

CO-CREATING SMART CITIES OF THE FUTURE

Dissemination and Impact Plan
Year 1

Work Package 6
Deliverable 6.4



ORGANICITY

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Executive summary

The monitoring report and suggested actions are divided under four geographies: the local clusters of Aarhus, London and Santander, followed by the global context within which the OrganiCity project exists. The goal is to provide a summary of the dissemination effort in year one, and to analyse the effort in each geography with recommendations for the coming year. All dissemination efforts should be planned with the OrganiCity engagement strategy design principles and “experimentation as a service journey” as core strategic guidelines [\[D1.1\]](#).

In all three clusters, the overall effort for this year focused on the establishment of dissemination channels and audiences, the goal being to generate awareness of the project on a local and global stage.

Early in the year, an extensive effort was made to create a unique and eye catching brand identity for the project. This successful effort was collaborative, gathering feedback from across the consortium, but also carried a very clear brief – to differentiate OrganiCity from other “smart city” projects and to emphasise co-creation.

In Aarhus and London, a programme of events and speaking engagements was embarked upon in order to activate “adjacent communities” and generate interest and participation in the project. In Santander, where online platforms and communities for smart city discussion and citizen co-creation already exist, these platforms were leveraged while effort was made to involve citizens in events through connections, e.g. through neighbourhood associations and local meetups.

A diverse range of online channels has now been set up. This is in line with the social media plan that forms part of the OrganiCity engagement strategy [\[D1.1\]](#). Growth on some of these channels has been slow, but significant improvement is expected in Year 2 as a result of activities related to the open call for experimentation.

It is deemed necessary that the clusters, and broader consortium partners, work hard in year 2 to “activate” discussion and debate, enlivening the community and taking steps towards the destination of a self-sufficient community of citizen co-creators. It is hoped that social media, enhanced by the live co-creation tools of the OrganiCity platform, will go a long way towards fulfilling this goal.

In Aarhus, social media efforts, coupled with community events, have driven the dissemination effort to date. It is noted that in year 2 efforts should be made to diversify the engagement beyond the immediately adjacent communities and business networks reached in year 1.

In London, online/social media is seen as key tool to reduce the extensive direct engagement (speaking and face to face meetings) overhead that was necessary in year 1 to create awareness and “design for trust” in this new initiative. In addition, we identified weak feedback and participation from the computer science community. This will be corrected in year 2.

The Santander cluster, has successfully leveraged pre-existing engagement and co-creation platforms online as part of the OrganiCity project. In addition, several events have involved the community. However, the Santander partners recognise that more activity is needed

on social media channels in order to foster a vibrant community that connects with a wider audience in the city. A second goal for year 2 is the engagement of a “dark mass” of citizens who perhaps are not quite so digitally engaged with the city.

In the global context, and across all clusters, the tendency during year 1 to define our audience of potential co-creators and experimenters as either “technical” or “non-technical” has been counter productive and reflects poorly on the nature of the project and the platform. There is great diversity in cities, and the OrganiCity platform will, in time, provide for this diversity with a suite of tools for all capability levels.

Global social media channels need to become more active, with Facebook and LinkedIn deemed keystone in the process of disseminating the open call for experimentation.

Finally, the OrganiCity email list, which has thus far been dormant due to the extensive effort being made on social media, needs to begin supporting the community, carrying news, and driving engagement back towards the web and social media channels.



1. INTRODUCTION

1 Introduction

The core OrganiCity goal, “to build a strong foundation for future sustainable cities through co-creation by a wide range of stakeholders”, can only be achieved in line with an exhaustive effort to communicate the project, its goals, its progress and its processes in a clear and exciting way to an audience as diverse as the city itself.

To this end, Deliverable 1.1 “We are All OrganiCitizens” outlines seven principles of engagement to be applied throughout the project as part of a comprehensive engagement strategy [Figure 1]. Additionally, some audience definition under categories including small and medium enterprises, citizen groups, academic organisations and more serves to outline specific approaches necessary when disseminating the project progress to such a diverse community.

Empower Adjacent Communities and Champion Advocates
Design for Trust, Especially Around Change
Facilitate Personal/Community Ownership
Debate and Co-Create, Across the Comfort Zones
Use Challenge Areas as Catalysts for Innovation
Respect the Value of Venue: The Right Space at the Right Time
Provide a Clear Journey and Value Visibility

Figure 1 Principles for engagement strategy as part of OrganiCity.

Finally, that first deliverable from OrganiCity [D1.1] includes the initial strategy for dissemination of the OrganiCity project through social media channels and external networks.

The purpose of this report is to reflect on that plan, and the efforts made in the first year of the project across all channels. We highlight the reach of the dissemination efforts, indicating their impact by way of numbers of citizens engaged. This engagement takes different forms – dissemination activities in much of the first year focused on building public awareness of the project, for example, and this impact can be seen in the numbers of people reached in person through public events, and the levels of engagement on social media channels.

Another impact of the dissemination strategy is the actual participation in and contribution to the project by stakeholders from outside of the immediate project consortium. This kind of impact can be seen in the attendance at workshops and focus groups, and will manifest itself further in the coming year with the contributions of experimenters and continued co-creation activities.

This, the first of three deliverables, captures the efforts made during 2015 and includes recommendations and contingency actions where required in order to enhance the future dissemination activities of the project. These recommendations reflect the diversity of the three lead cluster cities, but also the goal of expanding the influence of OrganiCity globally in order to promote the platform and approach to future OrganiCities. As such, prescriptive requirements are not the goal, rather this report provides direction for cities and for the global strategy which can be applied intelligently in the multiple contexts under which OrganiCity operates and strives to achieve it's goals.

2. DISSEMINATION & IMPACT MONITORING REPORT 2015



2 Dissemination & impact monitoring report 2015

2.1 Overview

In this section we present the dissemination activities of the OrganiCity project during 2015. This is a “face value” statement of those dissemination and engagement activities captured by the partners over the course of the year. Some activities may have been omitted, therefore this list is not exhaustive, but this list illustrates well the diverse channels through which the project has communicated so far, and the impact and reach of those channels.

The character of this dissemination and impact report is expected to change vastly in the second year of the project, prior to the next deliverable in this series, especially as the open call for experimentation shifts the focus from “Discussion” and “Co-Creation” to “Experimentation” – [\[D1.1\]](#) the support and dissemination of which offers huge opportunity for real impact in the OrganiCity cluster cities and beyond.

There follows a report based on the monitoring of and lessons learned from dissemination activities in the project during 2015. We begin with Aarhus, and take each cluster, followed by the global efforts of consortium partners.

2.2 Dissemination activities 2015

2.2.1 Aarhus

Overview – The local dissemination context

Aarhus has experienced rapid growth in the last few years and is now the second largest city in Denmark with more than 315.000 citizens. It is the centre of “Greater Aarhus”, which has a population of approx. 1.2 million people. It has a world class university, the biggest in Denmark, and in total there are more than 50,000 students in the city.

Aarhus is strong within several business sectors. This particularly includes ICT & media, clean-tech, healthcare and foods as well as architecture, culture and design. In these areas, there are sound opportunities for collaboration between businesses, education, research, public administration and sub-environments. Because of its size, Aarhus feels like both a big village and a small metropolis, which means that the city has several interconnected established networks but also gives room for new and upcoming small scale communities.

Therefore, the focus has been on engaging with the pre-existing networks and communities; ones that we are already familiar with from earlier collaborations. These networks and communities already have a great deal of trust and confidence in the partners of the Aarhus cluster – also when we present a project like OrganiCity with its open-ended character. In other words, this approach enables us to establish a solid “fan-base” and create solid online content before we extend our network. This is in line with the principles for engagement outlined in the OrganiCity initial engagement strategy [\[D1.1\]](#).

More information about the development of these activities and their results and achievements can be found on the OrganiCity blog [\[www.organicity.eu\]](http://www.organicity.eu) and in [\[D5.1\]](#) and [\[D1.4\]](#).

In year two, we will focus more on engaging with the newer and smaller networks and communities. Furthermore, we will look into the cities around Aarhus, *Business Region Aarhus*, and to some extent the *Central Denmark Region*.

Events & engagement activities

During the first year of OrganiCity, the emphasis has been on raising awareness about OrganiCity and furthermore to provide input into WP1 (“Co-creating OrganiCity”) and WP5 (“Community Experimentation”).

Participants in workshops and focus groups were recruited through existing communities and networks, such as Service Platform [\[serviceplatform.dk\]](http://serviceplatform.dk) and Inifinit [\[inifinit.dk\]](http://inifinit.dk), and via social media channels. The diverse group of participants included, but was not limited to, businesses, designers and technology practitioners.

Date	Event	Description	Attendance
10/4/15	Morning meeting (Service Platform/ Inifinit)	An introduction to the OrganiCity project. Why is one of many hundreds of “Smart City” projects relevant? alexandra.dk/dk/aktuelt/arrangementer/2015/organicity-morgenmoede	30
19/5/15	Workshop (Service Platform/Inifinit)	A workshop for companies, business developers and organisations in collaboration with the innovation network Inifinit. At the workshop, a number of themes were identified that will be used as inspiration for citizen-driven experiments. alexandra.dk/dk/aktuelt/arrangementer/2015/smart-city-workshop-19-maj	50
29-30/5/15	Smart City Hackathon	A smart city hackathon, which focused on creating smart city solutions. As an outcome of the hackathon we collected six cases which we have translated into scenarios and put them into our preliminary list of collected OrganiCity Scenarios. alexandra.dk/uk/right_now/news/2015/report-smart-city-hackathon	

1 -5/6/15	Internet Week Denmark	Celebrating the internet in Denmark for a full week, OrganiCity was present at different events largely in a networking context	4500
28-30/4/15	Data Owners in Copenhagen/ Hitachi	Workshop with data owners both local to Copenhagen and Nationally in DK who might have data they wish to make public.	30
2/6/15	Aarhus Data Drinks Exclusive and the launch of Open Data Denmark during Internet Week Denmark	The event was formed around a panel debate among leading open and big data people from all over Denmark. The debate was initiated by having discussions between the panel attendees, and in the end the audience was asked to participate as well. Several people engaged in the discussion.	50
18/8/15 + 20/8/15	Two focus groups	As a part of the need finding process related to the tasks in WP5 we have conducted focus groups among citizens in Aarhus. The aim of the interviews is to explore stories and experiences of city life, barriers for improving cities, as well as citizens' and companies' aspirations and imagined scenarios of what makes cities good places to live and work in.	2 x 6
10-11/10/15	Aarhus Mini-Maker Faire	Participating in the Maker Faire to grow awareness and encourage prototyping and community participation in Organicity experimentation. [organicity.eu/blog/when-the-smart-city-meets-the-maker-movement]	2000
3/12/15	Pre-announcement event	The event was both an introduction to OrganiCity and the latest developments and a pre-announcement of the Open Calls. The focus was to prepare the participants for the Open Calls and uncover relevant needs.	50
Future Events (at time of writing)			
N/A	Matchmaking event	After the pre-announcement event participants expressed a wish for a matchmaking event where the Aarhus Cluster helps with gathering the different types of contributor to foster new collaboration and experimentation potential.	N/A

Conferences & public speaking

In Aarhus, and in Denmark, we have been invited to present OrganiCity as a leading and inspiring example on how to perform research across the city, collaboration with researchers, companies, and other cities in the EU ecosystem and beyond.

Date	Event	Description	Attendance
20-22/2/15	Open Culture Days	During the hacklab Open Culture Days where students and young entrepreneurs attended OrganiCity was presented	50
6/10/15	Vedvarende Energi seminar (Sustainable Energy Seminar)	OrganiCity was presented as an inspirational project on co-creation together with the project Digital Bydel (<i>Digital Neighbourhood</i>)	50
7/12/15	KL event on Cities in European projects [KL = Local Government Denmark (LGDK) is the interest group and member authority of Danish municipalities]	OrganiCity was presented as a good use case for other cities. It was primarily politicians and high administrative officials.	40

Media: online & offline

During 2015, the Aarhus cluster has worked intensively to develop an online presence. With the co-creation focus of the project taken into account, efforts have been made to establish a presence in the digital space around which co-creation can begin and continue for the duration of the project.

Social media efforts on established channels of cluster partners have been key to engaging with communities online – mostly personal twitter accounts from the project members such as [\[twitter.com/brynskov\]](https://twitter.com/brynskov) (1665 followers) and [\[twitter.com/Michelle_Bach\]](https://twitter.com/Michelle_Bach) (429 followers) have engaged a lot of people on behalf of OrganiCity.

Aarhus events and activities have had some presence on the global OrganiCity twitter channel, according to the communications strategy, and some on the Danish language, Aarhus-centred Facebook page.

The first year has focused on establishing OrganiCity in the different existing communities and establishing the OrganiCity brand there.

In the coming year, the effort will focus on:

- Activities relating to the open call, and ensuring that online and offline coverage of experimentation helps to grow the community
- Blog content covering other projects, partnerships and communities which can inspire the Experimenters (e.g. a blogpost on Digital Bydel/Digital Neighborhood [\[digitalbydel.dk/english/\]](https://digitalbydel.dk/english/)) and their co-creation approach
- Further growth in followers on the different platforms

Channel	URL	Details	Reach
OrganiCity Website	organicity.eu	2 Aarhus events, 8 Aarhus blog posts	5293 sessions in 2015, 557 in Denmark
OrganiCity Twitter	twitter.com/organicity_eu	Promotion of events and blog posts, along with local issues.	290 followers, 19 % in Aarhus
Instagram campaign	instagram.com/explore/tags/organicityaarhus/	To get in put to WP5 – needfinding process. smartaarhus.dk/nyheder/tag-et-billede-og-tag-del-i-byudviklingen	25 participants
Facebook	facebook.com/organicityaarhus	Promotion of events and blog posts, along with local issues.	61 likes
Smart Aarhus Website + print	smartaarhus.dk/projekter/organicity	Description of the project	+1000
The Alexandra Institute website	alexandra.dk/dk/search/node/OrganiCity	The project has been described as well as several of the events have been mentioned here	N/A
Smart Aarhus page (local FBsite)	facebook.com/smartaarhus	Promotion of events and blog posts, along with local issues.	698 likes
Open Data DK Twitter + Open Data DK website	opendata.dk/search/all/OrganiCity	Professionals, people with an interest in Open Data	174 followers
Alexandra Institute LinkedIn and twitter	linkedin.com/company/alexandra-instituttet twitter.com/AlexandraInst		+1000
AU Smart Cities Website	smartcities.au.dk	Part of Aarhus University's website. News items, events	+500 visitors every month
Aarhus University's newsletter		News items, events	+1000 subscribers
School of Culture and Communication website (Aarhus University)	cc.au.dk/en	News items, events	5200 visitors every month

Lessons learned

As described in the overview, Aarhus already has some really strong communities and networks focusing on specifically on IT, technology and innovation e.g. *Service Platform* and *Infiniit*. We, as a cluster, are very familiar with and have collaborated with these organisations previously. But the challenge remains to ensure that smaller groups, networks and individuals also become part of the OrganiCity project.

We must work to not only attract “the usual suspects”? In the second year of the project the Aarhus cluster will revisit community mapping activities and engage with smaller groups, networks and individuals such as [\[molleengen.dk\]](http://molleengen.dk), (a resident union from a small area in Aarhus), *Culture Works* (A creative agency with a close connection to a number of smaller start ups) [\[cultureworks.dk\]](http://cultureworks.dk) and *Institut for X* (a culture and business platform for young designers, musicians, artists, entrepreneurs and craftsmen working side by side) [\[institutforx.dk\]](http://institutforx.dk), to name a few. This could also be to hold a presentation at the Creative Mornings session: [\[creativemornings.com/cities/arh\]](http://creativemornings.com/cities/arh)

Related to WP5 we need to engage with the citizens even more. Among other activities we will team up with the project *Digital Bydel/Digital Neighborhood* [\[digitalbydel.dk/english\]](http://digitalbydel.dk/english) and learn from their experiences with connecting and engaging with a large number of citizens in different neighborhoods. Another relevant partner is *Sager der Samler* (‘Good causes that we cooperate about’). *Sager der Samler* is both an organization and a social enterprise. Their focus is to support citizens who take part in volunteer work and help create solutions to everyday problems.

The network *Aarhus Data Drinks* (one of the stronger communities focusing on Open Data in Aarhus) has been quiet this year and only one event has taken place. We will engage with the network and co-host a number of events.

It is difficult to gain a following on social media. The competition for attention in the city is strong, but when a base group of followers is established the platform should get stronger and grow faster with a reduced effort. Aarhus will continue its work with the different social media platforms and secure more activity from our side and engagement of different communities through competitions, experiments etc. Therefore, the focus in year two will be on growing a bigger, more active and engaged audience.

2.2.2 London

Overview – The local dissemination context

The local context in London is one of great contrast to the other clusters involved in the OrganiCity project. London is a huge metropolis, encompassing 33 boroughs (each of which could be considered a city in its own right), it is home to 8.53 million people and one of the most cosmopolitan cities in the world. The major challenge for OrganiCity in London, is the relatively small scale of the dissemination capacity of our project when compared to the vastness of the city.

As such, careful focus of dissemination and engagement activity has been necessary, holding, in particular, the goal for active participation in the OrganiCity open calls in mind. A principle of engagement held dear in London during 2015 has been to identify and engage “adjacent communities” [\[D1.1\]](#) – i.e. those in the city who are already practicing co-creation and who are driving the movement towards open experimentation with internet of things technologies and urban data.

The events, engagements, media and online activities listed below provide an overview of all the recorded activities and represent the manifestation of the strategy described above. The list, complete in so far as has been possible, includes direct engagement efforts by consortium partners only. A measure of third party dissemination, both online and through word-of-mouth, would be beyond the scope of this report, but this is certainly a phenomenon that is gaining momentum in London and will further grow with the commencement of the open calls in early 2016.

More information about the development of these activities and their results and achievements can be found on the OrganiCity blog and in [\[D5.1\]](#) and [\[D1.4\]](#).

Events & Engagement activities

During year one, the emphasis was placed upon building awareness of OrganiCity among adjacent communities in London as a by-product of events and activities organised in order to provide direct input into work packages 1 and 5. Participants in workshops and focus groups were recruited through social media channels, via a mailing list of interested parties and through the wider networks of Future Cities Catapult, Imperial College London and Intel Labs Europe.

The diverse participants included, but was not limited to businesses, activists, researchers, artists, designers and technology practitioners.

Date	Event	Description	Attendance
13/6/15 14/6/15	Data Science London Air Quality Hackathon	2-day hackathon with a three hour OrganiCity use case generation exercise based on the challenge of improving urban air quality.	100
15/6/15	OrganiCity Futures Workshop 1	Facilitated workshop to create scenarios of use for OrganiCity under the challenge “Mobility in the City”	15 (29 registered)
29/6/15	OrganiCity Futures Workshop 2	Facilitated workshop to create scenarios of use for OrganiCity under the challenge “Some Thing’s in the Air” (air quality)	13 (18 registered)
16/9/15	OrganiCity Conversations: Let’s Talk London	Focus group with the goal of defining the challenges for Open Call 2016.	4
18/9/15	OrganiCity Conversations: Let’s Talk London	Focus group with the goal of defining the challenges for Open Call 2016.	2
21/9/15	OrganiCity Conversations: Let’s Talk Experimentation	Focus group with the goal of defining the requirements of potential experimenters for Open Call 2016.	10
28/9/15	OrganiCity Conversations: Let’s Talk Experimentation	Focus group with the goal of defining the requirements of potential experimenters for Open Call 2016.	8
Future Events (at time of writing)			
14/1/16	OrganiCity Open Call Pre-Launch Event	Announcing the OrganiCity open call, describing the platform tools and the application process. Networking between collaborators.	30-45 (target)

Conferences & public speaking

As the project commenced, efforts were made to seek out the most relevant speaking opportunities during which to showcase OrganiCity to the most relevant and interested communities of practitioners, researchers, businesses and citizens. This investment was made in order to kickstart the understanding of the project among communities likely to participate in the co-creation or even experimentation phases.

Since the project was operating from scratch and establishing its brand and vision – the principle was again applied to engage adjacent communities, i.e. those already established in the London area and practicing innovation, community engagement, prototyping, urbanism and other related activities. This enabled the cluster to quickly grow a following of individuals who will hopefully advocate for the project as work continues.

Date	Event	Description	Attendance
11/2/15	Design & Innovation Futures at Brunel University	OrganiCity was presented to a group of students from a variety of Masters level design courses at Brunel University.	Approx.90
16/4/15	"Third Thursday" Drinks at Future Cities Catapult	OrganiCity was presented to a group representing small and medium businesses and researchers from the UK. This was followed by a short social exercise to highlight potential collaborations that might emerge from the event.	60
29/4/15	Royal College of Art, Information Experience Design	OrganiCity was presented to students of Information Experience Design (MA & PhD) at Royal College of Art.	Approx.30
17/3/15	ICRI Plenary Meeting	OrganiCity presented to researchers, staff and principal investigators of Intel Collaborative Research Institute on Sustainable Connected Cities.	20 cities-related researchers
1/9/15	Urban Design London – Innovation in the City Series	Presented to stakeholders from over 30 local authorities and more than 10 urban development related organisations under the theme: <i>Tech Innovation and Transport</i>	Approx. 90
4/9/15	Urban Design London – Innovation in the City Series	Presented to stakeholders from over 30 local authorities and more than 10 urban development related organisations under the theme: <i>Tech Innovation and Planning</i>	Approx. 90
20/10/15	Royal College of Art – Information Experience Design Professional Practice Lecture	Postgraduate students of Information Experience Design at RCA in London along with some Postgraduate students from other disciplines (Service Design, Designing Interactions, Design Engineering)	12
30/10/15	Urban Design Hackathon by Intelligent Community Challenge	Presentation of OrganiCity as a project oriented around urban data and a broader discussion on how best to engage with OrganiCitizens.	Approx. 80
10/12/15	Digital Economy 2015, London	Dissemination of OrganiCity on specific relevant workshops.	Approx. 15
14/12/15	Workshop on Urban Data Science, Cambridge	Dissemination of OrganiCity on workshops and through the corresponding mailing lists.	Approx. 20
Future Events (at time of writing)			
17/12/15	UK ShareCo monthly meeting	Presenting OrganiCity to a collection of SME's working to apply technology in the development of the sharing economy.	TBC

Media: online & offline

In London, during this first year, the focus has been placed almost entirely on online media. This is both due to our desire to establish OrganiCity as a community and with a brand presence in the digital space, and due to the substantial cost of a campaign through traditional media channels in a city of this scale. The OrganiCity brand and web presence was prioritised, as well as the establishment of social media channels and the production of video to capture and promote engagement. So far, the social media channels have only had limited success when it comes to growing a solid follower base, but parallel and established channels (such as FutureCitiesCat [twitter.com/futurecitiescat] on Twitter) have engaged a lot of people on behalf of OrganiCity.

In the coming year, the effort will shift toward the promotion and capture of activities relating to the open call, and ensuring that online and offline coverage of experimentation helps to grow the community. It is expected that with the tangible and co-created activities happening through experimentation, we can emphasise the OrganiCity social media channels locally and grow the number of followers.

Channel	URL	Details	Reach
OrganiCity Website	organicity.eu	6 London events, 6 London blog posts.	5293 sessions in 2015 493 in the UK
OrganiCity Twitter	twitter.com/organicity.eu	Promotion of events and blog posts, along with local issues.	277 followers 33% in the UK
OrganiCity London Facebook	facebook.com/organicitylondon	Promotion of website content, low activity in 2015.	8 likes
Future Cities Catapult Twitter	twitter.com/futurecitiescat	Promotion of the project, events, blog posts and speaking engagements.	12,505 followers
Future Cities Catapult Website	futurecities.catapult.org.uk	News items, events.	16K sessions per month

Lessons learned

Qualitative assessment points towards the need to reach a more technically oriented audience alongside other engagement. This applies in particular to co-creation activities and will be important to the experimentation phase. Action needs to be taken to better engage with those communities who have this technical expertise, both from research/academia and from the business community.

London-specific social media is still heavily reliant on consortium partner channels. Facebook in particular requires more effort to grow brand-specific engagement around OrganiCity. Only when the community is active on these OrganiCity-centric platforms will the dissemination efforts begin to move towards a more self-sustaining model where the community itself becomes active in the promotion and discussion of the project.

Public speaking at universities and conferences has been a strong driver of interest, but is labour intensive, requiring much preparation and follow up action. While this kind of engagement should continue, online and third-party promotion of OrganiCity should also be grown and encouraged in order to make better use of resources from within the project as the open experimentation process begins.

2.2.3 Santander

Overview – The local dissemination context

Santander is a small-sized port city located in the North of Spain with a population of nearly 180,000 inhabitants. It has a metropolitan area of approximately 285,000 inhabitants which concentrates half the population of the region of Cantabria. Being the capital of this region, Santander is its administrative center and it gathers a significant amount of firms and shops along with an important share of other activities.

From the economic perspective, the city and the region is not very industrialized. Traditionally, it was quite an isolated region owing to its orography. The economic focus was on the primary sector (agriculture, fishing and ranching). Currently the tourism sector is significant but not at the level of other Spanish regions. The proximity of the University of Cantabria and the recently established Cantabria Science and Technology Park (in fact, both of them inside the city) are a good and well-tuned source of workforce and small technological companies.

One of the instruments of the strategy of Santander for sustainable development has been starting and performing a progressive enhancement of its Smart City dimension. The EU financed project SmartSantander [smartsantander.eu] has been a clear milestone that has opened a wide variety of research lines converting the city in a kind of urban laboratory. Within the objectives of this initiative, the improvement of the quality of municipality services is paramount but also the contribution to the reactivation of the regional economic fabric is a heavyweight aim.

Concerning dissemination and engagement, in addition to traditional and well-established channels, the city has several more innovative working initiatives for gathering citizens and visitors ideas and points of view like Santander City Brain [santandercitybrain.com] as a web page and the Pace of the City [elpulsodelaciudad.com] as a web page and Smartphone App. Both were developed and set up as part of the SmartSantander project activities.

The strategy adopted has been firstly to maintain the degree and intensity of activities in the existing networks and groups of interest. One of the lessons previously learned has been the need to be constantly in an engagement initiative to gain and maintain social and citizen credibility. Secondly, it has been one of the objectives to explore new and more up to date ways to establish contact with the citizens. One of these activities has been to set up an Instagram contest, detailed later in the corresponding section. Last but not least, to adapt to the local culture and perform the tasks required in the OrganiCity project.

The set of actions described in the following sections contains the implementation of this strategy and include figures for assessing the achieved impact. Only those activities with a significant relationship with the project and in which some of the partners of the Santander cluster have participated have been included.

Events & engagement activities

During the first year of the project the focus of engagement activities was placed in gathering information about the views of Santander's citizens life in the city, in order to be used as input for the co-creation of the first Open Call. In addition, several workshops were carried out to collect an elaborated set of improvement proposals in order to provide direct input into WP1.

Participants in workshops and focus groups were recruited through neighborhood associations, ensuring the participation of citizens in a wide range of age, diversity of occupations (active workers, retirees, housewives and unemployed people) and from most of the city areas (downtown and surrounding areas).

In the case of the Instagram contest a wide dissemination campaign was made using online and offline media, as shown in [\[Section 2.2.3 Santander: Media: online & offline p.23\]](#), for obtaining the point of view of a greater number of citizens.

More information about the development of these activities and their results and achievements can be found on the OrganiCity blog and in [\[D5.1\]](#) and [\[D1.4\]](#).

Date	Event	Description	Attendance
21/5/15	Co-creation workshop with LEGO Serious Play	Scenario generation workshop. Citizens and entrepreneurs invited to work with City Council representatives in order to find needs and develop solutions by means of using LEGO bricks.	20
22/5/15	IoTMeetup	Workshop oriented to the creation of IoT devices: Introduction to Arduino.	21
24/6/15	Co-creation experience	Use case generation workshop. Citizens, researchers and representatives of city council together for developing scenarios for disabled people, finding needs and designing solutions.	10
26/8/15	Focus group 1	Focus group with the goal of defining the challenges for Open Call 2016. Citizens from different neighborhoods, ages, gender, etc. were working on finding needs to improve the quality of life in the city.	16
27/8/15	Focus group 2	Focus group with the goal of defining the challenges for Open Call 2016. Co-creation focus groups. Citizens from different neighborhoods, ages, gender, etc. were working on finding needs to improve the quality of life in the city.	15
27/9/15-30/10/15	Instagram contest	Online event where citizens are invited to visualize and express their feelings and concerns about the city with the goal of defining the challenges for Open Call 2016.	167 submissions
9/10/15	IoTMeetup	Workshop oriented to the creation of IoT devices: Introduction to Raspberry Pi.	21
Continuously running	Santander City Brain	Online platform provided by Santander's City Council to citizens to share their ideas and projects, and participate in the development of Santander as a Smart City.	TBC

Continuously running	Pace of the City	Smartphone app where citizens can report events and incidents related with the city, and follow their evolution.	250 incidents reported this year
Future Events (at time of writing)			
15/1/16	OrganiCity Open Call Pre-Launch	Announcing the OrganiCity open call, describing the platform.	TBC

Conferences & public speaking

During this first year, efforts were made to seek out relevant speaking opportunities to present OrganiCity to a wide range of stakeholders. The effort was oriented to “kick start” the understanding of the project among communities likely to participate in the co-creation or even experimentation phases.

Date	Event	Description	Attendance
21/1/15	“Live in a living city” International Forum of the Human Smart City	The Mayor of Santander presented OrganiCity project to international experts from research centers, companies and public administration. This announcement appeared in a press release of local newspaper eldiariomontanes.es/agencias/cantabria/201501/21/santander-suma-proyecto-tecnologico-292172.html	Approx. 150
26/9/15	Instagram workshop	OrganiCity project was presented to the participants of the Instagram workshop provided by Instagrammers.	Approx. 20
20/10/15	Marconi Society Symposium “Showcasing innovative technologies for the Internet of Things”, London	The OrganiCity project was presented by Prof. Luis Muñoz in this international symposium.	N/A
20-21/11/15	Hack2Progress	OrganiCity project was presented to the hackathon participants, during the seminar sessions.	Approx.50
14-15/12/15	Foro Innova	OrganiCity project was introduced to the participants in this forum, oriented to present the opportunities provided by H2020 and the Smart City context to SME and companies from the region.	Approx.50
Future Events (at time of writing)			
15/1/15	Entrepreneur breakfasts	Presenting OrganiCity to a collection of SME and entrepreneurs in a session oriented to new business opportunities in the Smart Cities environment.	TBC

Media: online & offline

The activity in Santander has been twofold, involving both online and offline media. The reason to strongly advocate for offline presence comes due to the fact that the local newspaper selected to promote OrganiCity activities, and more precisely Instagram contest, counts on a wide and quite strong audience among citizens; thus, the financial cost was considered worthwhile, in order to engage a greater range of locals. In addition, a promotional video was edited and shown in two different channels, city council's tv website and local buses television, both targeting a greater audience and looking for citizen participation in the project. This video is still available online [santandertv.tv/index.php/Id_contenido/2413].

As for the online activities, Santander has contributed to cement the OrganiCity brand through its participation in global channels such as the project website while at the same time has carried out a promotion process among the Spanish speaking community in other social media networks under the OrganiCity umbrella. In addition, partners involved in Santander cluster have taken advantage of their online presence to promote the project through their respective channels and increase the engagement spectrum.

In 2016, once the project is well known, wider promotional activity will spread news regarding the open experimentation opportunities to anyone who desires to take part of this co-creation initiative.

Channel	URL	Details	Reach
OrganiCity Instagram	instagram.com/organicity.eu	Instagram contest, citizen engagement	167 submissions
OrganiCity Website	organicity.eu	1 Santander event, 8 Santander blog posts	5,293 sessions in 2015, (127) 2.39% in Spain
OrganiCity Twitter	twitter.com/organicity.eu	Promotion of events and blog posts, along with local issues.	296 followers, 10% in Spain
OrganiCity Santander Facebook	facebook.com/OrganiCity-Santander-823715874416809	Promotion of website content and featuring relevant news related to co-creation and smart cities.	53 likes
TST Twitter	twitter.com/tstsistemas	Promotion of the project and events such as Instagram contest.	2,916 followers
TST Website	tst-sistemas.es	Presentation of the project.	2K sessions per month
UC Twitter	twitter.com/unican	Promotion of the project and events such as Instagram contest.	9,589 followers
UC G.I.T. Twitter	twitter.com/Telematica_UC	Promotion of the project and events such as Instagram contest.	41 followers
El Diario Montañés	Newspaper	Sunday newspaper promotional half-page advertisement	155,000 daily readers
El Diario Montañés	eldiariomontanes.es	1-week Instagram contest promotional banner	1,006,700 visits/month
Santander TV	santandertv.tv	Instagram contest promotional video. Target: Santander TV followers	1,288 followers

Public bus screens	Public bus screens	Instagram contest promotional video. Target: general public moving around the city	1,800,000 users/month
'Espacio Joven' Newsletter	portal.ayto-santander.es	Newsletter with the announcement of the Instagram contest. Target: young people	>500 recipients

Lessons Learned

As mentioned before, one of the lessons learned has been the need of maintaining lively and active engagement initiatives by performing periodical events and requests (like contests of ideas, etc.). Although a good response has been received by way of participation and provision of needs and ideas from citizens and neighbourhood associations, it has also been increasingly clear that an additional effort has to be made in order to gain and maintain credibility.

Also, an additional effort has to be made in social networks, especially in OrganiCity Santander Facebook, in order to increase the number of followers and generate a local OrganiCity community on that platform.

Innovative approaches, like Instagram and other social networks, reveals efficient and also effective ways to reach a large amount of well-disposed citizens with great interest in participating in building the future of the city. However, Santander cluster has realized not all types of citizens makes use of these channels. Therefore, it raises a concern about how can OrganiCity partners be sure is receiving needs and ideas from all possible citizens categories and groups.

The question remains, if there is a 'dark mass' of citizens (and visitors) that have yet not been reached. In this sense, more events have to be carefully planned and scheduled during 2016 in order to facilitate the participation of more categories of people and communities.

2.2.4 Global

Overview – The global dissemination goals

As can be seen above, the cluster activities have been and will be very much focused on creating real engagement with citizens and other stakeholders; building and connecting with communities that are ready to experiment. The global dissemination activities have had other focus areas and goals, most prominently *establishing OrganiCity as a player on the smart city agenda and creating general awareness*.

To organize the global communication effort, we have made a content plan with assigned platform managers, workflow etc. plus a short strategy document on OrganiCity's global 'tone' on social media for all to follow.

The OrganiCity visual identity

As a first step towards establishing a presence for OrganiCity on the local, European and global stage, a visual identity and brand guidelines document [Figure 5] was created including logo [Figure 2], colour scheme and font choices [Figure 3] to ensure uniformity across all OrganiCity communications. This process began with two high level goals as part of the design brief. The first, was to differentiate OrganiCity from other, more traditional or "top-down" Smart City initiatives. The second, to emphasise in the visual identity, the core value of co-creation and citizen involvement that lies at the heart of the project.

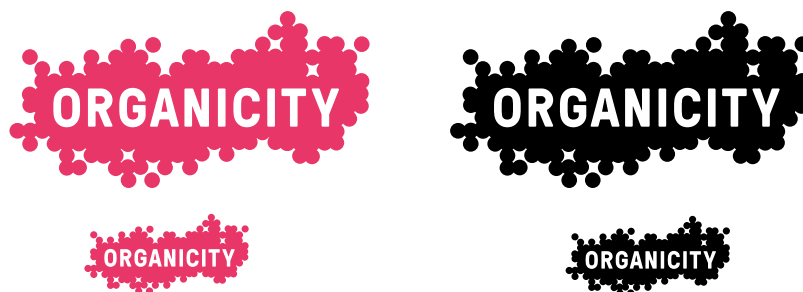


Figure 2 OrganiCity logo small version: optimised for legibility in small dimensions.

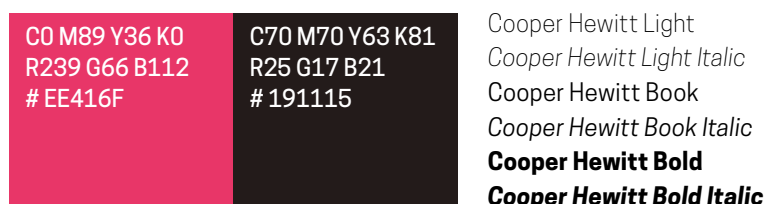


Figure 3 OrganiCity primary colour scheme and typography

The process was collaborative, across the entire consortium, with input and feedback collected, synthesised and integrated into the visual identity options before finally being signed off by the relevant lead stakeholders.

The end product uses a distinctive and energetic pink colour, shirking the blue, grey and green shades typically associated with smart city projects. The logo [Figure 4] features a cluster of circles, which can equally been seen to represent network nodes, people, data, pixels – all coming together around the “cause” of an organically evolving, co-created smart OrganiCity.



Figure 4 OrganiCity logo



Figure 5 Section of OrganiCity visual identity and brand guidelines on pattern usage

The visual identity has evolved during year 1 to include a supporting document covering digital design guidelines [Figure 6] [Figure 7] [Figure 8] and has been successfully deployed across the web, social media, print assets/deliverables and video. The brand has received positive qualitative feedback and stands to unite the OrganiCity tools visually as the platform becomes more integrated in year 2.

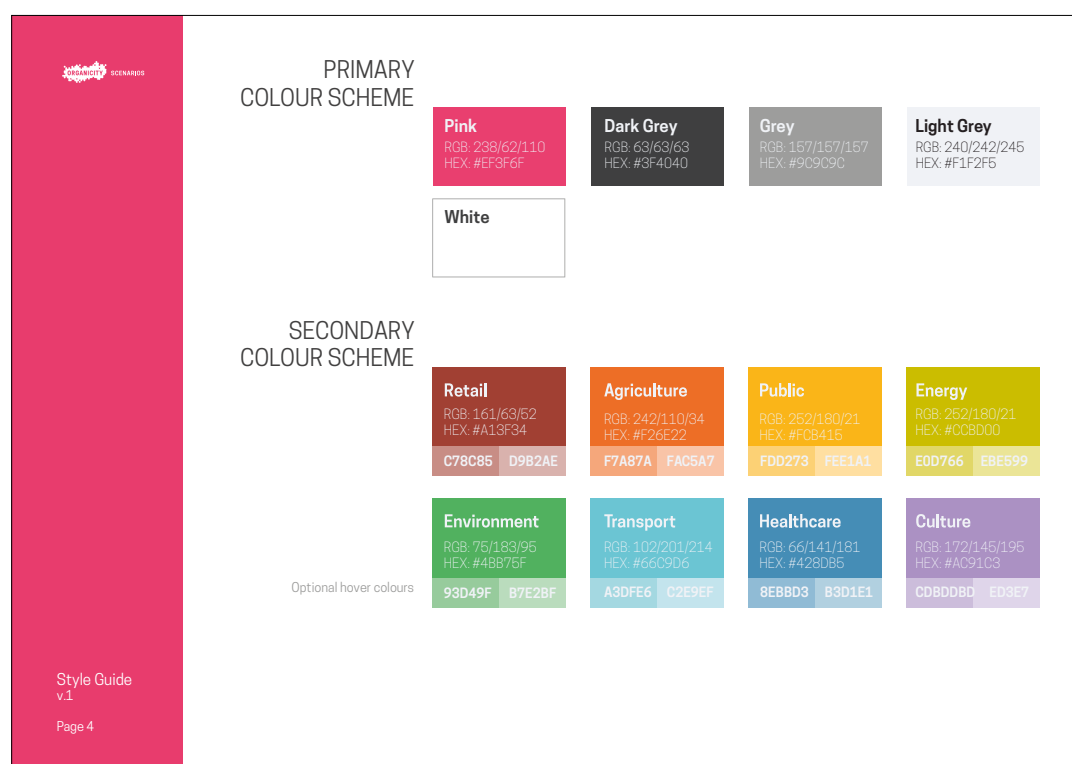
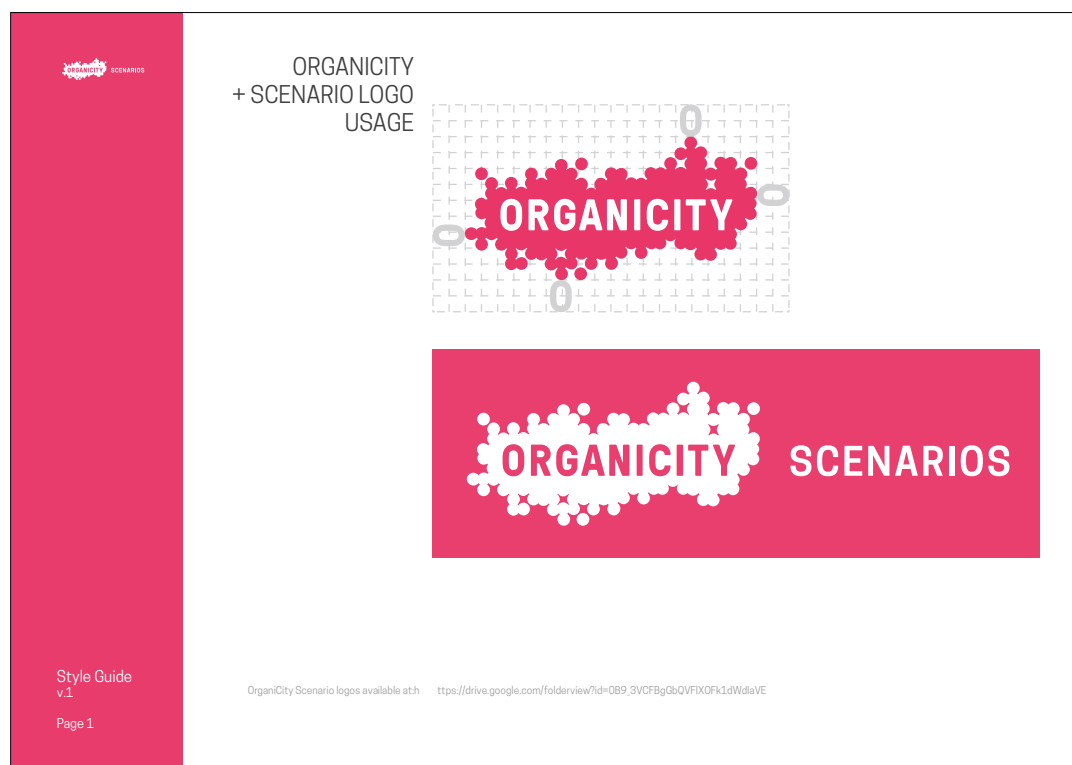


Figure 6 Section of OrganiCity digital style guide on logo usage and colour schemes

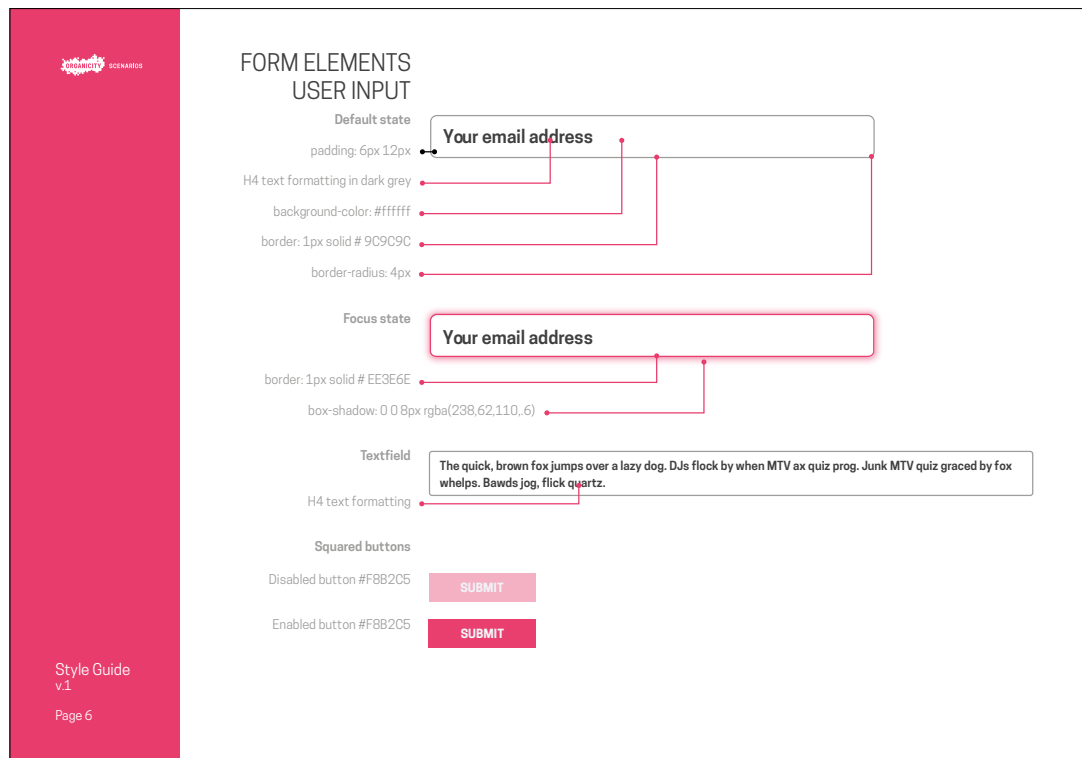


Figure 7 Section of *OrganiCity digital style guide* on elements of form user input

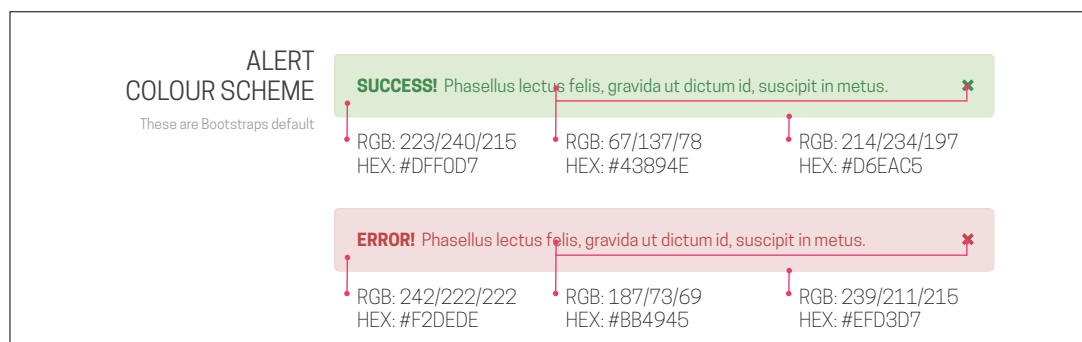


Figure 8 Detail of *OrganiCity digital style guide* on alert messages

Events & engagement activities

To achieve our goals, we must reach a wide range of people with a professional, academic or political interest in smart cities, and international, national, and local media, and we have sought to do so by establishing and maintaining an online presence, by building a cogent and trustworthy brand and by presenting OrganiCity at a number of relevant, international events.

Date	Event	Description	Attendance
4/3/15	Data & OrganiCity (Dublin)	Open Data stakeholders, researchers and enterprises from the Dublin region were invited to attend a workshop & presentation of OrganiCity at the Lord Mayor's residence.	Aprox. 25
17/10/15	Tag Der Wissenschaft (Lübeck)	Citizens are invited to hear and see science done in Lübeck. The citizens can do some hands on different science projects. OrganiCity Scenarios were discussed.	Directly engaged 20 of 2000 visitors

Conferences & Public Speaking

Date	Event	Description	Attendance
22/1/15	Connected Smart Cities Conference (Brussels)	Introducing OrganiCity to the Connected Smart Cities community alongside the Open and Agile Smart Cities initiative. Outlining the opportunity to collaborate and the project process.	N/A
7/5/15	DubLinked: Data Opens Doors Conference (Dublin)	OrganiCity was presented to city stakeholders, researchers, businesses and citizens from the Republic of Ireland during a 20 minute talk which emphasised engagement strategy and the opportunity to collaborate with OrganiCity.	120
17/6/15	IoT Week (Lisbon)	The presentation covered challenges and difference for experimental future Internet research both from an industrial and academic perspective. It then introduced the OrganiCity facility and what opportunities it offers to FIRE experimenters – academic, industry and more broader to cities and their citizens.	Session attended approx. 30 people from the European IoT research community, overall event 300 people
21-25/9/15	SASO – Ninth IEEE International Conference on Self-Adaptive and Self-Organizing Systems (Cambridge, MA, USA)	Participants researching cloud based self-configurable systems and embedded systems network emergence.	150-200
Future Events (at time of writing)			
22/1/16	Connected Smart Cities Conference 2016 (Brussels)	Announcing the OrganiCity open call to the Connected Smart Cities community along with the tools and processes for participation.	TBC

Media: online & offline

The global efforts have focused mainly on an online presence, which has been built through – primarily – the blog and the Twitter account. Competition for stakeholders' attention is clearly fierce, and we seek to attract it by conveying valuable content, e.g. Q&As and live tweets from events that are relevant to a large audience.

Channel	URL	Details	Reach
OrganiCity Website [Figure 9]	organicity.eu	3 blog posts concerning international (non-cluster) events	5293 sessions in 2015 (4130 from non-cluster countries; primarily USA, China, Japan, Brasil and Germany)
OrganiCity Twitter	twitter.com/organicity_eu	Promotion of events and blog posts, along with live tweets of international events and retweets/discussions of and with international stakeholders	277 followers
OrganiCity Facebook	facebook.com/organicity	Promotion of website content and OrganiCity mentions in news articles etc.	104 likes
OrganiCity Vimeo	vimeo.com/organicity	Visual promotion of the project and events (currently one film)	42 views
OASC website	oascities.org	News items and events	

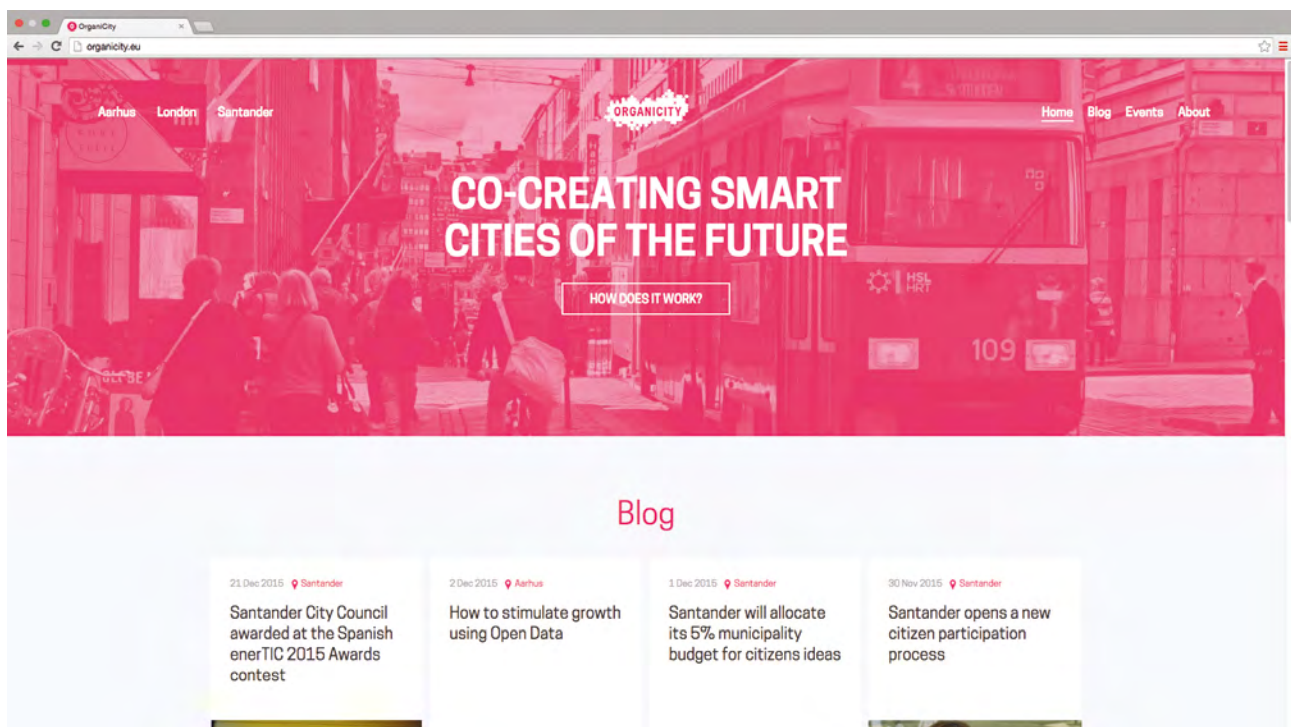


Figure 9 OrganiCity website homepage

Academic Papers/Publications

It is expected that as the project matures and more of the technical/sociological research approaches critical mass, the value to be communicated through formal research publications will increase. In year one, the following submission has been captured. This has not been an exhaustive process, other papers may already have emerged, or may soon emerge from the work being done in OrganiCity.

Title	Submitted to	Authors	OrganiCity contribution
Rapid, User-Transparent, and Trustworthy Device Pairing for D2D-Enabled Mobile Crowdsourcing	36th IEEE International Conference on Distributed Computing Systems (ICDCS 2016)	Cong Zhao (Xi'an Jiaotong University), Shusen Yang (University of Liverpool), Fengrui Shi (Imperial College London), Xinyu Yang (Xi'an Jiaotong University), Julie McCann (Imperial College London)	Continued work on opportunistic networking at Imperial College London as part of the development of tools for the OrganiCity platform.

Adjacent networks & initiatives

Open & Agile Smart Cities (OASC)

OrganiCity has an ambition to not only carry out experiments in the three clusters of London, Santander and Aarhus, but to establish a concrete *Experimentation-as-a-Service* (EaaS) facility model which can be adopted by other cities around the world. The reason for this is that there are strong indications the systematic experimentation in a live environment is a central foundation for pre-commercial procurement and innovative operations.

Just around the time when OrganiCity started, the Open & Agile Smart Cities (OASC) initiative was announced. OASC is a network of national networks of cities which commit to implementing three simple mechanisms for exchange of data. The aim of OASC is to create a global smart city market, based on the local needs of cities and communities, including interoperability to avoid vendor lock-in.

The OASC mechanisms provide exactly the kind of interoperability needed for OrganiCity to be easily adopted by additional cities. Furthermore, the OASC mechanisms are addressing the needs for internal interoperability within the OrganiCity architecture.

As a consequence, OrganiCity has chosen to adopt the OASC mechanisms as core elements of the OrganiCity architecture. Subsequently, OrganiCity has been featured prominently in the OASC communication and strategic activities. OrganiCity is highlighted as the flagship example of systematic experimentation in a way which is linked to pre-commercial procurement and operations. Since the kick-off of OrganiCity and the announcement of OASC in January 2015, OrganiCity has experienced a strong and mutually beneficial partnership with OASC. The next upcoming joint event is the Connected Smart Cities Conference 2016 on January 21 in Brussels. OASC is governed by the OASC Task Force and overseen by the Connected Smart Cities Network Board (CSCN). The OrganiCity coordinator is chair of both OASC and CSCN.

European Network of Living Labs (ENoLL)

OrganiCity is embedded in a history of open innovation activities within the context of “Living Labs”. The OrganiCity EaaS facility is explicitly supporting the living lab model of open innovation ecosystems. On the strategic level, OrganiCity has a strong partnership with the European Network of Living Labs (ENoLL). This is manifested in several ways, including joint events and communication. Most specifically, collaboration happens within the OASC initiative.

Future Internet Research and Experimentation (FIRE)

OrganiCity is born out of a history of projects on future internet and experimental platforms of the European Commission’s Net Futures initiative. FIRE is OrganiCity’s “home base”, and OrganiCity contributes to core FIRE activities, including events such as the FIRE Forum and communication. As the smart city flagship of FIRE, OrganiCity is establishing a concrete model for experimental platforms as an integrated part of a very large number of cities.

Connected Smart Cities Network (CSCN)

The Connected Smart Cities Network is a collaboration of smart cities-related projects with relation to DG CONNECT. CSCN has been instrumental in establishing the OASC initiative and the CSCN Board remains a key partner in OASC, with three permanent members in the OASC Task Force. The OrganiCity coordinator is chair of both CSCN and OASC. Our collaboration with the CSCN and others is evidenced in the list of events and speaking engagements captured within this document, and is expected to strengthen in the coming year beginning with the announcement of the OrganiCity open call in January 2016.

Lessons Learned

The work from work package one “Co-creating Organicity”, specifically the seven design principles for engagement in OrganiCity and the social media engagement strategy [\[D1.1\]](#), should be used and implemented in all the communication activities globally in future, for example in our communication material related to the Open Calls. During this year the principles have been loosely applied across the project, but the important activity of reflecting back on these principles in every given community engagement activity has not always been emphasised.

In addition to this, we have created and shared a thorough cross-cluster communication strategy and content plan. Ensuring a consistent and frequent global ‘voice’ has proven difficult across such a diverse project. We need to pay even more attention to the project management of this specific task and the scheduling/editorial activities therein.

In addition to the challenge concerning consistency and cross-cluster coordination, it has been more difficult than expected to establish some of the necessary and viable channels outlined in the communications strategy (e.g. a LinkedIn profile reaching a certain segment of our professional stakeholders). This needs to change in year two – especially with regard to the dissemination of the open call for experimentation to diverse stakeholders across Europe and the world.

3. SUGGESTED CONTINGENCY ACTIONS & IMPROVEMENTS



3

Suggested contingency actions & improvements

3.1 Overview

The following are suggested actions and improvements for the second year of the project based on insights gained in our first year of work, presented above.

3.2 Suggested contingency actions & improvements 2016

3.2.5 Aarhus

- Prioritise working with existing communities (both small and at scale) to secure engagement with a greater variety of communities, networks and neighbourhoods and a broader impact.
- Continue the mapping of existing and emerging communities in order to (as above) connect with these.
- Increase social media and publishing activity to grow the following on facebook, and thereby encourage self-sustaining presence on that platform.
- Increase the engagement of the local tech-community, e.g. by co-hosting a number of events with the existing network *Aarhus Data Drinks*

3.2.6 London

As the project matures in the London cluster, there are clear needs to amplify social media activity, grow followers, and to reach beyond the immediately adjacent urbanist/community stakeholders to reach new disciplines and demographics.

- Place a greater focus on Facebook London page, which in 2015 was largely inactive as twitter, events and the global branding and positioning effort took precedent. The goal: to grow the number of *likes* and the participation and conversation among the community on the local Facebook platform.

- Outreach through the technical partners in London to grow awareness among developers, researchers and computer science communities who might better leverage the OrganiCity platform in its early phases as part of the experimentation open call.
- Leverage social media channels during the experimentation process – by actively encouraging the contribution of visual documentation from experimenters on existing channels and perhaps expanding to Instagram, which, as yet has not been used in London cluster. The goal being to create provocative and interesting material documenting “action” being taken in the experimentation process and inspiring interest in the broader community.

3.2.7 Santander

During the second year of the project, a set of improvements are planned to be carried out as a consequence of the learnings of this first year:

- Establish a periodical actions to be performed trying to schedule them in a way we achieve an efficient use of resources while maintaining the attention of the targets. This can be done by two specific strategies. The first one is doing a wise distribution of the events and actions which are part of the OrganiCity project. The second one is to take advantage of other parallel, adjacent, similar and non-related to the project events and actions in which it makes sense to introduce information about OrganiCity or even trying to orientate their contents to get a better alignment with its objectives.
- Perform a comprehensive assessment of citizens and visitors (source of needs) and elaborate a matrix of categories and coverages of their needs. Derive from this work the degree of total coverage obtained and envisage a way to achieve a full-coverage. Develop a set of measures and actions to optimize the coverage.
- Increase the amount of potential developers of applications by intensifying the finding of new groups or categories and perform active proposals i.e. instead of waiting for them to realize about a need to be solved, give them a set of needs and try to find if there is any suitable solution. Besides, just in case there are barriers that hinders this kind of developers to participate take measures to remove or palliate those barriers.
- Increase the amount of participants in each of the currently working channels by introducing pieces of information about the other ways of participating. The aim is to produce and exhibit a rich a wide offer to the citizens and maximizing the likelihood each citizen find the more suitable(s) one(s) for him/her.
- Attract the attention of big companies, currently not tightly related to the objectives of the project activity, that can find in the city technological and social ecosystem a suitable environment to develop and test new business models, technological developments, etc. These initiatives will take advantage of the technical infrastructure, the willingness of the governing authorities and the availability of well-aligned human resources.

3.2.8 Global

By way of audience definition, a tendency to categorise citizens as “technical” and “non-technical” has been seen to be a somewhat counter productive legacy from previous work. In the coming year we must address through our communications and engagement the fact that there are many different levels of technical activity which might be contributed by the community but also facilitated by the various tools available as part of the OrganiCity platform. These tools are deliberately distributed across different levels of technical capability, from the novice to the professional – our dissemination efforts must emulate this distribution.

In order to sustain a more frequently refreshed content flow on both the OrganiCity website and blog and across social media, the consortium must work more efficiently together across clusters. Following an updated version of our Social Media Content Plan, we should establish a stronger voice on Twitter, through the blog, on LinkedIn and other platforms, and consider earmarking some resources for producing more visual documentation and communication (film and photos).

Global channels require more activity, and specifically LinkedIn should become active in 2016 as part of an effort to engage more businesses and technically capable researcher/practitioners to contribute experiments as part of the open call for experimentation. A good critical mass of content has already accumulated on the OrganiCity blog, both from a global point of view, but also relating to the cluster cities. The continued publication of this kind of content, promoted on LinkedIn, offers an opportunity to drive network growth on that platform.

The OrganiCity mailing list, planned for deployment in 2015, has remained dormant. Signups, via the OrganiCity website, number 90 at time of writing. This is an immediately useful resource, especially with the open call dissemination process in mind. The mailing list should be activated in early 2016. With publishing targets established in a revised timetable.

References

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- [D5.1] OrganiCity Deliverable D5.1: *Open Call Specifications*, 2015
- [D4.1] OrganiCity Deliverable D4.1: *OrganiCitizens use cases and OrganiCity Requirements*, 2015

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