Charter training-webinars and technical visits	UTR, GOT
EIP-SCC	Networking with industry representatives during meetings, webinars and workshops	UTR, GOT, ALEX
Housing Europe	Exchange of expertise and examination of possible synergies	UTR
CPDP	Dissemination of relevant results during the conferences of the 20 academic centres which are members of the community	VUB

Table 2 European organisations to exchange with

4.4.1. Key events for 2018

A regularly updated file of target and prospective events is maintained in the shared workspace, updated by UTR with input from ESCI, CERTH and the core communications network.

Event	Date	Place
Open & Agile Smart Cities (OASC)	11 January	Brussels
SCC Follower Cities Workshop	26 January	Brussels
Covenant of Mayors Summit	22 February	Brussels
World Sustainable Energy Days	28. Feb - 02. Mar	Wiels, Austria
Smart Cities 2018 - South East Europe	27-29 March	Sofia
Sharing Cities event (SCC1 project)	9 April	Lisbon
EU Green Week	May	Europe
Managing Change and Growth in Places of Connection: Spring Conference 2018	23-25 May	Utrecht
EIP General Assembly	June	Sofia
EU Sustainable Energy Week	June	Europe
Open Living Lab Days	22-24 August	Geneva
European Mobility Week	September	Europe
Nordic Edge 2018	25-27 September	Stavanger
International Climate Alliance Conference	1-3 October	Barcelona
World Smart City Expo & Congress	13-15 November	Barcelona

EUROCITIES 2018	28-30 November	Edinburgh

Table 3 Key external events in 2018

4.5. Technical and academic publications and conferences

4.5.1. *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.
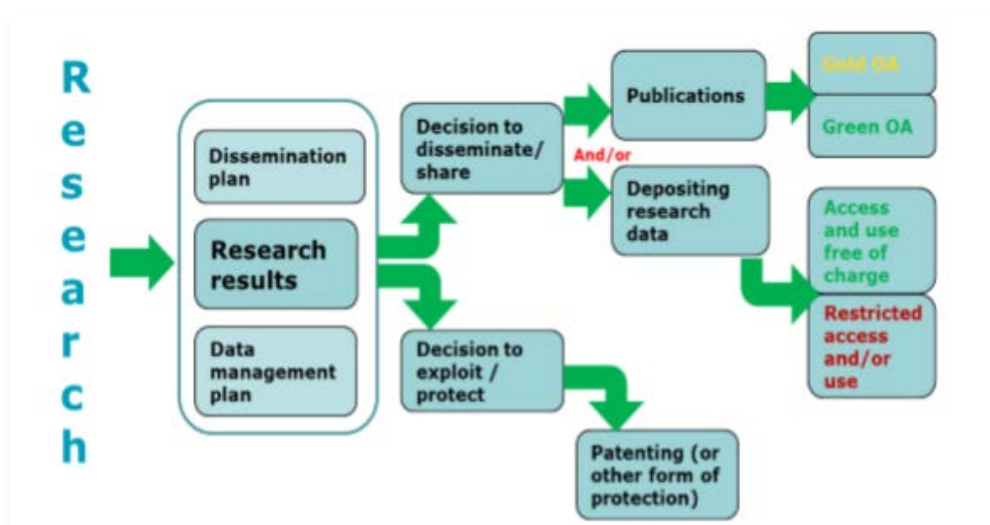
Figure 20 Open Access to scientific publication and research data in the context of dissemination

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

4.5.3. 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.

5. Monitoring and reporting

5.1.1. 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.
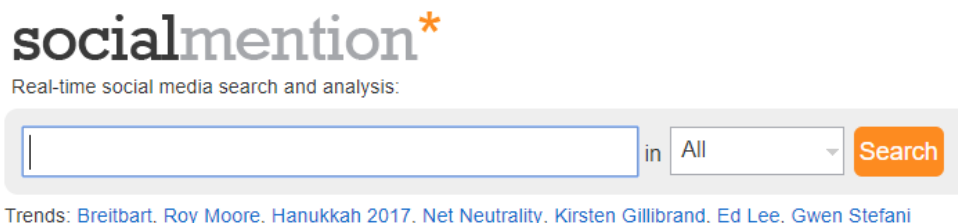
Figure 21 Social Media Management Software - Social Mention

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: provide 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
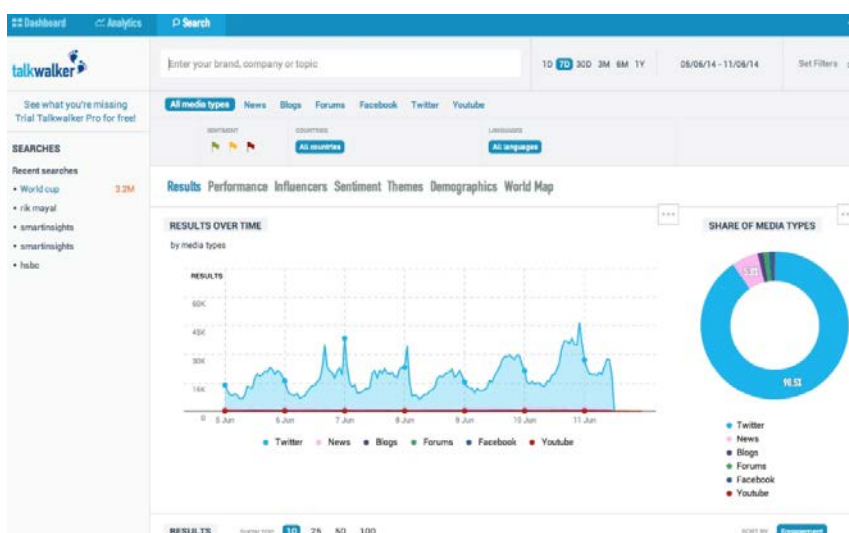
Figure 22 Social Media Management Software – Talkwalker

- Hootsuite: the most popular brand-conversation monitor
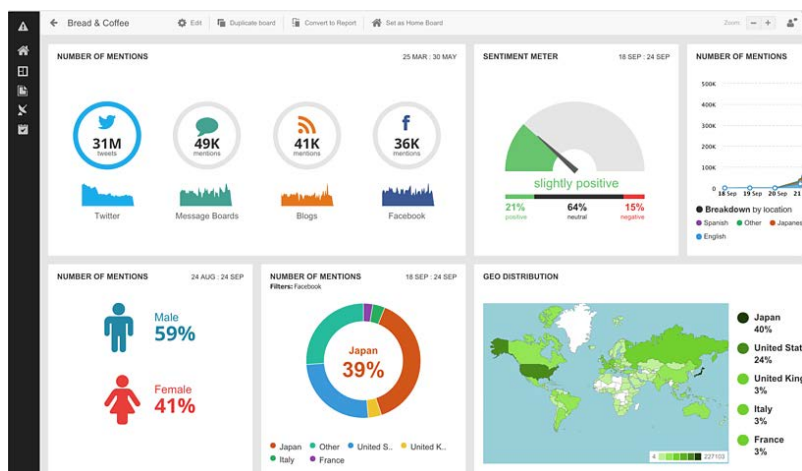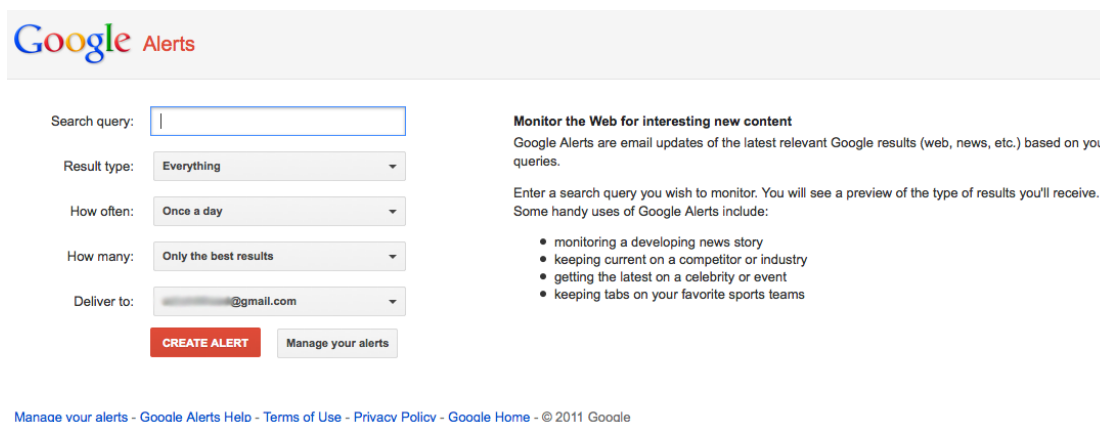
Figure 23 Social Media Management Software – Hootsuite

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.

Figure 24 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

5. Shows both real-time and historical information, as well as heat maps which show activity levels in different parts of the world.
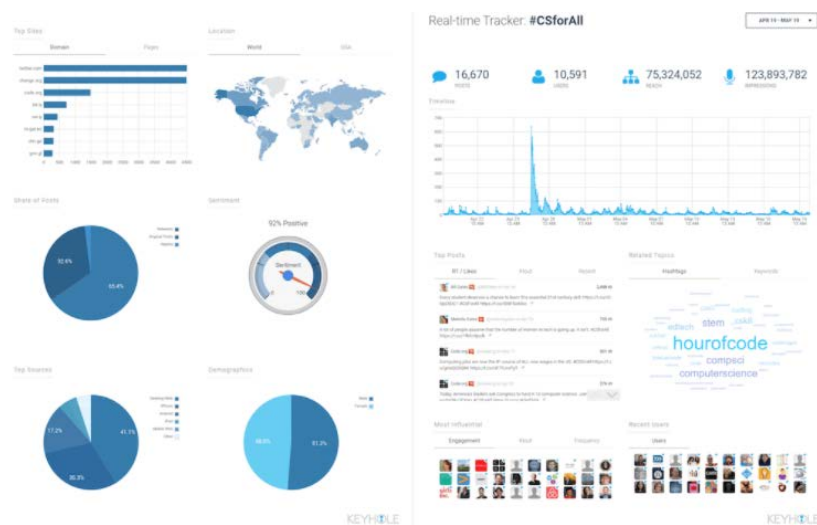
Figure 25 Social Media Management Software – Keyhole

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.

5.1.2. 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.

5.1.3. 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). The first update of D10.1 in M12 will develop this collection and sharing further.

6. Communication and dissemination in the city ecosystems

At this early stage of the project (M3), 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. In this first version of D10.1, 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 26: Gothenburg ecosystem C&D Planning session November 2017

6.1.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 builing 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
Civic groups	(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.
Experts, other stakeholders	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.
Residents	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.
Employees partner organisations	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 4 Utrecht communication audiences

CHANNELS	Available mediums for delivering messages and receiving feedback/input
City-wide	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, energeia.nl Partner websites and internal media
District-wide	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 5 Utrecht communication channels

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

MONTH	Action
October 17	*Detail key activities already made (i.e. Press launch)*
November 17	Nov. 28th. *Press launch on the Utrecht level (www.uu.nl)*
December 17	*Dec. 6th. Press launch on the Utrecht level (www.oneworld.nl)*
January 18	*First and informal communication with residents of the first block to be renovated.* *Release Thuis with an interview with the alderman,* *Jan 15th Launch Utrecht IRIS Twitter,* *Bewonersbijeenkomst leefbaarheid Kanaleneiland Zuid (Wijkbureau Zuidwest)*
February 18	*Taal campagne Kanaleneiland* *Project meeting with all project partners* *Micro website for IRIS-Utrecht live*
March 18	Renovation plan for the first block ready. Formal starting point for communication with the residents.
April 18	Project meeting with all project partners First IRIS-Utrecht newsletter disseminated
May 18	*IRIS part of the introduction program for the new City Council (local elections are held march 21, 2018)*
June 18	Project meeting with all project partners

July 18	Second IRIS-Utrecht newsletter disseminated
September 18	Project meeting with all project partners
October 18	Sustainability week Climate planet in Utrecht :opportunity for network and general audiences Renovation first apartment block starts
November 18	Project meeting with all project partners Third IRIS-Utrecht newsletter disseminated

Table 6 Utrecht communication calendar

6.2. 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 7 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 enreprenerus • SMEs and startup's • Local IRIS Gothenburg project partners • Funding partners • Other stakeholders such as city planners, administrators, universities

Table 8 Gothenburg communication audiences

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	**Facebook** https://www.facebook.com/businessregiongoteborg/- **Twitter**: https://twitter.com/greengothenburg **LinkedIn:** www.linkedin.com/company/10236692/ **LinkedIn:** www.linkedin.com/company/494414/ **Twitter**: https://twitter.com/BRGgoteborg **Twitter:** @johannebergsp **Instagram:** @jsciencepark **Facebook:** https://www.facebook.com/JohannebergSciencePark/ **LinkedIn:** https://www.linkedin.com/company/2218414/ **Facebook:** https://www.facebook.com/GothenburgEuropeanOffice/ **Blogg:** IMCG: http://imcg.se/om-oss/imcg-bloggen/ **Facebook:** www.facebook.com/imcgsweden/ IMCG **LinkedIn:** https://www.linkedin.com/company/1575221/ **YouTube:** https://www.youtube.com/user/IMCGSweden City of Gothenburg: Twitter & LinkedIn **Twitter:** @tyrens_ab **Instagram:** @tyrens_ab **Facebook:** www.facebook.com/tyrensab **LinkedIn:** www.linkedin.com/company/tyrens-ab **Twitter:** @Trivector_ **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 9 Gothenburg communication channels

6.3. 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
Civic groups	*Civocracy*: a key platform for engaging citizens within NCA territory
NGOs	n/a
Residents	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
Visitors	With 5 million of visitors per year, Nice is the 1st tourist destination after Paris.
Additional	Investors, startups, SMEs, CAC40 Companies, … Academics: Université Nice Sophia Antipolis (UNS) community (teachers, searchers, students)

Table 10 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
Les Moulins	• Native & non-native speakers • Rented buildings • Young people, large families • Low income • Low technological awareness
Palazzio Meridia	• Native & non-native speakers • Rented buildings (Offices) • Workers • Business • Medium-High technological awareness
IMREDD building	• Native & non-native speakers (foreign teachers, students…) • Owned buildings • Students: - Young people with high study degrees - Strong economic potential - Potential future residents

Table 11 Nice Cote d'Azur demonstration site audiences

CHANNELS	Available mediums for delivering messages and receiving feedback/input
District-wide	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
City-wide	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, …
Region-wide	TV channel: France 3 Region -> local viewers
World-wide	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, …
Academic community (UNS)	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
Partners Communities	Intranets -> internal teams Web sites -> investors, partners, customers…
IRIS Community	Web site: http://irissmartcities.eu/irissmartcities/ -> IRIS partners, investors, …

Twitter -> IRIS partners, investors, …
LinkedIn -> IRIS partners, investors, …
IRIS Youtube Channel-> IRIS partners, investors, …

Table 12 Nice Cote d'Azur communication channels

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

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

Table 13 Nice Cote d'Azur communication calendar

6.4. 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 it's 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
Civic groups	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. • 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 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)
Residents	205.601 inhabitants (107.244 women 98.357 men - 10.896 foreigners)
Visitors	2.203.615 visitors per year. 16.595 direct employment; 112.275.309 € year expense.
Additional considerations	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.

Table 14 Santa Cruz de Tenerife communication audiences

CHANNELS	Available mediums for delivering messages and receiving feedback/input
City-wide	*3.905 FB fans; 2.538 TW followers; 176 youtube suscribers (corporative 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.
District-wide	Sothewest district: 1.874 FB fans & 644 TW followers Ofra South Coast: 1.942 FB fans & 361 followers

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 15 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
Civic groups / NGOs / Citizens	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.
Experts / Visitors	The area can in the future become a showcase for the city concerning smart, sustainable and energy positive districts. Experts, external financers and companies, developers can be engaged around it and are crucial for the successful replication.
Employees	The project acts as a learning process for the city and employees involved.
Decision makers	To ensure and influence on that replication will take place
Networks and potential replication cities	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 16 Vaasa communication audiences

Work in Focsani and Alexandroupolis to define communication and dissemination actions is currently underway and will report into the IRIS project meeting in Gothenburg, March 2018. The work already undertaken by other cities will stimulate their approach and input.

7. Conclusion

IRIS communication and dissemination actions have 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. The city ecosystems have also been quick to appropriate the project, with a variety of press, media and content at city level and city specific hash tags like #irisgbg. 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 has been vital to orchestrating this early momentum – and will continue 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 will now seek to achieve a steady stream of local and European content, video portraits and interviews to develop IRIS credentials. Communication and dissemination activities will begin 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. Working sessions with the core communications group at project and virtual meetings will build on the assessments of audiences, objectives, messages and channels already made.

The coming months will also add clarity to how communication and dissemination will interact and support fellow work packages in practice. ESCI will work to identify needs and opportunities in WP1 as the transition tracks take effect, WP2 relations with institutional actors, WP3 exploitation and key plans in the lighthouse demonstration sites in particular. A range of external events has already been identified for 2018. These will provide a test bed for the first printed materials and help to refine the key messages. Finally, IRIS will also begin to take its place as a full cooperating partner in the community of smart cities projects. This begins with a follower cities workshop in Brussels, 26 January 2018 and aims to conclude with participating at the Smart City Expo and World Congress in Barcelona in November, with numerous online and content interactions between.

8. References

[1] Website: http://irisSmartCities.eu

[2] Twitter: https://twitter.com/IRISsmartcities

[3] YouTube channel: https://www.youtube.com/channel/UCVZPWV3_lx4xF1aXItY9E8w

[4] LinkedIn company page: https://www.linkedin.com/company/27090842/

9. Annex – C&D actions and metrics

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

C&D Objective	Selected Communication and Dissemination Actions & Metrics				
	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