



AmsTErdam BiLbao clitizen drivEn smaRt cities

**Deliverable 10.8:
Dissemination & Communication Strategy Plan
WP10, Task 10.5**

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Abbreviations and Acronyms

Acronym	Description
CI	Corporate Identity
D&C	Dissemination & Communication
DG ENER	Directorate-General for Energy
EC	European Commission
EIP-SCC	European Innovation Partnership on Smart Cities and Communities
EU	European Union
EUSEW	European Sustainable Energy Week
FC	Fellow City
INEA	Innovations and Networks Executive Agency
KPI	Key Performance Indicators
LHC	Lighthouse City
M	Month
MOOC	Massive Online Open Course
NGO	Non-Governmental Organisation
OA	Open Access
PED	Positive Energy Districts
PPT	PowerPoint
R&D	Research & Development
SCC	Smart Cities and Communities
SCEWC	Smart City Expo World Congress
SCIS	Smart Cities Information System
WP	Work Package

0. Executive Summary

This deliverable, the “ATELIER Dissemination and Communication Plan Strategy” (D10.8) provides an overview of all dissemination and communication activities taking place and foreseen within work package (WP) 10 “Dissemination, Communication & Exploitation”. There is a dedicated deliverable covering the exploitation activities planned within ATELIER, see D10.1 “Exploitation Plan”.

This Dissemination and Communication Plan (D&C Plan) addresses the entire ATELIER consortium and provides a practical guideline about:

- which dissemination and communication (D&C) activities are planned for ATELIER,
- how the ATELIER corporate identity (CI) is to be used,
- how to act and interact regarding the planned activities.

A project like ATELIER addresses different **target groups** (such as the scientific community as well as citizens) that require different messages, communication styles (technical language vs. general, easily understandable information), channels and tools.

The ATELIER D&C activities comprise both **printed materials** (e.g. project flyers, rollups, posters, press releases, news articles, scientific and non-scientific publications, a best practice booklet) as well as **digital materials and activities** (e.g. project website and newsletter, online news articles, social media activities, video clips, webinars). Moreover, the ATELIER partners will both **participate** in various events (e.g. Smart City conferences like the Smart City Expo World Congress in Barcelona or events organised by related projects, such as the regular networking events organised by other Smart Cities and Communities (SCC1) projects) as well as **organise project own events** (e.g. the ATELIER final conference).

This D&C Plan furthermore describes the “Dissemination and Communication Cascade” to be applied during the project, which actively builds on and engages the partner’s knowledge and experience as well as their own communication channels in order to successfully spread the news and results from ATELIER project.

Overall, the **ATELIER D&C Strategy** will follow the steps below:

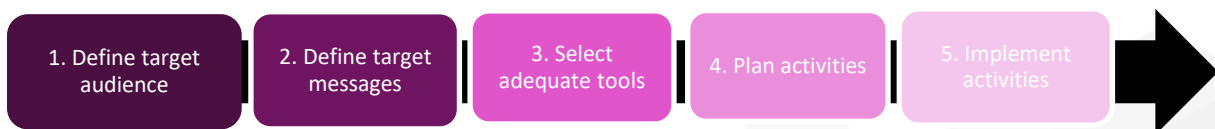


Figure 1: Dissemination Strategy

1. Introduction

The ATELIER D&C Plan has three main objectives: first, it provides detailed information related to the project's dissemination and communication activities, such as the target audience, key messages and main communication tools planned and to be applied during the course of the ATELIER project. Second, it constitutes a practical manual/guide for the ATELIER partners about, e.g., the corporate identity of ATELIER, the social media strategy and the overall setup of the D&C Secretariat, thus ensuring a consistent and thorough implementation of the ATELIER D&C materials and activities. Third, this document provides information about how to best engage with others (such as interested stakeholders or the SCC1 project community) and, most importantly, how to engage others in the project.

1.1. Purpose and Target Group

The purpose of the ATELIER D&C Plan is to describe the targeted D&C materials, activities and channels and how they will reach the different target groups. It provides specific tools, explaining how to use them and defines the roles of the different partners thus ensuring a proper D&C process across the project.

The target group of the ATELIER D&C Plan is, on the one hand, the project partners in order to be informed about the planned D&C activities, about how to disseminate and communicate the project themselves and what needs to be considered while doing so (e.g. use of CI). On the other hand, this D&C Plan informs the EC and/or INEA about the planned D&C activities of ATELIER within the next 5 years.

The ATELIER D&C Plan will be regularly reviewed by SEZ in order to adapt it to potential changes within the project and to keep it up-to-date with latest dissemination and communication trends.

1.2. Contributions of Partners

SEZ as WP leader of WP 10 is responsible for the general writing of the ATELIER D&C Plan/D10.8¹. AMST as project coordinator was closely involved in the development of the project CI and in setting up the main elements of the D&C activities. Waag and AUAS both provided valuable inputs regarding their own expertise and additionally reviewed the D&C Plan with helpful comments.

Regarding the execution of the D&C Plan, and in order to reach an effective communication cascade, it is crucial that all ATELIER partners are involved in D&C activities, especially by providing input for news updates as well as stakeholders and communication channels that should be used.

Partner short name	Contributions
SEZ	Writing of ATELIER D&C Plan
AMST	Overall support of D&C Activities, especially with CI development
Waag	Inputs and Review of ATELIER D&C Plan
AUAS	Inputs and Review of ATELIER D&C Plan

Table 1. Contributions of Partners

¹ Please note that, whenever I refer to the ATELIER D&C Plan from now on, Deliverable D10.8 is meant.

1.3. Relation to other activities in the project

The D&C activities of ATELIER are strongly related to all work packages, as they promote the project activities, results and developments and focus on their further exploitation. Thus, strong linkages to all project activities, all partners and throughout the entire project constitute a powerful network.



2. Definitions

When using the terms **communication** and **dissemination**, a joint understanding of these concepts needs to be ensured. ATELIER thus uses the following definitions:

Communication

The European Commission (EC) defines *communication* of a project as

“...a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public...”²

Communication is thus understood as spreading **general information** about the project and its results, such as current or planned project activities, with a focus on the project as a whole.

Information should be communicated at an **early stage**, that is, as soon as it becomes available. Addressing all target groups via communication measures early on ensures that recent developments are swiftly shared with interested stakeholders.

The **target audience** is thus the **general public** such as tenants or citizen that are either directly affected by the project’s measures or interested in the activities as a whole, as well as a **wider audience** including more technical audience types that are usually targeted via dissemination activities, such as end-users, architects, engineers, municipalities.

The **language level** is quite general with only few specific technical or scientific terms so that it is understandable by all addressed audience types.

In order to make the ATELIER project and its results know, which will contribute to less CO2 emissions and more Positive Energy Districts across Europe (and beyond), the ATELIER communication activities pursue the following **main objectives**:

- to inform about ATELIER’s objectives, progress, first outcomes and final results,
- to inform about the developments within the ATELIER Lighthouse Cities (LHC) and Fellow Cities (FC),
- to raise interest in the ATELIER approach regarding the creation of PEDs,
- to give visibility to ATELIER as a whole, its sister projects and the EU as initiator and supporter,
- to contribute to cross-project communication of the PED concept and its potential in cooperation with other projects,
- to encourage getting involved with the project.

Communication measures are considered **successful** if a significant number of people becomes aware and actively engaged in the project that have previously not been involved with ATELIER. Specific **KPIs** for measuring success of communication (and dissemination) measures are given in Table 7.

²http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

Dissemination

Dissemination is understood as spreading information about **technical and scientific** project results.

Such specific information is disseminated **as soon as it becomes available** in a publishable format. Waiting for publication-ready technical results ensures that only correct and well-researched information is spread.

The **target audience** of dissemination measures are **scientific, technical and professional audiences**, including scientists, researchers, professors, lecturers, students (undergrads, graduate students, doctoral students), technical representatives such as engineers or developers from industry, SMEs, start-ups, and anybody else informed about and interested in the topic. Rather than just being informed, the dissemination target audience is able to further process the information, such as by taking up the results into their own work or by further developing them. Also, this audience is invited to engage with the project, for instance, by engaging in professional discussions or by providing feedback to publications.

The **language level** is rather specific and professional, making use of technical or scientific terms, explaining in detail the resulting outcomes and achievements of the project.

To facilitate further development, replication, exploitation and market uptake of the ATELIER results, which will contribute to less CO₂ emissions and more Positive Energy Districts across Europe (and beyond), the ATELIER dissemination activities pursue the following **main objectives**::

- to ensure a broad dissemination of the technical project results to facilitate further exploitation,
- to improve the transfer of the scientific and technical knowledge outside the core consortium,
- to facilitate an early up-take of the project results,
- to invite the target audience to engage with the project and its partners.

Dissemination measures are considered **successful** if the scientific outcomes of the project are taken up and further developed, thus directly contributing to reaching the expected impact of the project, supporting the successful exploitation and market deployment of the project results. Specific **KPIs** for measuring success of communication (and dissemination) measures are given in Table 7.

3. Objectives and Expected Impact

The D&C Plan outlines the main principles of the ATELIER D&C activities which have been chosen based on the experience of previous Smart City projects that SEZ and the other ATELIER partners were/are involved in. The document provides practical guidance for the entire project consortium for the entire project duration regarding all D&C activities, mechanisms and information flows within the project. In the first update of the D&C Plan as part of Deliverable D10.9. in M12, the results of a stakeholder mapping workshop will be included, listing all relevant stakeholders, networks, initiatives and projects to be approached by the different ATELIER partners, that will be updated annually.

When planning and implementing D&C activities, it is crucial to know “why” we are doing it and “who” and “what” we are doing it for. Activities should therefore clearly describe:

- Why are we doing the work?
- What are the underlying societal challenges or problems?
- How and what can we contribute to society at large?
- How can we encourage our target audience to get involved with the project?
- What are our (interim) findings and results?

This approach ensures that the audience can relate to the activities and that the activities create an impact. Incorporating storytelling methods into the general dissemination and communication activities of ATELIER helps to engage the public emotionally in the project. The clear advantage of ATELIER is that such personal stories will be available within the project, as for example many citizens within the LHCs will be directly affected and involved in the project measures.

The ATELIER D&C activities collectively thus aim to:

- demonstrate the reasons for the actions implemented as part of ATELIER as well as the positive outcomes for the citizens, their cities and the overall society;
- achieve emotional engagement of the audience with the project;
- enable the FCs and interested further cities, communities and governments to learn from the LHCs approaches, i.e. the PED Innovation Ateliers (WP3) or the City Vision 2050 plans (WP2) to start building their own replication plans and to transfer know-how to as many other European cities and communities as possible;
- increase EU-wide visibility of the participating LHCs and FCs regarding their Smart City approaches and promote exchange across participating and interested cities, communities, technical stakeholders and universities;
- support R&D and academic partners in the publication of papers as well as the development of educational material/platforms like Massive Open Online Courses (MOOC);
- ensure the sustainability and transferability of the PED Innovation Ateliers, and ATELIER specific project solutions, also beyond the project;
- support WP7 in the engagement of citizens and stakeholders in the demonstrator areas; specifically by leveraging the outputs generated in WP7 to reach a wider audience through communication and dissemination efforts;
- support WP8 in networking and participation in joint activities with other initiatives and/or projects focusing on Smart Cities and Communities.

4. Target Audience & Key Messages

4.1. Target Audience Types

The target audience of the ATELIER D&C activities can be divided into more dissemination-focused audiences, e.g. scientific or technical audiences, and more communication-focused audiences, e.g. the general public, end-users or citizen:

Communication-focused Audiences

The project's communication activities aim at the general public interested in issues linked with ATELIER, such as the development of Positive Energy Districts (PEDs) within Amsterdam and Bilbao. This comprises on the one hand the general public, the civil society (including tenants, citizens and end-users) and the media and on the other hand also more technical audiences like city/municipality representatives, policy makers at national, regional and local level, initiatives and NGOs. This means that, although the focus of communication activities lies on the broad public, also those target groups with a technical or scientific background will likewise be addressed by communication activities.

Dissemination-focused Audiences

The project's dissemination activities aim at spreading information on the project's technical results targeted towards a professional and technically interested audience. This ranges from ATELIER's own project partners to other project representatives (especially the other SCC1 projects), city/municipality representatives of other interested cities, politicians / policy makers, industry / utility sector, initiatives / NGOs (incl. the European Commission's initiatives like [SCIS](#), [EIP-SCC](#), [Covenant of Mayors](#)) and the scientific community / academia / R&D.

The ATELIER project partners are members of a large number of important European platforms, networks and initiatives in the field of energy, mobility and ICT which will be used extensively for all D&C activities, thus ensuring sound implementation and effectiveness of the activities. Moreover, Cartif, Tecnalia, TNO and SEZ are partners/coordinators in other already running Smart City projects such as TRIANGULUM, REMOURBAN (both ended by February 2020), SmartEnCity, mySMARTLife, Ruggedised, MAtchUP, MAKING CITY and POCITYF. DNV-GL, Tecnalia and SEZ are furthermore consortium members of SCIS and EIP- SCC. Therefore, a close cooperation with these will be easily facilitated. Moreover, the ATELIER partners already have successful relations with various initiatives that will be used in order to disseminate know-how to interested stakeholders and other cities, reach the respective stakeholders and promote replication to other cities and industrial areas and prepare the effective exploitation of ATELIER results. Some exemplary initiatives are listed below, more will be provided as part of the ATELIER stakeholder mapping provided within D10.9.

- Amsterdam Smart City
- CIGRE
- Covenant of Mayors
- EERA
- EUROCITIES
- European Cluster Alliance
- FIWARE
- Green Capital Cities network
- HeatNet
- Interreg
- JPI Urban Ped Programme
- Steinbeis Network
- VANGUARD

4.2. Key Messages

The key messages of ATELIER are the central messages that will be used for D&C activities to reach out to the ATELIER project partners, to externally interested stakeholders and especially to those involuntarily affected by the project and its activities. Clear messages, tailored towards specific target audiences, will communicate the benefits and solutions developed and implemented in the LHCs as well as the advantages of the planned replication activities within the Fellow Cities.

The presented key messages form a starting point for further, more specific messages, to be circulated by the ATELIER partners. A full list of the ATELIER key messages will be provided as part of D10.9., which will be based upon a workshop with the D&C Secretariat to be taking place as part of the first General Assembly meeting early 2020.

Where needed, the key messages should be translated into the local languages and adapted to the specific target groups on site in order to best reach out to the different groups.

Target Group	Description	Key Messages
Other projects	Related projects such as the SCC1 community will be informed about our planned and successful implementations in order to create synergies, to exchange knowledge, lessons learned and best practices that will, in the long term, help save money, resources and most importantly, energy and CO2 emissions.	<p>The key innovations within ATELIER's PEDs are.... (to be defined within the project).</p> <p>The ATELIER PEDs lead to ... less GHG emissions etc.</p>
General public	Key messages towards the general public will be rather generic, informing on the reasons and general aims, objectives, activities and (expected) impacts of the project. The aim is to involve the general public in the activities of ATELIER to create a feeling of togetherness and to take away any potential fears they might have.	<p>The goal of ATELIER is to develop PEDs in the two LHCs Bilbao and Amsterdam and to replicate those in the overall six Fellow Cities across Europe.</p> <p>The focus of ATELIER lies on the creation of Positive Energy Districts that produce rather than consume (renewable) energy.</p> <p>The ATELIER project aims to involve citizens, communities and SMEs from early on to co-create innovative solutions that all those affected by will benefit from.</p>
Civil society (Citizens/ End-users)	Directly affected target groups, such as citizens, tenants or end-users, will be addressed with key messages emphasizing the planned measures and especially their benefits. The goal is to involve them in the project activities, to create a bond with them and a feeling of togetherness in order to take away any potential fears or prejudices they might have.	<p>ATELIER will make your neighbourhood more liveable and more sustainable by implementing.... (to be defined within the project).</p> <p>ATELIER addresses the problem of climate change in a direct, local, engaging and forceful way.</p> <p>The measures planned as part of ATELIER (such as....) will help you save energy and thus also money.</p> <p>The PEDs developed as part of ATELIER will turn your district into a more attractive and more sustainable place to live in by doing....</p>
Media/ Journalists	Media representatives and journalists will be provided with	Follow ATELIER to learn how we will achieve energy positivity by 2023.

	detailed and objective information about the project, its progress and its activities to make sure that they are spreading correct and interesting, useful information about ATELIER.	<p>Follow ATELIER to learn about innovative and useful features such as Waternet's kitchen-sink food waste processor.</p> <p>Follow ATELIER to learn more about how cities should promote and speed up PED implementation processes.</p>
City representatives	City representatives of interested cities and municipalities will be informed about the ATELIER implementations, successfully applied strategies and methods as well as important lessons learned and best practices to help them avoid making the same mistakes. Key messages will outline benefits and achieved goals to motivate them to get started themselves.	<p>With ATELIER, we will help your city achieve energy positivity by 2023.</p> <p>ATELIER involves stakeholders in deep and lasting relationships, bringing into practice new ways of governance needed for the energy/climate transition.</p> <p>The ATELIER PEDs contribute to the city's long term targets in energy transition, climate and circularity in the following way: ...</p> <p>ATELIER helps you define the most suitable type of PED for your specific city or district context.</p>
Politicians/ Policy makers	Politicians and policy makers (including EC representatives) at national and EU-level will be addressed with messages emphasizing the positive effects that ATELIER will have on the life in cities (and thus its citizens) as well as on the economic development, while at the same time underlining benefits on a policy level.	<p>With ATELIER, we show you how PEDs will have a positive effect on your city and your citizens.</p> <p>ATELIER supports local SMEs and service providers, thus contributing to a stable economy.</p> <p>The ATELIER PEDs contribute to the city's long term targets in energy transition, climate and circularity in the following way: ...</p>
Industry/ Utility sector	The technical stakeholders, including industrial representatives and the utility sector, are targeted by addressing the need for their support and potential business opportunities.	<p>In our ATELIER LHCs and FCs, we show you how your company can contribute to a more sustainable future.</p> <p>Your expertise and support is needed to make the Smart City development possible.</p> <p>ATELIER provides potential for replication, scale-up and market uptake of PED solutions and strategies.</p>
Initiatives/ NGOs	Initiatives and NGOs will be informed about the ATELIER implementations with a focus on its successful citizen engagement activities to get them interested in the project.	ATELIER is a test-bed for co-creative solutions to energy and climate, seeking direct involvement of the communities affected.
Academia/ Scientific audience	Scientific audiences will be addressed via a rather fact based and more technical language, focussing on the outcomes of the project.	<p>The key innovations within ATELIER's PEDs are.... (to be defined within the project).</p> <p>The ATELIER PEDs lead to ... less GHG emissions etc.</p>

5. D&C Cascade

Within ATELIER, D&C activities take place at different levels and are carried out by different partners. Thus, different roles are required to ensure that an adequate implementation of the D&C activities is achieved. The following sections describe the different communication levels, the roles and responsibilities across the project partners as well as how communication between SEZ as WP 10 leader and the remaining ATELIER partners is organised and linked.

5.1. Communication Levels (EU / National / Regional)

The ATELIER D&C activities take place at different levels:

European/International Level

At this level, European and international stakeholders, initiatives, projects etc. will be informed about ATELIER. SEZ as WP 10 leader is taking care of this communication level in English language. SEZ will make sure that all ATELIER activities and outcomes are communicated to the outside world at an international level, e.g. via the project website, newsletter, social media channels, but also through active event participation at an international level. The global D&C activities will be strongly supported by and coordinated with AUAS as WP 8 leader, responsible for cooperation with related projects and initiatives. Moreover, AMST as project coordinator as well as the entire ATELIER consortium will participate in global D&C activities and events in order to increase the visibility of ATELIER.

National and Regional/Local Level

Interested stakeholders on national level have to be addressed in their own language. Therefore, D&C activities at this level will be done by the national and local project partners. They will receive general project news, articles and information in English from SEZ and/or the other D&C Secretariat partners. A selection of those (depending on the local audience and their needs) will then be translated and distributed by the project partners of each country. Moreover, local partners have connections to local media and related networks which they can use for ATELIER dissemination and communication. The local D&C Secretariat partners are responsible for regional/local communication. The local D&C activities in the LHCs and FCs will be strongly supported by SEZ as WP 10 leader and by Waag as WP 7 leader, responsible for citizen and stakeholder engagement.

5.2. Dissemination and Communication Secretariat

The ATELIER Dissemination & Communication Secretariat (D+C Secretariat) is an important means to ensure the communication flow between SEZ as WP 10 leader and the rest of the consortium and vice versa. It is responsible for providing information on the latest developments within the WPs, LHCs and FCs, pursuing a multiplier effect.

Having been set up by M4, it consists of one representative per WP, LHC and FC. To ensure regular exchange of knowledge and to provide input for the ATELIER communication channels, monthly telephone conferences are held (currently scheduled for every first Thursday of the month at 11 AM via GoToMeeting).

The collection of input for the different communication channels is supported by a shared excel list, called the “ATELIER D&C Activities List”, that collects inputs regarding all D&C activities planned and carried out, such as event participation, event organisation, presentations, publications (scientific & non-

scientific), etc. The list is managed by SEZ; the members of the D&C Secretariat are requested to fill it regularly with inputs.



Figure 2. Screenshot of ATELIER D&C Activities List

The ATELIER D&C Activities List can be found [here](#).

D&C Secretariat Lead

The overall ATELIER D&C activities are centralised and managed by the leader of the D&C Secretariat, WP 10 leader SEZ. As coordinator, AMST strongly supports SEZ with the activities of the D&C Secretariat as well as contributes to its contents as an active member. Vice versa, SEZ strongly supports AMST in the external communication to related EU institutions, initiatives, projects, interested stakeholders and other multipliers. Finally, SEZ as D&C Secretariat leader also cooperates with AUAS as WP 8 leader by co-representing the project in the SCC1 Collaboration Framework’s Task Group “Dissemination and Communication”.

In general, SEZ acts as the main project contact point for all interested press and media in English language. It is responsible for the main project communication and provides the D&C Secretariat members with the respective materials and texts. SEZ takes care of the projects’ main communication materials and channels such as the project website, e-newsletter, press releases or social media channels (Twitter, LinkedIn). General information on the project and its activities are thus regularly being communicated to the public by the D&C Secretariat.

D&C Secretariat Members

Dedicated communication representatives for each WP and city have been appointed as members of the D&C Secretariat to inform about and represent their respective WP or city:

WP/City	Contact	Partner
WP 10	Bettina Remmele Heike Iffland	SEZ (Lead)
WP 1 Project Management	Kim Nathalia Frans Verspeek	AMST
LHC Amsterdam	Rudy Rooth	AMST

LHC Bilbao	Jordan Guardo	City of Bilbao
FC Bratislava	<i>not defined</i>	BRATISLAVA City
FC Budapest	Csertő Eszter	MunBud
FC Riga	Nika Kotovica	Riga EnAg
FC Krakow	Andrzej Lazecki	City of Krakow
FC Copenhagen	Kirsten Dyhr-Mikkelsen	COP
FC Matosinhos	Cristina Soares	Matosinhos
WP 2 City Vision	Lara Mabe	Tecnalia
WP 3 Ateliers	Jeroen Brouwer	TNO
WP 6 Replication	Estefanía Vallejo	CARTIF
WP 7 Citizen Engagement	Tessel van Leeuwen	Waag
WP 8 Cooperation	Mark van Wees	AUAS
WP 9 Monitoring	Tom Kober	PSI

Table 2. D&C Secretariat Members of ATELIER

The WP leaders and representatives from the LHCs and FCs are responsible for providing regular input to the ATELIER D+C Secretariat and to thus provide SEZ with information about their respective WP or local activities and results so that they can then be further promoted. Furthermore, as described above, the D&C Secretariat members are responsible for promoting the project via their own local and national channels, e.g. distributing the project newsletter, translating and distributing the press releases, disseminating project news via their organisation’s social media channels etc.

The consortium thus follows a coordinated communication structure to ensure the communication flow among the project partners:

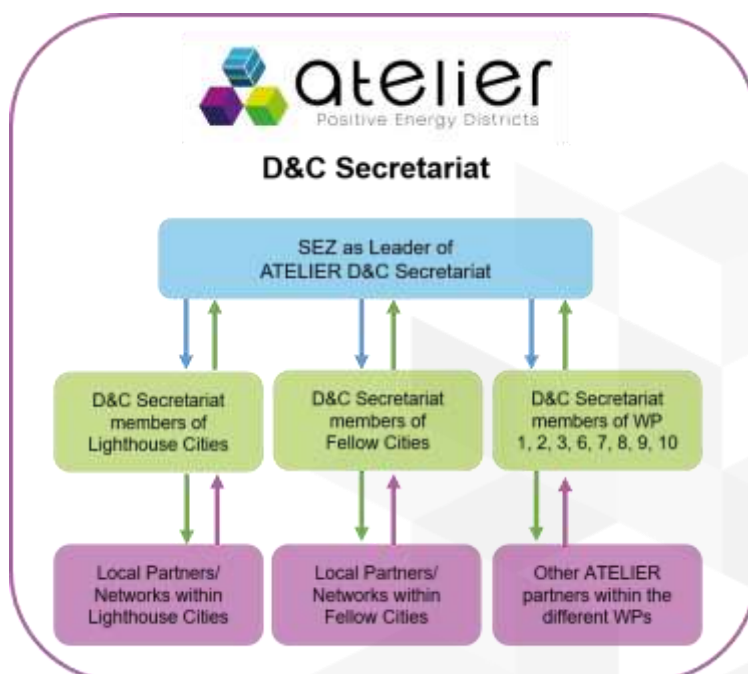


Figure 3. ATELIER Communication Structure within the project

6. Dissemination & Communication Strategy

The Dissemination & Communication Strategy (D&C Strategy) of ATELIER follows a dedicated roadmap of activities over the course of the project duration, as illustrated in Figure 4.

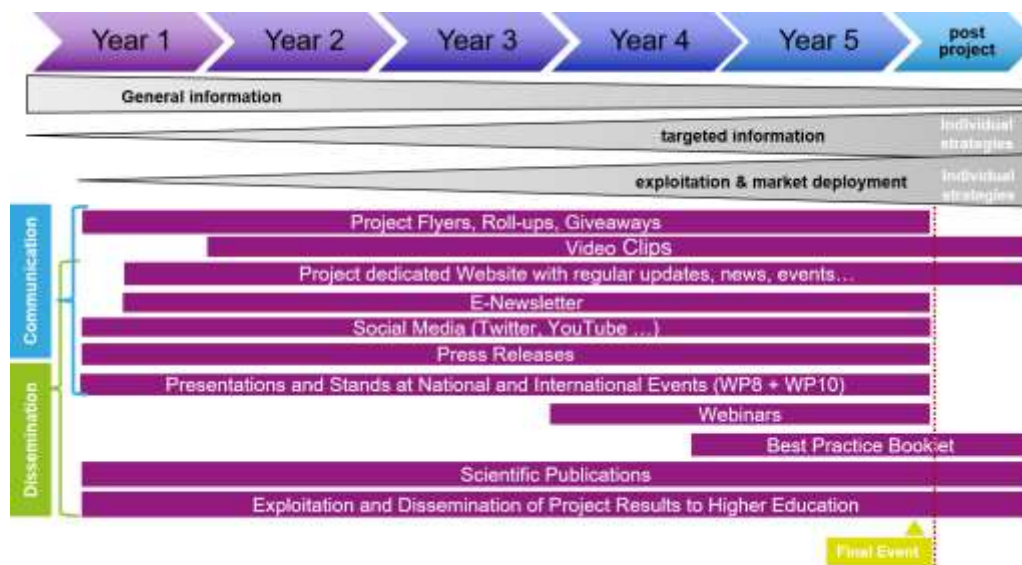


Figure 4. D&C Strategy Roadmap

6.1. Overview: Communication vs. Dissemination Activities

Communication Activities

The main goal of communication activities is to communicate **general information** about the project to reach the general public and audiences not (yet) informed about the activities of ATELIER in order to get them involved in the project and its activities.

The communication **tools** consist of different activities and channels. Information will be communicated in written format (websites, social media, newsletter, news articles, press releases, flyers...) but also presented orally at events or via video clips. The communication actions of ATELIER will take place at the local city level (WP 4, 5 and 6 in collaboration with WP 3 and 7) as well as at the wider international EU level (WP 10 in collaboration with WP 8).

The following table demonstrates the envisaged communication tools:

Main Communication Tools									
Tools	D&C Secretariat / bilateral communication	Website, local websites	Newsletter	Flyer, Roll-ups, Posters	Press Releases	Video Clips	Social Media	Event Participation	Final Conference
Target Audience									
Frequency	regular	regular	regular	various	min. 5	min. 8/ city/WPs	regular	regular	1x
ATELIER internal audience:									
Lighthouse Cities	x	x	x	x	x		x	x	x
Fellow Cities	x	x	x	x	x		x	x	x
ATELIER Project Partners	x	x	x	x	x		x	x	x
Other Projects		x	x	x	x	x	x	x	
ATELIER external audience:									
General Public / Civil Society		x	x	x	x	x	x	x	x
Media / Journalists		x	x	x	x	x	x	x	x
City Representatives		x	x	x	x	x	x	x	x
Politicians / Policy Makers		x		x	x		x	x	x
Industry / Utility Sector		x		x	x		x	x	x
Initiatives / NGOs		x	x	x	x	x	x	x	x
Academia / RTD		x		x	x		x	x	x

Table 3. ATELIER Communication Activities

Dissemination Activities

The main goal of dissemination activities is to make the **technical project results** known among a professional audience, achieving an uptake of the project results and ensuring knowledge-transfer beyond the project consortium.

Different **tools** will be used to reach a professional target audience and to inform them about the results and the replication potential of ATELIER. These tools consist of e.g. webinars, presentation on external events, scientific publications or a best practice booklet.

Depending on the specific type of the dissemination target audience and the respective goals, different types of tools might be necessary. The following table thus provides an overview of the different dissemination target groups and the respective tools used:

Main Dissemination Tools												
Tools	D&C Secretariat / bilateral communication	Website	Newsletter	Press Releases	Scientific Publications	Social Media	Event Participation	Webinars	Best Practice Booklet	MOOCs	Student Lectures, Study Tours & MOOCs	Final Conference
Target Audience												
Frequency	regular	regular	regular	min. 5	min. 5	regular	regular	min. 4	1x	regular	1x	
ATELIER internal audience:												
Lighthouse Cities	x	x	x	x	x	x	x		x	x	x	
Fellow Cities	x	x	x	x	x	x	x		x	x	x	
ATELIER Project Partners	x	x	x	x	x	x	x		x	x	x	
Other Projects		x	x	x	x	x	x	x	x	x	x	
ATELIER external audience:												
General Public / Civil Society		x	x	x		x	x			x	x	
Media / Journalists		x	x	x		x	x		x	x	x	
City Representatives		x	x	x		x	x	x	x	x	x	
Politicians / Policy Makers		x			x	x	x	x	x	x	x	
Industry / Utility Sector		x			x	x	x	x	x	x	x	
Initiatives / NGOs		x	x	x	x	x	x	x	x	x	x	
Academia / RTD		x			x	x	x	x	x	x	x	

Table 4. ATELIER Dissemination Activities

6.2. ATELIER Corporate Identity

A clear recognition value is very important for a project. During the first months of the project, SEZ therefore developed, in close cooperation with a professional graphic agency, the ATELIER Corporate Identity (CI), consisting of a project logo, a unique colour scheme, a key visual and specific elements that are a core in all dissemination materials. The ATELIER CI is to be applied in all project communication materials that have been or will be developed.

The consistent use of these ATELIER CI elements in all communication materials, whenever possible, ensures a recognition value and does clearly link the project's communication materials. The CI is applied in all other developed communication materials, e.g. the project website, newsletter, the project flyer, word templates and a PowerPoint template that has been developed for the use by all partners for project related internal / external presentations.

All ATELIER CI elements listed below can be found on the [ATELIER platform](#).

ATELIER Logo

The ATELIER project colours are green, blue and purple. Within the logo, the green and the purple squares represent the two LHCs Bilbao and Amsterdam and the blue square that is divided into six further parts represents the six Fellow Cities.



Figure 5: ATELIER project logo

ATELIER Colours

The primary colour codes of ATELIER are:

Green	R	148
	G	193
	B	32
Blue	R	41
	G	153
	B	200
Purple	R	150
	G	27
	B	127

Table 5. Primary project colours, based on the logo

Further colours that can be used are:

Green 2	R	220	Blue 2	R	46	Purple 2	R	42
	G	220		G	170		G	34
	B	2		B	226		B	91
Green 3	R	60	Blue 3	R	33	Purple 2	R	101
	G	169		G	113		G	36
	B	53		B	148		B	130

Table 6. Further project colours, based on the logo

ATELIER Partner Logos

The logos of all ATELIER project partners can be found on the [ATELIER platform](#).

ATELIER Key Visual & Core Visual Elements

The key visual and further core visual elements of ATELIER look as follows:



Figure 6: ATELIER Key Visual



Figure 7. Further core ATELIER elements

ATELIER Word and PPT Templates

Moreover, a series of word templates and a PPT template have been created.

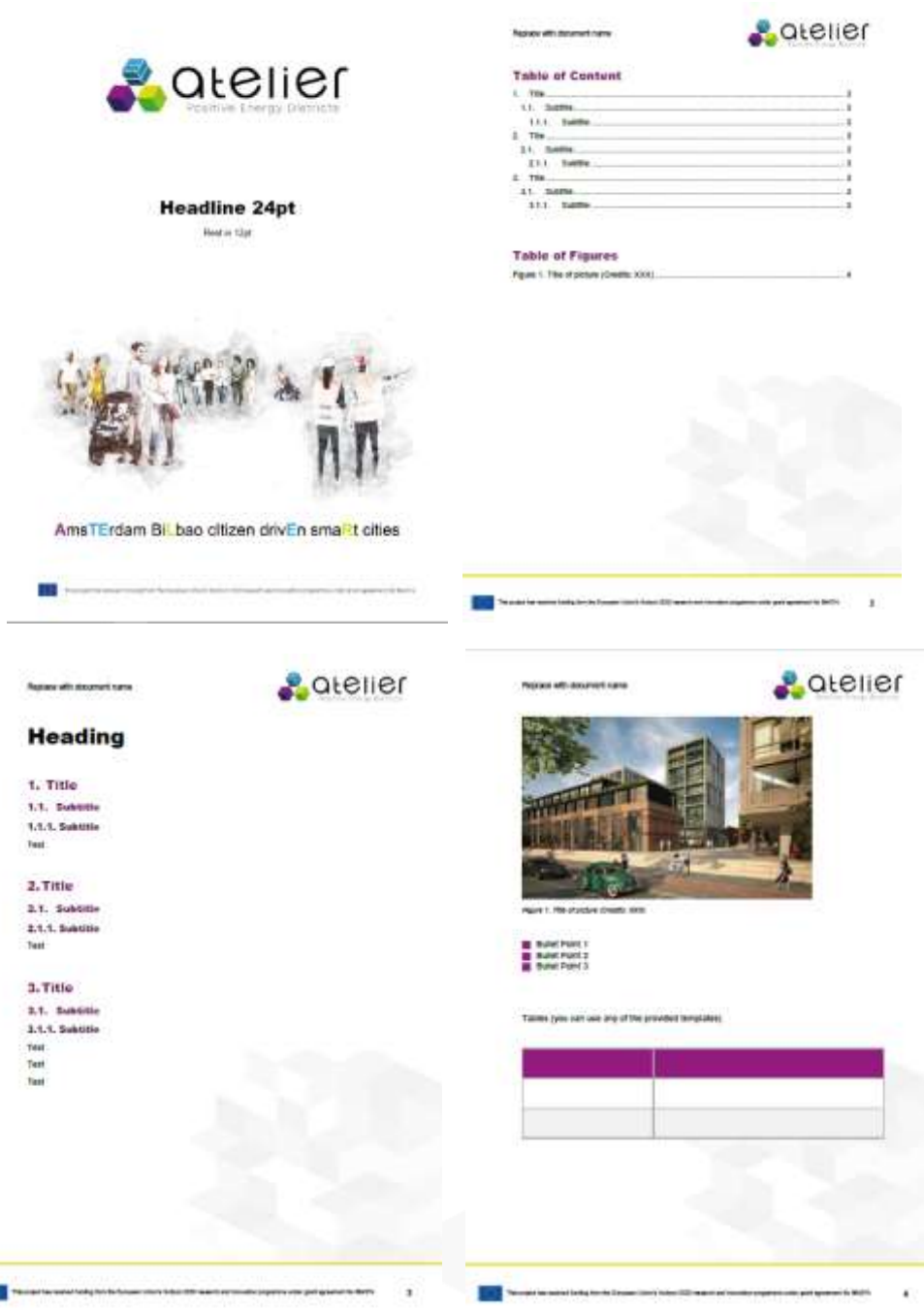


Figure 8. ATELIER General Word Template (all pages)

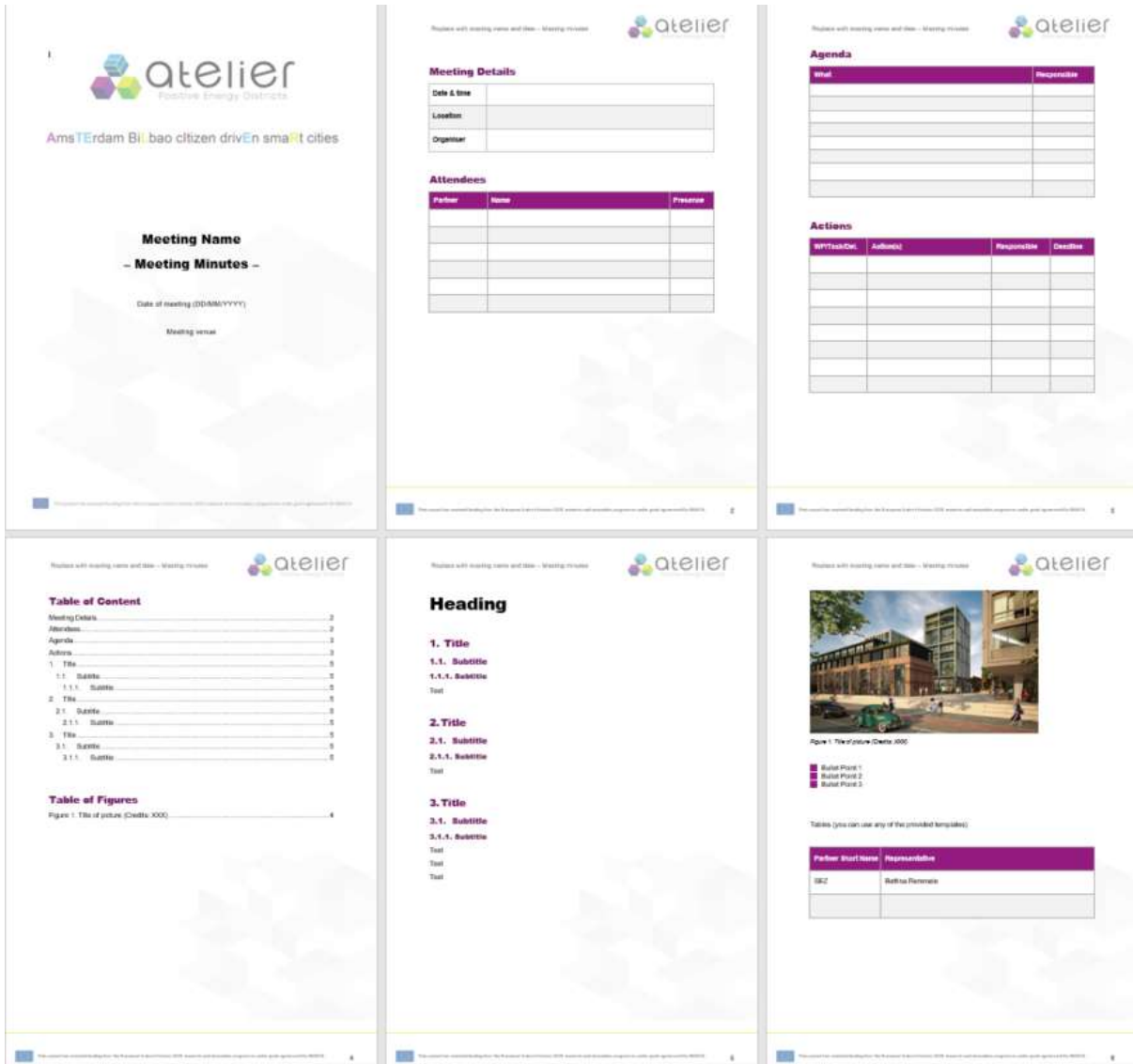


Figure 9. ATELIER Meeting Minutes Template (all pages)

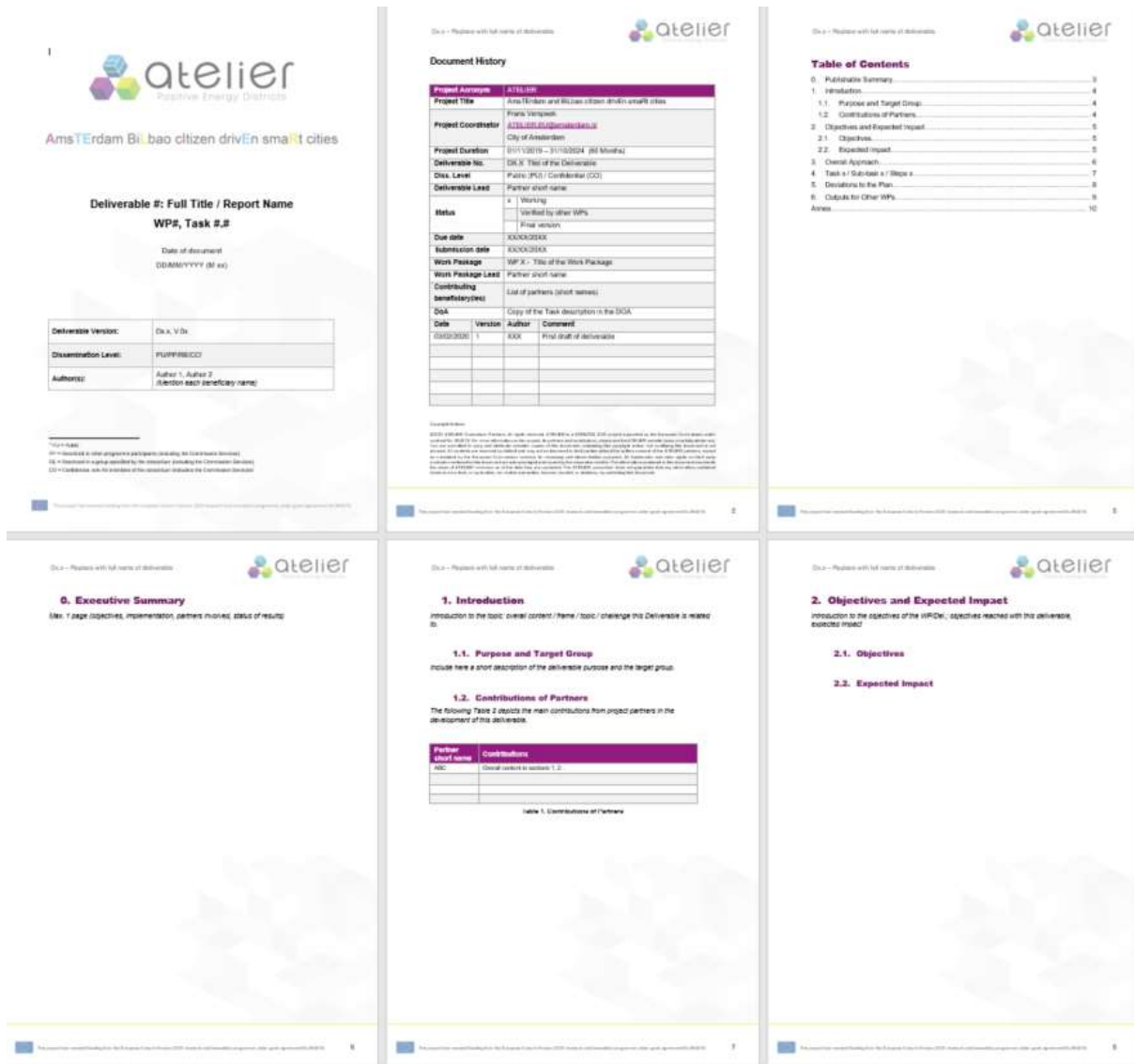


Figure 10. ATELIER Deliverable Template (pages 1-6)



Figure 11. ATELIER PPT Template

ATELIER Poster Template

An ATELIER poster template has been produced by M3 for all ATELIER partners to represent the project at conferences and fairs.



Figure 12. ATELIER poster template, landscape



Figure 13. ATELIER poster templates, portrait

6.3. ATELIER Text Blocks

In order to facilitate the D&C of information in the partner countries, SEZ developed text modules for ATELIER dealing with various subjects from objectives to results. These text blocks, created at the beginning of the project, will be continuously updated with new developments and results during the course of the project.

Project Description Short

ATELIER is a five-year project funded by the European Commission that focuses on shaping energy-positive neighbourhoods. Residents, local stakeholders and companies will work together in neighbourhoods in Amsterdam and Bilbao to create a local energy system that generates energy sustainably.

Project Description Long Version 1

ATELIER is an EU funded project about Amsterdam and Bilbao citizen driven smart cities, aiming to create and replicate Positive Energy Districts (PEDs) within eight European cities. ATELIER will showcase innovative solutions that integrate buildings with smart mobility and technologies to create rather than consume energy in its two LHCs Amsterdam (Netherlands) and Bilbao (Spain). The Fellow Cities of ATELIER, Bratislava (Slovak Republic), Budapest (Hungary), Copenhagen (Denmark), Krakow (Poland), Matosinhos (Portugal), and Riga (Latvia), will replicate and adapt the successfully implemented solutions and thus serve as testbeds for future smart cities. Overall, ATELIER will thus generate an energy surplus of 1340 MWh of primary energy and save 1,7 kt of CO₂ and 23 t of NO_x-emissions.

To achieve successful implementations of energy saving measures, ATELIER puts citizens at the centre of all its activities: residents (<9000), local initiatives and energy communities will be included in decision-making processes and activities and will be strongly engaged in the development of the technical solutions throughout the project. Citizens will be involved in the Innovation Ateliers to create a maximum impact for the PEDs.

30 partners from 11 countries will be working in 10 work packages.

Project Description Long Version 2

As a [Horizon 2020 Smart Cities and Communities](#) project, ATELIER receives funding from the European Commission to develop innovative technologies and solutions in the fields of energy, mobility and ICT. By combining the expertise and the commitment of 30 partners from 11 European countries, these innovations are then implemented in their two so-called LHCs Amsterdam and Bilbao. The task of the six Fellow Cities Bratislava, Budapest, Copenhagen, Krakow, Matosinhos and Riga is then to learn from these innovations through knowledge exchange as well as co-operations and to test them for replicability and feasibility without the financial support of the European Commission.

In contrast to the earlier projects of the Horizon 2020 Smart Cities and Communities call, the focus of ATELIER and its four younger sister projects [+CityXChange](#), [MAKING-CITY](#), [SPARC's](#) and [POCITYE](#), lies not only on the development of Smart Cities but has now further shifted towards the creation of Positive Energy Districts within Europe, with a strong involvement of the local citizens. With these Positive Energy Districts, ATELIER will thus generate an energy surplus of 1,340 MWh of primary energy and save 1,7 kt of CO₂ and 23 t of NO_x-emissions.

PED Innovation Ateliers

ATELIER not only stands for AmSTERdam and biLbao citizen drivEn smaRt cities. ATELIER also stands for eight *Positive Energy District (PED) Innovation Ateliers* that will be implemented as part of the project. The first two ateliers will be developed in the two LHCs Amsterdam and Bilbao, with the six Fellow Cities following shortly afterwards. The aim of these physical ateliers is to provide a self-sustaining meeting place where different types of stakeholders, like industry and investors but most importantly citizens and local innovators, will be closely involved in the design processes and the implementations of the smart solutions in their homes and districts. *“Our vision is to create dedicated PED Innovation Ateliers to strengthen the local innovation ecosystem, and to remove legal, financial or social barriers to the implementation of smart solutions”*, says Frank Tazelaar, Head of Sustainability at the City of Amsterdam. *“The Innovation Ateliers will be self-sustaining, continuing for a long time after the project has ended, thus being engines for the upscaling and replication of solutions within the ATELIER cities and beyond (Europe and the World). Moreover, through an active learning programme, we will capture and pass along the lessons learned of our Innovation Ateliers”*, he adds. Naturally, the ateliers are therefore also reflected in the ATELIER logo with two three-dimensional cubes representing the two LHCs and one cube divided into six parts to represent the Fellow Cities.

City Vision 2050

Each city within ATELIER will develop its own bold City Vision for 2050: *“With ATELIER, we really want to pave the way for more ‘positive’ cities in Europe. Therefore, each of our eight involved cities will develop a City Vision 2050 that constitutes the roadmap for upscaling solutions in the long term. The main objective of this is to guarantee a seamless city transformation from planning to implementation and further upscaling and replication”*, explains Eduardo Zabala of Tecnia Research & Innovation, leader of the City Vision 2050 work.

Citizen and Stakeholder Engagement

The key ambition of ATELIER remains the creation of Positive Energy Districts with a strong and proactive involvement of citizens to increase their energy awareness and to invite them to more energy efficient behaviour. With different activities, the project partners of ATELIER aim to empower their citizens, supporting them to play an active role in the energy system as a prosumer by consuming but also producing energy at the same time. Increasing the effectiveness of collaboration and systematically opening up knowledge between public and private partners is a crucial part of the citizen and stakeholder engagement strategy within ATELIER. Ensuring that citizens are fully engaged in the project, ATELIER intends to involve and align with existing energy communities under a framework of social inclusion. Moreover, the ATELIER approach specifically considers the role of the citizens as local residents but also as co-deciders, co-implementers and users of smart urban solutions in the PEDs. Specifically, ATELIER will organise project events and citizen engagement activities at local level to engage in a dialogue with citizens, residents and other interested stakeholders to showcase how the different ATELIER activities will have a positive impact upon its cities and its citizens.

Social Media Channels

Learn more about ATELIER at its public website (<http://www.smartcity-atelier.eu/>) or via the ATELIER [Twitter](#) and [LinkedIn](#) channels. Sign up here (link follows) for the ATELIER newsletter. Follow the project virtually and don't miss an opportunity to come talk to its partners at events to learn more about how ATELIER will improve the life of its citizens and the liveability in its cities!

6.4. ATELIER D&C Tools & Activities

Within ATELIER, a mix of different D&C tools will be applied, covering both printed and digital channels as well as other tools. This multi-channel approach ensures that a broad range of stakeholders and target audiences will be reached. The following table provides an overview of the main tools used within ATELIER, their respective targets groups, aim and ATELIER stakeholders.

D&C Tools/ Activities	Target Audience	Aim	Partner	KPIs
Project Website	All (ATELIER partners, Other Projects, General Public, Civil Society, Media, City Representatives, Politicians, Industry, Initiatives/NGOs, Academia)	To raise interest in ATELIER, to inform (in detail) about project, aims, objectives, activities, progress, interim outcomes and results, final outcomes, partners, interesting links, provide downloads, published scientific articles, etc.	SEZ with D&C Secretariat	50,000 visitors by M60
Newsletter	ATELIER partners, Other Projects, General Public, Civil Society, Media, City Representatives, Initiatives/NGOs	To raise interest in ATELIER, to inform about project news and updates from the PED Innovation Ateliers, inform about news from related projects and the field in general, linking to website	SEZ with D&C Secretariat	350 subscribers by M60

Project Flyers	All	Flyer 1: raise interest in ATELIER and the PED Innovation Ateliers, to inform about project, aims, objectives, partners, linking to website and social media channels. Flyer 2: provide summary of first outcomes	SEZ / AMST	15,000 distributed flyers by M60
Roll-ups / Poster	All, especially Academia	To raise interest in and inform about ATELIER, to inform about specific aspects of project	SEZ with D&C Secretariat	Production of 8 rollups in local languages, 1 English rollup version by M6
General PPT	All	To inform about ATELIER and its objectives, progress and outcomes, e.g. at events	AMST with D&C Secretariat	20 presentations per year, reaching 500 people
Giveaways	All, especially General Public, Civil Society	To raise interest in ATELIER at specific events, for use at PED Innovation Ateliers	SEZ	3 types of giveaways produced and distributed by M60
Press Releases	All	To raise interest in ATELIER, to inform about project activities, progress and outcomes, to promote certain activities/milestones	SEZ with D&C Secretariat	Min.1 press release per year, more envisaged, reaching 10,000 subscribers per press release
Social Media	Twitter: ATELIER partners, Other Projects General Public, Civil Society, Media, City Representatives, Initiatives/NGOs LinkedIn: Politicians, Industry, Initiatives/NGOs, Academia	To raise interest in ATELIER, to inform about project progress and news, to promote events, to foster discussions on ATELIER topics	SEZ with D&C Secretariat	1,500 followers, 1,250 posts and 1,000 likes by M60 (Twitter), 350 followers and 150 posts by M60 (LinkedIn)
News Articles	All	To raise interest in ATELIER, to inform about project activities, progress, interim outcomes and final outcomes, to promote certain activities/milestones, to inform about technical outcomes	SEZ with D&C Secretariat	40 news articles per year published at the website
Scientific Publications	Other Projects, Academia, Politicians, Initiatives/NGOs, Industry / Utility Sector	To publish and disseminate project results to a scientific audience	Academic partners	Min. 5 scientific publications by M60, more envisaged

Video Clips (mobile phone style)	Other Projects, General Public, Civil Society, Media, City Representatives, Initiatives/NGOs	To show via storytelling/ interactive methods the progress in the LHCs and FCs as well as showing live updates from the different WPs, to inspire other cities/projects/stakeholders	SEZ with D&C Secretariat	10 video clips per year, starting in M13, 1,000 views overall by M60
Best Practice Booklet	Other Projects, Media, Politicians, Industry, Initiatives/NGOs, City Representatives, Academia	To promote ATELIER results, to spread knowledge and lessons learned, to promote replication and exploitation of results	SEZ with D&C Secretariat, inputs from technical/ academic partners	5,000 views/downloads plus 5,000 printed copies distributed by M60
Webinars	Politicians, Industry, Initiatives/NGOs, City Representatives, Academia	To allow interested stakeholders to learn about implementations in LHCs and replication status in Fellow Cities as well as development of other project activities	SEZ with D&C Secretariat, inputs from technical/ academic partners	2 webinars per year starting M37, reaching min. 25 participants per webinar
Final Conference	All	To promote final ATELIER outcomes, results and lessons learned, to promote replication and exploitation	SEZ with D&C Secretariat, All partners involved	150 participants, 2 sister projects represented
Event Participation	All, depending on event	To increase the visibility of ATELIER and to make its outcomes known	All partners involved	30 event participations per year, reaching an audience of min. 25,000 participants per year
Student Lectures, Case Studies & Study Tours	Student	To strengthen higher education curricula and programmes related to smart cities by incorporating insights and experiences in implementing PEDs.	AUAS	Min. 30 lectures, case studies and/or study tours in the LHCs
MOOCs	Students and teachers	To provide educational materials on PEDs for higher education and professional training	AUAS and demonstration partners	Finalised and published MOOC
Partner's Websites	All, especially local stakeholders	To raise interest in ATELIER, to inform about project, aims, objectives, to link to ATELIER website	All partners involved	Depending on size of partner/partner's website
Partner's Social Media Channels	All, depending on channel (see above), especially local stakeholders	To raise interest in ATELIER, to inform about project news, to foster discussions on ATELIER topics	All partners involved	Depending on size of partner/partner's social media channels

Table 7. Overview of ATELIER D&C tools, target audience, aims and KPIs

SEZ as the D&C leader is responsible for the planning and realisation of these different tools and activities, with inputs from the project coordinator and the rest of the consortium.

Once finalised, all ATELIER D&C materials (e.g. flyers, roll-ups, PPT) listed above can be found either on the [ATELIER website](#) or on the [ATELIER platform](#).

ATELIER Project Website

The ATELIER website (www.smartcity-atelier.eu) will be the key instrument for external communication of the project, bringing all D&C activities together in one place. It will constitute the central knowledge base for the project partners and beyond.

Following the CI of ATELIER, since M4, a static preliminary version of the website is already online, offering information about the Lighthouse- and Fellow Cities, the social media channels and the main contact points. By M6, the website will be filled with contents from all partners, offering general and individual information for external purposes in a clear and structured manner. SEZ is responsible for the website's set-up and maintenance, whereas the content is strongly dependent on the input of the project partners in general and of the work package leaders, LHC and FC in particular.

The final ATELIER website will provide the following information:

- About ATELIER
 - Overview
 - Objectives & Expected impacts
 - Consortium/ Presentation of involved partners
 - Lighthouse Cities
 - Fellow Cities
 - SCC1 community
- News
 - Non-scientific news articles about latest project news, activities, progress, interim outcomes, implementations, etc.
 - News archive
- Events
 - Events calendar
 - Events archive
- Publications
 - E-Newsletter
 - Press releases
- Media
 - Link to YouTube channel
 - Downloads of flyers, brochures, etc.
 - Useful links
 - Media package
- Outcomes
 - Publication of public deliverables
 - Recordings of webinars (at a later stage)
 - Interim results and drafts, discussion papers, opinion papers
 - Scientific publications

- Contact Info
 - Project coordinator contact info
 - Press contact
 - Social Media channels

The website will be continuously updated until the end of the project with relevant information about project results and achievements. The Key Performance Indicator (KPI) of a successful website is to reach and thus inform 50,000 people by the end of the project/M60.



Figure 14: ATELIER Website – Start Page

ATELIER Newsletter

The publicly available ATELIER e-newsletter will be published twice a year. The first issue is scheduled for M6.

This ATELIER newsletter addresses primarily the following target groups: general public, civil society, media, city representatives, initiatives and NGOs, other projects and the ATELIER partners themselves.

The aim is to raise interest in ATELIER and to inform about the project's activities and progress within the previous six months. It will inform about project news and updates from the PED Innovation Ateliers, about news from related projects and the field in general. Past events will be summarized and upcoming events will be announced. There will be a dedicated section informing about the sister SCC1 projects, with a focus on the other four PED projects. The newsletter will include short summaries of longer articles that will be available at the website. The structure of the ATELIER newsletter will be as follows:

1. Editorial (alternating between project coordinator and WP leaders)
2. Variable block: "Focus topic": varying topics, e.g. announcement of important ATELIER milestones, events, etc.
3. Fixed "LHC block": updates from LHCs in storytelling format
4. Fixed "FC block": news from the FCs in individual news format
5. Fixed "Other ATELIER news block": varying topics, e.g. info about citizen engagement WP, PED Innovation Ateliers, etc.

6. Fixed “News from related PED projects” block
7. Fixed “Beyond ATELIER block”
8. Fixed “Upcoming events block”
9. Links to Social Media

SEZ is responsible for writing the newsletter but will receive active inputs from the partners via the ATELIER D&C Secretariat. Before publishing the newsletter, it will be sent for review to the D&C Secretariat, including the coordinator.

The newsletter distribution list will be set up by SEZ according to the latest EU’s General Data Protection Regulations. Subscribers will have to do double opt-in, they will be able to unsubscribe at any time and they will be informed in detail about what kind of information we will collect, what the distribution list will be used for and how they can unsubscribe.

An archive of past newsletter issues will be provided at the ATELIER website.

The Key Performance Indicator (KPI) of the newsletter is to reach 350 subscribers by the end of the project/M60.

ATELIER Project Flyers

A general project flyer will be produced by M12 containing information about the LHCs and FCs, the PED Innovation Ateliers, the approaches to PDEs, etc.

A second more specific project flyer will be produced at the latest by M48 to update interested stakeholders about the progress and first outcomes of the project.

The main purpose of the flyers is to have something printed, like a more informative business card that can be handed out at events to interested stakeholders, providing at the same time important information about the project. The goal is that the flyer builds the cornerstone, leading to more detailed information research about ATELIER on the website and via further D&C resources.

The Key Performance Indicator (KPI) of the two flyers is to make at least 15,000 people aware of ATELIER by the end of the project/M60.

ATELIER Roll-ups

ATELIER Roll-ups will be developed by M6 to represent the project at events and communication activities.

ATELIER General Poster

A general ATELIER poster based on the official ATELIER poste template will be produced by M6 for all ATELIER partners to represent the project at conferences and fairs.

As a Key Performance Indicator (KPI), we aim for at least 20 presentations using the template, thus reaching approximately 500 people per year.

ATELIER General PPT

Together with the D&C Secretariat, AMST has prepared a general ATELIER PowerPoint presentation (PPT) with 2-4 slides per WP, LHC and FC in order to have a prepared stack of PPT slides to be used by all ATELIER partners for presentations at events, etc.



Figure 15. ATELIER General PPT (slides 1-4 of 49)

ATELIER Giveaways

Targeted and sustainable, ecologically friendly produced giveaways will be produced for specific conferences or exhibitions or for use at the PED Innovation Ateliers for promotion purposes.

ATELIER Press Releases

Based on inputs from the D&C Secretariat, SEZ will prepare informative press releases to inform about important ATELIER activities, such as project events, or milestones, like the launch of the first PED Innovation Atelier.

The target audience of press releases covers all interested stakeholders, including both a dissemination- as well as a communication-focused audience. They will be prepared in English language and send out to the D&C Secretariat for review and the request for further translation and distribution to their own networks, channels and press offices, making use of the stakeholder mapping included in D10.9. by M12.

We envisage to write at least two press releases per year, more will be written upon availability of newsworthy content upon demand. An archive of past ATELIER press releases will be provided at the website.

The Key Performance Indicator (KPI) of a successfully distributed press release is to reach about 10,000 subscribers/readers of various news channels per press release.

ATELIER Social Media Channels

In 2019, the use of digital media has outnumbered the use of traditional media, as stated [STATISTA](#). Therefore, a strong focus on social media is vital to reach interested stakeholders and to make ATELIER and its outcomes known. Therefore, ATELIER will follow the steps of a dedicated Social Media Strategy (see [Social Media Strategy](#) below) with the goal of disseminating the project and to regularly inform but also get into a dialogue with a broad audience about ATELIER news, events and research outputs. To reach as many different types of interested stakeholders as possible, ATELIER will focus its social media activities on the two platforms Twitter and LinkedIn:

- **Twitter** is a dynamic and diverse social media platform based on short and precise messages and news, targeting a diverse audience with a focus on the general public, civil society, media, initiatives/NGOs and city representatives, but also ATELIER partners and other projects. The ATELIER twitter account can be found at <https://twitter.com/AtelierH2020>. It currently counts more than 160 followers and more than 125 tweets.
- **LinkedIn** is a professional networking and communication platform with more informative and technical contents, targeting a rather professional and scientific community: politicians, industry, initiatives/NGOs, academia. The ATELIER LinkedIn account can be found at <https://www.linkedin.com/company/atelierh2020>. It currently counts around 55 followers and 5 unique posts.

Both social media accounts will be managed by SEZ. Inputs will be provided by the D&C Secretariat via the monthly teleconferences, bilateral phone calls or emails as well as the ATELIER D&C Activities List that will be regularly updated by the D&C Secretariat members.

The Key Performance Indicator (KPI) of successful social media activity is to reach and engage with 1,500 followers on Twitter and 350 followers on LinkedIn by the end of the project/M60.

Further information can be found in section 7 “[Social Media Strategy](#)”.

ATELIER News Articles

SEZ will regularly prepare non-scientific news articles to inform a very broad audience, relying on active inputs from the D&C Secretariat. All members of the D&C Secretariat will furthermore contribute to the writing of news articles for publication at local newspapers or dedicated journals. All news articles (or links to articles) will be published at the ATELIER website and promoted via the different social media channels. Selected news articles will be featured in the bi-annual newsletter.

ATELIER Scientific Publications

ATELIER’s academic partners will actively disseminate their research outcomes in the form of scientific publications or as part of conference proceedings in national and international journals and on the public platform [OPENAIRE](#). For all scientific publications, green or gold open access must be guaranteed. At least one scientific publication will be published per year, resulting in a minimum of five publications for the project. The target audience is the scientific community itself, but also politicians, initiatives and NGOs as well as anybody interested in the scientific outcomes.

The following journals have been identified by the ATELIER partners as suitable journals for scientific publications (further may be added):

- Clusterenergia
- FEDARENE biweekly bulletin
- Spanish Association of Energy Agencies
- Journal of Urban Technology
- Technovation
- PlanAmsterdam
- GreenTech Media
- Elsevier
- Cleantechnica
- Power Engineering International
- Energy Business Review
- Smart Grid Observer
- De Ingenieur
- Huffington Post
- IEEE Transactions on Engineering Management
- Green European Journal

ATELIER Video Clips

Starting in year two, the LHCs and FCs as well as selected WPs will produce several short mobile-phone style video clips showcasing the progress in the cities and inspiring and motivating other cities to become PEDs as well. The videos will be filmed with mobile phones, no longer than one minute, providing short snippets from the demo districts in Bilbao and Amsterdam, reporting live from events or informing about the project progress via short interviews/quotes from the ATELIER project representatives. The D/C Secretariat members will be given a tutorial to teach them about how to produce these videos prior to year two. The project's corporate identity will be integrated via a template developed that should be used at the end of all videos.

The videos will be used for promotion on the social media channels as well as at events, such as workshops or exhibition stands. All videos will be published on the ATELIER website via the ATELIER YouTube channel.

Besides city representatives, the main target audience of these video clips will be other projects, the general public, civil society but also initiatives and NGOs.

The video clips will also be used in the education materials and MOOCs as part of WP10.

The Key Performance Indicator (KPI) of the videos is to reach and potentially engage an overall number of at least 1,000 people by the end of the project/M60.

ATELIER Best Practice Booklet

Towards the end of the project, a concise 12-page best practice booklet will be produced in collaboration with the D&C Secretariat but also relying on active inputs from the technical and academic ATELIER partners. The booklet will summarise the measures implemented and/or replicated in the LHCs and Fellow Cities, key lessons learned and policy recommendations. It will be mainly targeted towards politicians, industry representatives, initiatives and NGOs and academia representatives.

The Key Performance Indicator (KPI) of the booklet is to inform at least 10,000 people interested in the ATELIER outcomes by the end of the project/M60.

ATELIER Webinars

At least two webinars per year, starting in M37, will be launched in collaboration with other SCC1 projects focusing on PEDs, as well as related EU initiatives like SCIS, EIP-SCC, Covenant of Mayors, etc. The webinars will be targeted towards city representatives, politicians, industry, initiatives/NGOs, and academic stakeholders. Interested participants will be able to learn from ATELIER partners about the implementations in Bilbao and Amsterdam and successful replications in our Fellow Cities. The webinars will be moderated by SEZ, AMST or academic/technical project partners. Presentations will be given by the related partners depending on the topic of the session. Topics for the webinars can be linked to several of the ATELIER WPs such as WPs 2, 3, 4, 5, 6, 8 and 9.

ATELIER Final Conference

At the end of the project, the ATELIER consortium will jointly organise a final conference. It will demonstrate the implementation and replication of actions in the ATELIER LHCs and FCs. It will address topics related to PEDs and Smart Cities. The conference will allow for networking, interaction and business creation between projects and the broad audience. Lasting up to 1.5 days for approximately 150-200 participants, it will take place around M59.

ATELIER Event Participation (incl. networking, presentations and stands)

All ATELIER partners participate actively at external national and international events to inform and update existing stakeholders and to stimulate interest from new stakeholders not involved in the project yet. The target audience of external events are all types of dissemination- and communication-focused audiences, depending on the type of the event. Key events will be identified and selected (e.g. Smart City Expo World Congress in Barcelona, Nordic Edge Expo & Conference in Stavanger, URBIS Smart City Fair in Brno, European Sustainable Energy Week in Brussels, General Assemblies of EIP-SCC).

ATELIER will be actively presented via presentations or with posters, for which templates have been produced. Moreover, where possible, ATELIER will be represented via joint or individual stands at exhibitions and fair.

As part of the D&C Secretariat, a [joint list of interesting events](#) has been created which will be regularly updated by all members. Sample events to be attended by ATELIER partners are:

- Barcelona Smart City Expo World Congress
- FlexCon
- Blockchain2Business
- FutureGridLabs
- Energy Storage NL
- European Utility Week
- European Sustainable Energy Week
- European Week for Regions and Cities
- Geoener Congress, Local Energy Conferences
- Nordic Edge Expo and Conference

- Smart City Solutions
- WeMakeThe.City
- World Circular Economy Forum

The Key Performance Indicator (KPI) of the overall ATELIER event participation is to reach out to, engage with and exchange knowledge with at least 25,000 interested stakeholders per project year.

ATELIER Student Lectures & Study Tours

Various student lectures and study tours will be organised to strengthen higher education curricula and programmes related to Smart Cities by cooperating with actual working experiences in the cities.

ATELIER MOOC

A massive open online course (MOOC) is an online course aimed at unlimited participation and open access via the internet. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums or social media discussions to support community interactions among students, professors, and teaching assistants, as well as immediate feedback to quick quizzes and assignments. The MOOC will focus on PED development. Preferable, the MOOC will be developed in cooperation with other SCC projects.

ATELIER Partner's Websites (and dedicated ATELIER subpages)

Every partner that operates an own website should promote ATELIER there and, if possible, create a dedicated ATELIER subpage, informing about the project and linking to the official ATELIER website and social media channels. These subpages can be in the local languages to especially reach out to the local and regional stakeholders. The absolute numbers to be reached via the partner's websites depend upon the size of the specific partner/partner's websites but should aim for largest possible outreach.

ATELIER Partner's Social Media Channels

Every partner whose company/institute has an own Twitter channel should make sure that they actively follow and share the ATELIER social media updates. For this, a joint list will be developed and shared by SEZ to collect all partner's social media channels. This ensures the quick duplication and take-up of the messages. Those partners that have a personal LinkedIn profile are encouraged to follow the ATELIER LinkedIn page and to actively share the project's updates, if possible. By following these processes, the information that stems from the project's own channels is quickly multiplied via the partners, their channels and personal networks, etc. The absolute numbers to be reached via the partner's social media channels depend upon the size of the specific partner/partner's specific channels but should aim for largest possible outreach.

Further information can be found in section 7 "[Social Media Strategy](#)".

6.5. Cooperation & Collaborations

Close interaction and exchange with related projects, especially those also focusing on the creation of PEDs, will be taking place. A special focus will be on the four other PED-focused SCC1 projects +CityXChange, MAKING-CITY, SPARCs and POCITYF.

The collaboration activities of ATELIER are coordinated by WP 8 “Collaboration SCC Community” and led by UAUS. SEZ, as WP 10 and D&C Secretariat leader, will actively work together with WP 8 and participate in joint activities, especially those regarding exploitation (e.g. in the SCC1 Task Force Business Models or Replication) and dissemination & communication (e.g. in the SCC1 Task Force Communication).

One major outcome of the SCC1 collaboration is the joint multi touch tool which has been initiated in 2016 by Fraunhofer IAO (as part of Triangulum’s WP6 – Replication). The multi touch tool is a project overarching software that has been set up for the joint dissemination of the SCC1 projects and activities. The tool presents the different SCC1 projects, involved LHC / FC and their technical approaches. The tool can be used via a large (rented) touch screen at stands but also on mobile devices.

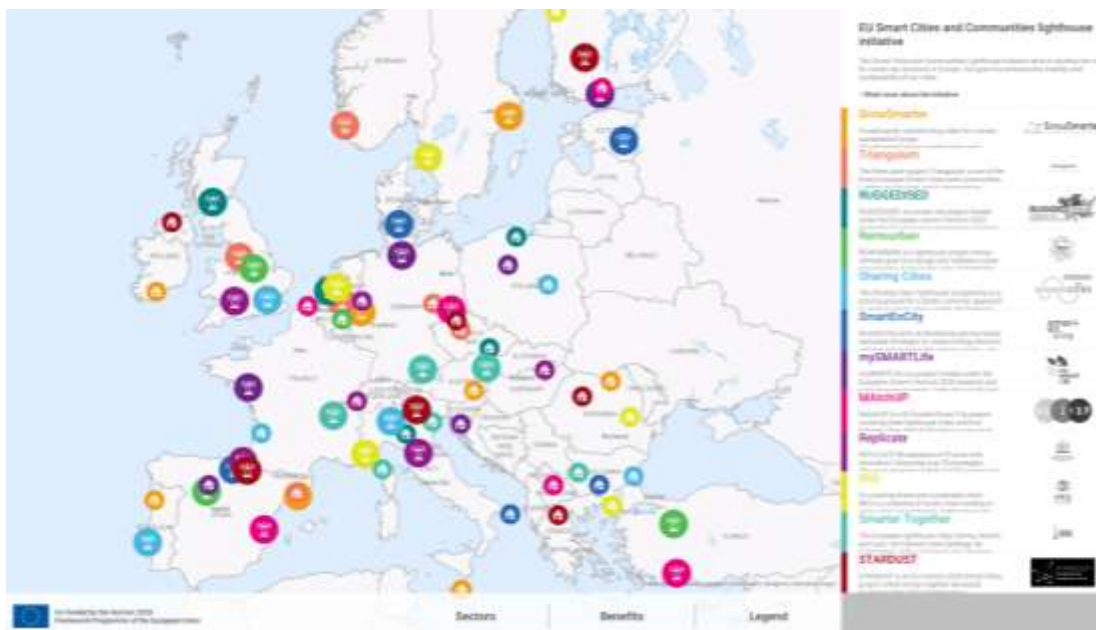


Figure 16. Screenshot of the Touch Tool

Cooperation with EIP-SCC/SCIS:

Moreover, close collaboration is envisaged between the SCC1 projects (by now 17, 15 of which are active and 2 of which have already ended (Triangulum, GrowSmarter)) and the EC initiatives Smart Cities Information System (SCIS) and European Innovation Partnership on Smart Cities and Communities (EIP-SCC).

SCC1 project partners actively participate in the EIP-SCC General Assemblies. ATELIER will also participate in these events to collaborate with other projects and to make use of synergies. Moreover, the SCC1 projects have joint stands with EIP-SCC/SCIS at large events like Barcelona Smart City Expo World Congress or the Nordic Edge in Stavanger, at which ATELIER will, upon invitation, also actively participate.

ATELIER is furthermore already represented at the SCIS [database](#) and has been featured in the joint EIP-SCC/SCIS [newsletter](#) “Explore, Shape & Deal”.

Other Cooperation

In addition, ATELIER will cooperate on the development and publication of educational materials, in particular the MOOC. These materials will share PED experience across all PED SCC1 projects. Also, we will cooperate in common research and common academic publication with authors from different projects.

6.6. ATELIER Citizen & Stakeholder Engagement

Whereas the ATELIER D&C Secretariat, and especially its members at local city level, is responsible for dissemination and communication of the ATELIER outcomes, activates and progress to the local target audiences (including citizens and interested stakeholder), ATELIER also has a dedicated work package responsible for the actual engagement of these local citizens and stakeholders, namely WP 7, lead by Waag.

To achieve effective citizen and stakeholder engagement, community building is pivotal. The communication effort in WP7 (Task 7.1.1) will focus mainly on growing constituencies in both LHCs which may be activated for different project purposes, such as co-creative activities and involvement in local events. Furthermore, they may facilitate communication and dissemination through word of mouth. Since the community is expected to develop and change over the five-year course of the project, as new residents arrive and the mix of users shifts, community building will be a continuous effort. Local activities will be most directly relevant for residents and local stakeholders, therefore WP7 will, in coordination with WP10 and the LHCs, make sure that a balanced programme of activities will take place throughout.

6.7. ATELIER Impact Assessment

SEZ will regularly measure the impact of the ATELIER D&C activities, both quantitatively, e.g. by counting participants or follower numbers, and qualitatively, e.g. by considering ATELIER outputs such as engagement in the project, uptake of lessons learned, replication of ATELIER implementations. This procedure ensures that all activities will be carried out effectively.

To measure the engagement and thus the impact of the D&C activities, the approximate share of participants reached both within and outside the consortium will be taken as a performance indicator. In the case of certain activities, such as at ATELIER exhibition stands, it is not possible to get total absolute numbers for external audiences. In these cases, we will provide plausible estimates and divide them according to the targeted groups. In case where exact numbers can be provided, e.g. the number of twitter followers, these exact numbers will be considered.

A regular evaluation of ATELIER impact and success concerning the D&C activities ensures that the implemented measures reach their aim. In case certain measures are less effective than envisaged, the ATELIER partners, most importantly SEZ and the D&C Secretariat, are able to react and to adjust the planned measures.

Indicator	Estimated Target Audience reached	Source
Website visitors (total)	50,000	Analytics
Newsletter subscribers (total)	350	Subscription number
Distributed printed materials (flyer, brochures, giveaways) (total)	25,000	Documentation per partner
Non-scientific articles, press releases	75,000	
Participation, presentations, sessions and stands at external events (total)	125,000	Event attendance numbers
Number of likes, shares and followers in social media networks (total)	2,000	Social network analysis
Number of video views	1,000	YouTube views
PED Innovation Atelier attendance/visitors (total)	3,000	Visitor count
Scientific Publication Reads	1,000	Downloads/reads
Participants at final conference (total)	150	List of participants
Total	about 280,000	

Table 8. ATELIER Impact Numbers

7. Social Media Strategy

The purpose of the ATELIER Social Media Strategy is to provide effective and practical guidelines for the use of the ATELIER social media channels to reach as broad an audience as possible and to thus increase the visibility of ATELIER and its outcomes.

7.1. Social Media Overview & Objectives

The main objective of the ATELIER social media channels is to raise interest in ATELIER, to promote the project and its approach, to regularly inform as broad an audience as possible on project news and developments, both technical and general, and to increase traffic on the project website. Moreover, it is important to engage the audience in a dialogue to encourage uptake of solutions and to thus promote replication and exploitation of the ATELIER outcomes.

As indicated above, to reach as many different types of interested stakeholders as possible, ATELIER will focus its social media activities on two different platforms: Twitter and LinkedIn.

Both social media accounts will be managed by SEZ. Inputs will be provided by the D&C Secretariat via the monthly teleconferences, bilateral phone calls or emails as well as the D&C Activities list that will be regularly updated by the D&C Secretariat members.

7.2. Social Media Profiles & Content Strategies

ATELIER will focus its social media activities on the two platforms Twitter and LinkedIn:

Twitter

The ATELIER Twitter account provides a quick overview of what is going on in the project, providing links to related websites for more details plus giving the opportunity to comment on or share the latest information. Twitter is an effective tool to spread important pieces of information within seconds to a wide audience. Generating followers means generating a community around ATELIER that share our news in time and keep in touch with us. The ATELIER twitter account is also integrated in the project's website.

- **Channel Information**
 - **Link:** <https://twitter.com/AtelierH2020>
 - **Followers:** 160 (as of 24.02.2020)
 - **Tweets:** 125 (as of 24.02.2020)
- **Target Audience**

Twitter has both a dissemination- and communication-focused target audience. It is tailored towards a broad audience, including the general public, civil society, media, city representatives, politicians, industry, initiatives & NGOs as well as a scientific audience.
- **Type of Content**

Twitter will be used to push information about ATELIER or from the ATELIER partners as well as any Smart City-related content to a broad audience such as ATELIER internal news (e.g. general project developments, relevant PED Innovation Ateliers updates, updates about citizen engagement activities, news articles, general events (past as well as upcoming), project

meetings (e.g. General Assemblies, site visits), participation to joint activities, general updates from the LHCs, Fellow Cities and the different WPs in general, publication of flyers, newsletter or non-scientific publications) as well as ATELIER external news (e.g. sister project events, news from the European Commission, any Smart City related important information, interesting quotes and “food for thought”).

To really attract the attention of our followers, we will make use of specific social media templates such as an events announcement template or a newsletter registration template as well as certain standardised/recurring post templates with a personal element that help followers identify with the project. As an example, we will start a series with e.g. the name “Behind ATELIER” that contains a visual and presents the people working within the different work packages of ATELIER so that our community can more easily identify with the project. These recurring posts can be cross-posted to LinkedIn and the website.

Any other type of non-related content shall not be posted unless highly relevant to the community

- **Language**

The language to be used on Twitter will be full sentences, written in impeccable English, addressing the reader in a friendly and communicative format. To make sure that not only a scientific community but also the broad public is reached, the language should be easy to understand without making use of many technical terms. Tweets should be kept short and to the point, with a maximum of 280 characters, including the most important information but without sounding brief or dull. Structuring the tweet into several paragraphs increases readability. Hashtags can be used within the text but should not be used exceedingly to keep readers from stumbling across the text. More hashtags can be added at the end.

- **Frequency**

- At least 2 individual tweets with high quality content will be posted per week, more will be posted based upon availability of newsworthy content or while at events etc.
- At least 5 retweets of high-quality external content will be shared per week.

- **Impact Measurement**

- **Methods:** Number of overall followers, new followers per month, likes, shares, interactions, overall reach
- **Objectives:** The Twitter impact will be increased by producing high quality and elaborate content interesting to the ATELIER community which will attract and engage also new stakeholders.
 - **Followers:** By M12, at least 750 Twitter followers shall be reached. From then on, a yearly increase of at least 20 % shall be envisaged.

- **Management**

The ATELIER twitter account is managed by SEZ. All ATELIER partners, especially the D&C Secretariat, are encouraged to:

- Regularly **provide input** regarding news that should be promoted
- **Follow and interact:** Tweet via own twitter or organisation’s twitter account. It is important that ATELIER is then linked to by writing @ATELIERH2020. Also, partners are encouraged to share/re-tweet and/or like ATELIER posts.

- **General Advice on Twitter**

- The use of digital content, e.g. pictures, videos, 360° pictures, etc. leads to more interactions and a higher visibility.
- Conversations should be encouraging (by posing questions, thanking others that mentioned the project, directly addressing the audience, etc.).
- Best days and times for posts are when the target audience is online. As a rough guideline, Monday through Thursday, 1-3 pm are good times for the Smart City community.
- Trending or commonly used hashtags (#) should be used to reach a specific audience and to be found by interested stakeholders. Every event, organisation, initiative etc. usually has a specific hashtag that should be used. Moreover, general hashtags related to ATELIER or Smart City topics are encouraged, such as #ATELIERH2020, #PEDInnovationAtelier, #smartcity, #smartcities, #energyefficiency, #positiveenergydistricts, #citizenengagement, #replication, #liveablecities, etc. The general hashtag for the SCC1 Lighthouse projects is #EUSmartCities.

LinkedIn

The ATELIER LinkedIn account provides a more detailed and technical overview of what is going on in the project, providing links to related (technical) websites for more details plus giving the opportunity to comment on or share the latest information with one's own professional network. LinkedIn is an effective tool to spread important information, publications, etc. to a technically interested audience. Generating followers means generating a professional community around ATELIER that share our news in time and keep in touch with us. The ATELIER LinkedIn account is also integrated in the project's website

- **Channel Information**

- **Link:** <https://www.linkedin.com/company/atelierh2020>
- **Followers:** 55 (as of 24.02.2020)
- **Posts:** 5 (as of 24.02.2020)

- **Target Audience**

LinkedIn has a targeted focus towards a professional community, addressing a dissemination-focused audience, including politicians, industry, initiatives/NGOs, city representatives and academia.

- **Type of Content**

LinkedIn will be used to push information about ATELIER or from the ATELIER partners as well as any Smart City-related content to a dissemination-focused audience such as ATELIER internal news (e.g. technical updates from the PED Innovation Ateliers or about the development of the City Vision 2050 progress, technical news articles, events interesting to a scientific audience (past as well as upcoming), project meetings (e.g. General Assemblies, site visits), participation to joint activities, (technical) updates from the LHCs, Fellow Cities and the different WPs in general, publication of Best Practice Brochure or scientific publications) as well as ATELIER external news (e.g. sister project events, news from the European Commission, any Smart City related important information, technical quotes and "food for thought"). Any other type of non-related content shall not be posted unless highly relevant to the community

- **Language**

The language to be used on LinkedIn will be full sentences, written in impeccable English, addressing the reader in a friendly and communicative format. Since the target audience of LinkedIn leans towards the professional and scientific community, posts can make use of both,

an easy to understand language as well as a specialised language using technical terms. There should be a mixture of shorter and longer posts, not exceeding 1,000 characters. Structuring the posts into several paragraphs increases readability. Hashtags can be used within the text but should primarily be listed at the end of a post.

- **Frequency**

- At least one individual post with high quality content should be posted per week.

- **Impact Measurement**

- **Methods:** Number of overall followers, new followers per month, likes, shares, mentions
- **Objectives:** The LinkedIn impact will be considerably increased by producing high quality and elaborate content which will attract and engage new and interested stakeholders as well as re-activate existing ones.
 - **Followers:** By M12, at least 200 LinkedIn followers shall be reached. From then on, a yearly increase of at least 15 % shall be envisaged.

- **Management**

The ATELIER LinkedIn account is managed by SEZ. All ATELIER partners, especially the D&C Secretariat, are encouraged to:

- Regularly **provide input** regarding news that should be promoted
- **Follow and interact:** Post ATELIER updates via own LinkedIn profile or organisation's LinkedIn company page. It is important that ATELIER is then linked to by writing @ATELIERH2020. Also, partners are encourage to share and/or like and/or comment on ATELIER posts.

- **General Advice**

- LinkedIn posts should be longer and include more detailed information than those on Twitter, but generally not exceed 1,000 characters.
- The use of digital media such as pictures, videos, 360° pictures, links to events or further information, etc. is highly encouraged.
- Trending or commonly used hashtags (#) should be used to reach a specific audience and to be found by interested stakeholders. Every event, organisation, initiative etc. usually has a specific hashtag that should be used. Moreover, general hashtags related to ATELIER or Smart City topics are encouraged, such as #ATELIERH2020, #PEDInnovationAtelier, #smartcity, #smartcities, #energyefficiency, #positiveenergydistricts, #citizenengagement, #replication, #liveablecities, etc. The general hashtag for the SCC1 Lighthouse projects is #EUSmartCities.
- To make partners aware of a post, it is useful to tag those involved in / affected by it,
- To secure community engagement where possible, questions should be asked to encourage discussions and to seek input from followers.

In order to win followers on both Twitter and LinkedIn, it is useful to follow other interesting or related channels and to engage with them via liking, sharing, commenting, etc. Possible channels to be followed are:

- similar European projects funded by Horizon 2020 / the European Commission
- sister SCC1 projects, such as POCITYF, IRIS, Smarter Together, SmartEnCity
- relevant European initiatives, such as SCIS, EIP-SCC, Covenant of Mayors
- relevant EC / EU channels, such as the European Commission, DG ENER

- project partner's channels, especially those of the LHCs and FCs
- relevant bigger conferences or events in the field, such as the SCEWC or EUSEW



8. EU-Funding Reference

As described in the Grant Agreement and according to article 29.4. of the [Horizon 2020 Model Annotated Grant Agreement](#) for any publication and dissemination of results stemming from ATELIER, both in printed or electronic form, the EU emblem and the following sentence are obligatory/must be included:

For dissemination and communication activities:



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 864374

For infrastructure, equipment and major results:



This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 864374.

Please note:

- Please do not adapt/change the wording of the EU-funding sentence.
- When displayed together with another logo, the EU emblem must have appropriate prominence.
- A guide on the use of the EU emblem as well as the graphic itself can be downloaded via the following link: http://europa.eu/about-eu/basic-information/symbols/flag/index_en.htm

Only in cases where the EC requests or agrees otherwise or in cases where it is impossible, this rule does not apply. In case of doubt, please cross-check with the EC/the ATELIER project officer at INEA. If partners are not sure, they can also always first cross-check with SEZ and/or AMST.

Furthermore, any dissemination of results must indicate that it reflects only the author's view and that the Agency (Innovation and Networks Executive Agency (INEA)) is not responsible for any use that may be made of the information it contains.

Examples:

This communication related to the action ATELIER is made by the beneficiaries and it reflects only the author's view. The European Commission (Innovation and Networks Executive Agency) is not responsible for any use that may be made of the information it contains.

This document reflects only the author's view and the European Commission (Innovation and Networks Executive Agency) is not responsible for any use that may be made of the information it contains.

9. Open Access

Open access (OA) is defined by the European Commission as “the practice of providing online access to scientific information that is free of charge to the end-user and reusable. 'Scientific' refers to all academic disciplines. In the context of research and innovation, 'scientific information' can mean: 1. peer-reviewed scientific research articles (published in scholarly journals) or 2. research data (data underlying publications, curated data and/or raw data).”³

Regarding the peer-reviewed scientific publications resulting from the ATELIER project, OA will be guaranteed by measures such as “green” or “gold” open access, defined by the European Commission in the following way:

- ❖ **Self-archiving / 'green' open access** – the author, or a representative, archives (deposits) the published article or the final peer-reviewed manuscript in an online repository before, at the same time as, or after publication. Some publishers request that open access be granted only after an embargo period has elapsed.⁴
- ❖ **Open access publishing / 'gold' open access** - an article is immediately published in open access mode. In this model, the payment of publication costs is shifted away from subscribing readers. The most common business model is based on one-off payments by authors. These costs, often referred to as Article Processing Charges (APCs) are usually borne by the researcher's university or research institute or the agency funding the research. In other cases, the costs of open access publishing are covered by subsidies or other funding models.⁵

Specifically, the ATELIER consortium will follow the “Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020”⁶, published by the European Commission and the article 29.2 of the Model Grant Agreement for H2020 projects⁷, thus ensuring open access (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results.

³ https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

⁴ Source: https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

⁵ Source: https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

⁶ https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

⁷ http://ec.europa.eu/research/participants/data/ref/h2020/mga/gga/h2020-mga-gga-multi_en.pdf