DISSEMINATION AND IMPACT PLAN YEAR 2

CO-CREATING SMART CITIES OF THE FUTURE

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Executive Summary

This monitoring report and suggested actions are divided under four geographies: the global context within which the OrganiCity project exists and the current local clusters of Aarhus, London and Santander. The goal of this report is to provide a summary of the dissemination efforts in year two and, through an analysis of the strategy, make recommendations for the coming year.

All dissemination efforts and recommendations made in this report have been developed in line with the OrganiCity engagement strategy principles and the engagement journey established in *D1.1 We are all OrganiCitizens: Initial Engagement Strategy* and the revised strategy outlined in *D1.2 We are all OrganiCitizens: Interim Engagement Strategy*.

As the aim of the project in year two was to create open calls and welcome experimenters to the Experimentation as a Service (EaaS) facility, the dissemination and impact efforts have focused on these activities. The goal of the dissemination has been to maintain the audience gathered during year one, grow that audience and facilitate their progression in their relationship to the project – in some cases from attendee of events to experimenter in the facility. The next steps we outline focus on capturing the stories of our experimenters as they progress through the OrganiCity. This effort will support the sustainability tasks in underlining the value in Experimentation as a Service through the personal experiences of our OrganiCitizens.

In line with the practice gathered in this research project in the past two years, there has been a parallel effort of disseminating to audiences who are interested in the progress of the project as a use case. The focus on these activities will increase as the project matures through international events, academic papers, publications and blog posts on thought leadership in the fields of smart cities, city making, co-creation and technology.

To conclude, the dissemination strategy section is the guiding reference for our day-to-day communications. This section also includes some examples of the communication pieces disseminated across the year.

Introduction

The dissemination and impact plan focuses on the core OrganiCity goal: “to build a strong foundation for future sustainable cities through co-creation by a wide range of stakeholders”. In a strong synergy with the engagement strategy, the dissemination task is both influencing and influenced by the activities across the project.

This report, the second of three deliverables, captures the efforts made during 2016 and includes learnings and recommendations required in order to enhance the future dissemination activities of the project. The recommendations in the 'Lessons learned' across each section 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. This is specifically relevant at this point, since the next year will see new cities becoming OrganiCities. As such, this report provides direction for cities and for the global strategy which can be applied in the multiple contexts under which OrganiCity operates and strives to achieve its goals.

1. DISSEMINATION ACTIVITIES 2016

1 Dissemination activities 2016

1.1 Global

1.1.1 Overview – the global dissemination goals

Year one of OrganiCity served to build a community of citizens, businesses and academics who were engaged in the concept of Experimentation as a Service (EaaS) and the potential of what the project had to offer. Developing on these efforts, year two aimed to expand the community, whilst guiding them through a first round of open calls and the available OrganiCity facility.

To support these aims, the global dissemination strategy of OrganiCity in year two sought to achieve two main goals:

1. To communicate activity around the co-creation of Experimentation as a Service (i.e. how we attracted potential experimenters and citizen stakeholders to define each city's challenges and give shape to the open call) and the open call process itself. Announcements, launch events, clinics, FAQs and development of the tools and facility were regularly documented and shared through blogs and social media channels.
   Target audience: The local community of OrganiCitizens established in the first year and potential new experimenters.
   Dissemination outputs: See 'Media: offline and online'

2. To start positioning the partners of the consortium as specialists in the field of 'smart cities.' This activity has been launched through a number of presentations, publications and blogs looking at the OrganiCity principles, EaaS and smart urbanism. This will be an ongoing dissemination activity, and one that will become more rich as the facility matures and we gain a better understanding of 'best practice' processes for EaaS.
   Target audience: The international community of experts in the fields of smart cities, technology, co-creation and EaaS.
   Dissemination outputs: See 'International events' and 'Academic papers and publications'

Dissemination in the third year will shift to a more concentrated focus on the experimentation phase and the second round of open calls, directed at city-level stakeholders. We will communicate through the OrganiCitizens, their experiments and their personal stories to make OrganiCity more personal. Maintaining an engaged OrganiCity community will continue to be a dissemination goal, but as we come to the end of the second experimentation phase, dissemination activities will transition to communicating the idea of OrganiCity as a movement, creating new OrganiCities and additional sustainability efforts.

Due to the natural synergies between the two, it is important that we start to align the dissemination and sustainability and governance tasks (T6.1 and T6.2) in year three. This alignment will allow us to better communicate the value of EaaS and the OrganiCity model to the relevant audiences and steer the dissemination strategy towards one that is most impactful for sustainability.

1.1.2 All clusters media: offline and online

Facebook

OrganiCity has four pages on Facebook. The Facebook Global page is established to create awareness of the project in professional/political circles. This is accompanied by OrganiCity Aarhus, London and Santander local cluster pages. These pages are intended to, and have already succeeded in, generating real engagement with citizens including directing people to local events and engagement tools/use cases.

In the first phases of the project, Facebook global served to develop awareness and attract new followers to the project from around the world. The activity levels appear to be lower than expected (see table in the following page) and a greater effort will be required in the coming phases – especially as the project strives to introduce new cities. News around experimentation, the wider network of experimenters and their co-creation partners should provide a regular stream of content for the global page; as will future events and conferences, at which OrganiCity features. It is expected that this page, which has underperformed in the first phase, will grow in parallel with the expanding experimenter community and accession cities. However, due to the range of other platforms we will be utilising to serve the global community, we will be reducing the 'number of fans' 3-year target for the Facebook global page to 3000 likes.

Engagement with local experimenters was made possible by the local pages in the first phases of OrganiCity. For example, experimenters wishing to form a new collaboration could publish their ambitions on the page with the assistance of the local administrator. It is the intention that in order to grow support locally, more focus will be given to this kind of engagement, while current experiments (with news of their progress and co-creation) will provide new content for these local pages, which is relevant to local stakeholders. Facebook local targets are on track and will remain the same.

Facebook global	
Purpose	Create awareness in professional/political circles.
Target Audience	1: Professionals, e.g. potential call respondents, researchers etc., and anyone with a deeper interest in smart cities. 2: Citizens.
Type of content	Best of all content shared on other channels, including local Facebook pages (adjusted/ translated) and web
Tone and experience	Direct, friendly and professional; "We own the smart city agenda - and we help you make cities better"
Language	English

Frequency	Weekly		
Status	Page established and sharing		
Resources and tools	Facebook demographics, Google Analytics		
Manager	Centrally assigned manager		
KPI	Number of fans	Fan engagement	Reach target
Performance goal (3 years)	3000	7%	10%
Performance 2015	104		
Performance 2016	301	2.3%	75%

Facebook local pages			
Purpose	Generate real engagement with citizens including directing people to local events and engagement tool / use cases		
Target Audience	1: Citizens 2: Local/national media outlets		
Type of content	Invites/"calls", mini scenarios/dilemmas, questions, relevant content from others, national/ local news on OrganiCity etc.		
Tone and experience	Direct, frank, human. Storytelling at eye level, with a slight sense of humour. "We help each other make our city better"		
Language	Local (Spanish, Danish, English)		
Frequency	At least twice a week.		
Status	All partners to be encouraged to establish and maintain this		
Resources and tools	Facebook demographics, Google Analytics		
Manager	Locally assigned manager		
KPI	Number of fans	Engagement target	Reach target
Performance goal (3 years)	1500	9%	15%
Performance 2015	122 (across 3 clusters)		
Performance 2016	510 (across 3 clusters)	1.3%	36.7%

Twitter

Twitter has been the most successful platform for social engagement, used by all partners to promote events, news items, conferences, experimentation and also to assist and support potential experimenters in their mission to participate. Feedback from citizens was positive in regards to the use of Twitter as a means of monitoring events and progress of the OrganiCity initiative. Growth in Twitter support is anticipated in the following phases of the project as experimenters are encouraged to tag @organicity_eu in their own promotional tweets. New and more varied content in blogs will also be tweeted to reach more diverse audiences.

Twitter		
Purpose	Help establish OrganiCity as a visible, unavoidable player on the smart city agenda; awareness	
Target Audience	Professionals (techies, researchers, politicians etc.), media/journalists	
Type of content	Content rich live tweets, much of the content from other channels, web etc. Links to other's stuff on similar approaches.	
Tone and experience	Professional but clearly human: "We provide valuable stories/questions to keep you more up to date than the next guy"	
Language	English	
Frequency	If possible, daily	
Status	Content plan in line with experimentation to be made	
Resources and tools	Twitter analytics, Hootsuite. Vine (for content), Google Analytics (for web conversion)	
Manager	Assigned moderator	
KPI	Number of followers	Follower engagement based on total audience
Performance goal (3 years)	2000	0.5%
Performance 2015	277	
Performance 2016	943	0.8% 82 tweets 507 mentions 789 retweets, likes and replies

Instagram

Instagram has not been a primary communications platform to date. It was used by Aarhus and Santander to capturing city challenges, but overall this channel was not aligned with the key stakeholders we had aimed to engage in our first phase.

As we enter the experimentation phase, we will use Instagram to document the progress of the experiments; with experimenters having the opportunity to share their own images. Sharing experimenters' content on the account not only supports our co-creation efforts and develops a strong visual record of the experimentation phase, but also allows the project to be further publicised to extend our reach amongst the experimenters' own network. As scope for the account will be directed at a more local level, we are reducing the 'number of followers' KPI target to 500.

Instagram	
Purpose	Create visual engagement and boost our visibility
Target Audience	Citizens
Type of content	#morethantechnology... engaging storytelling, campaigns, examples (including from users) of the OrganiCity approach
Tone and experience	At eye level, direct: "Your contribution matters"

Language	English	
Frequency	At least once a week	
Status	To be established, content plan to be made etc.	
Resources and tools	Instapicframe (or similar), Vine	
Manager	Assigned manager	
KPI	Number of followers	Engagement rate
Performance goal (3 years)	500	2.5%
Performance 2016	73	19.1%

YouTube

The purpose of the YouTube account has now been used to deploy and host webinar films and instructional content for experimenters. This will continue to be a space to engage with and support experimenters throughout the experimentation process, but will additionally house promotional films produced for the project. As scope for the account will be to distribute material for other channels (and therefore it will not be consumed based on subscription to the YouTube channel), we are removing the 'number of subscribers' KPI target; whilst the total reach remains.

YouTube		
Purpose	To help other channels reach their goals via videos (provide videos to publish on other channels)	
Target Audience	Citizens and professionals alike	
Type of content	(Short) event videos, short Q&A videos	
Tone and experience	To the point; content focused	
Language	English	
Frequency	When relevant	
Status	Channel established. Guidelines for OrganiCity video content to be discussed further.	
Manager	Managed by anyone with OrganiCity videos (following the guidelines) - SoMe managers should be notified of new content.	
KPI	Number of subscribers	Total reach (views)
Performance goal (3 years)	N/A – see purpose	3000
Performance 2016	4	266

LinkedIn

LinkedIn was not utilised in the first phases of the project, as efforts focused on other social media channels. Ambitions on this channel will be toned down, as our LinkedIn presence will not be developed in the foreseeable future – there has been no demand from the community and the overhead required to maintain such a channel will provide a limited return. It is most important to focus our efforts on the channels which will deliver an impactful result, than to spread our resources thinly. The exception to this rule is the natural propensity for OrganiCity partners to share blog posts, news items and event notifications on LinkedIn to the organic communities with whom they are connected. As such, LinkedIn provides a means by which citizens are driven to the more active channels of the OrganiCity platform.

LinkedIn	
Purpose	Help establish OrganiCity as a smart city key player and help establish professional/business legitimacy
Target Audience	Professionals
Type of content	Selection of (primarily business/industry) content from our other channels. Shared through individual partners.
Tone and experience	Professional. “We provide valuable stories and links to make you better at your job”
Language	English
Status	Decision: not to establish

Slideshare

Slideshare’s role in the early phases of the project was largely overlooked, as most presentations and events were captured in blog posts, news items and other media. Slideshare’s dominance as a sharing platform is also questionable as other channels mature. It is the intention, now that experimentation has commenced and the OrganiCity platform has matured, to use slideshare as a repository for more detailed presentation information and technical specifications from the project. Slideshare, however, should not be an “entry point” for OrganiCity, instead allowing us to drive visitors to the content from other channels (blog, experimenter support, news etc). As such, the targets for Slideshare have greatly reduced, but content hosted here will enhance substantially the level of detail available to experimenters via other channels.

Slideshare	
Purpose	Help establish OrganiCity as a key player by sharing valuable knowledge; support communication on other channels
Target Audience	Professionals - e.g. potential call applicants, researchers, politicians etc. Anyone with a deeper interest in smart cities
Type of content	Slides
Tone and experience	Content focused: “We’re relevant and don’t waste your time”
Language	English
Frequency	When relevant

Status	Channel established.	
Manager	Managed by FCC/AU.	
KPI	Number of views	Shared (total)
Performance goal (3 years)	2500	100
Performance 2016	530	0

Newsletter and website

Whilst in the first year we gathered an audience keen to be informed frequently of our activity, during the second year we had enough activities to send monthly updates. These serve as a concise reminder of our progress and boost the visibility of key events amongst our engaged audience.

We haven't established targets for the website and the newsletter but will continue to monitor growth.

Newsletter		
Purpose	To provide an engaging monthly overview of activity within the project – such as announcements, events, publications and blogs, with links to content, social media and the helpdesk.	
Target Audience	OrganiCity community – Citizens, professionals and media	
Type of content	Short paragraphs and links to best of content shared on other channels	
Tone and experience	Friendly and concise	
Language	English	
Frequency	Once a month	
Status	Newsletter established. Content discussed in monthly teleconference.	
Manager	Managed on a rotational basis between the three clusters.	
KPI	Number of subscribers	Total percentage of newsletters opened
Performance 2016	407	49.3%

Website		
Purpose	To act as a central point of reference for the project – storing all information on the project's core values and the OrganiCity movement, with links to all social media channels, the facility, the helpdesk and FAQs.	
Manager	Managed by FCC and content imput on blog from partners.	
KPI	Total unique website visitors	Total unique blog visitors
Performance 2015	15,289	533
Performance 2016	45,075	2,383
Total performance	60,364	2,916

1.1.3 International events

The OrganiCity team has been active in speaking events and exhibitions related to smart cities, technology and co-creation; communicating the learnings and experience gained through the development of Experimentation as a Service.

Organicity Rep	Event	Location	Event Type	Audience	Date	More information	Outcomes	Attendance
London (FCC)	Ciudades futuras. Ejercicios especulativos	Mexico City	Presentation	OrganiCity as part of a larger presentation on speculative prototypes/ technologies in cities. Part of the City of Mexico, Lab for the City "rooftop sessions".	22/02/2016	Presentation	Awareness, global networking	Approx 50
London (FCC)	Webinar EIP-SCC Inclusive Smart Cities: Co-design and co-creation as tools for citizen engagement	Online	Webinar	Researchers, citizens, businesses from across europe	18/3/2016	Presentation of engagement principles and open call.	Awareness	84, plus panelists
Patras (CTI)	Patras IQ expo	Patras	Technology and Innovation Expo	General public and academic community	15/4/2016-17/4/2016	Presentation of the project and results thus far	Dissemination to the general public, synergies with other research groups	100 (visitors to CTI stand)
London (FCC)	OrganiCity Open Call presentation to CIID	Copenhagen	Webinar	Copenhagen Instituite of Interaction Design, master programme students and research team.	03/05/2016	Open call promotion	Awareness	25

Organicity Rep	Event	Location	Event Type	Audience	Date	More information	Outcomes	Attendance
Luleå (LTU)	OPEN INNOVATION 2.0	Amsterdam	Open Innovation Conference		23/5/2016-24/5/2016	Presentation under "Implementing Urban Agenda – Cities and regions as launch pads for digital transformation" (open calls and co-creation approach) & Living Labs workshop.	Dissemination of methods and experiences. Potential experimenters.	300
Luleå (LTU) & Aarhus (AU)	IOT Week	Belgrade	Congress and networking	Europeand network of IOT researchers and business	31/5/2016-2/6/2016	A) Workshop on Beyond end user engagement in IoT B) Regional Smart City Session	Potential experimenters and networking	A) 50 B) 60
London (INTEL & FCC)	Intel Research Open Day	Santa Clara and Portland	Presentation / demo	Intel Labs and New Technology Group demo day to showcase emerging technology	21/8/2016	Presented architecture and open calls	Potential tech transfer into US marketplace	300
Luleå (LTU)	Open Living Lab Days	Montreal	Conference, workshops and visits.	Open Living Lab Days	23/8/2016-26/8/2016	Workshop: Empowering End-users from Factors to Actors	Dissemination of methods and lessons learned.	40
London (FCC)	Programmable City Workshop	Maynooth University (Ireland)	Paper & presentation	Global Smart City stakeholders convened at National University of Ireland, Maynooth	5/9/2016-6/9/2016	Presentation, Paper, Discussions	Awareness, global networking, best practice	25
All partners AU organiser	OrganiCity Kick-off event for experimentation	Online	Online event/ meeting	OrganiCity team and experimenters	13/9/2016	Introduction of all funded experiments, OrganiCity team and next steps	Awareness and celebration of OrganiCity community	50

Organicity Rep	Event	Location	Event Type	Audience	Date	More information	Outcomes	Attendance
Santander (SAN)	Greencities 2016	Malaga	Congress and networking	Entrepreneurs, SME, public bodies and stakeholders in general	5/10/2016-6/10/2016	F2F Networking in scheduled interviews	Potential experimenters, current needs and solutions collection	800 total entities 120 cities from mor than 20 countries +30 F2F direct interviews
Aarhus (AU, AAR) & London (FCC)	European Week of Regions and Cities	Brussels	Workshops	City representatives	11/10/2016	Workshop A "Co-creation and Civic Participation: Rethinking Public Services" about Co-creation and Civic Participation, where OrganiCity was presented as inspiration. Workshop B "Inter-City approaches to funding and delivering Smart Cites ambitions"	Dissemination of project results to other cities and relevant stakeholders.	Workshop A: 15 from 8 different countries Workshop B: 60
London (FCC)	IoT-European Platform Initiative	Vienna	Presentation	IoT EU projects running open calls - part of task force Community Building	11/10/2016	Presentation of process, learnings and sharing knowledge	Awareness, promoting open calls, general community engagement, sharing learnings, synergies with other EU projects	30
Luleå (LTU)	Nordic Smart Cities Conference	Stockholm	Networking, presentations and panels	Smart cities, business, research	2/11/2016 - 3/11/2016	Networking and discussions about open calls	New contacts with City representatives.	200
Aarhus (AU. AAR), London (FCC) & Luleå (LTU)	Smart City Expo	Barcelona	Networking, presentations and panels	Smart cities, business, research	15/11/2016 - 17/11/2016	Networking and discussions about smart city projects and open calls	Living labs and cities in discussion on methods and results	500

1.1.4 Academic papers and publications

As we finish the second year of the project the technical and sociological research reaches a certain maturity and starts to be disseminated through formal research publications. This year the OrganiCity team has published two papers and OrganiCity is included as a case study in three books.

Title	Description of content	Authors	Publisher	Date	Link
Citizen's Right to the Digital City. Urban Interfaces, Activism, and Placemaking	This book brings together case studies and examples from around the world to discuss the role that urban interfaces, citizen action, and city making play in the quest to create and maintain not only secure and resilient, but productive, sustainable and viable urban environments. The book debates the impact of these trends on theory, policy and practice.	Editors: Marcus Foth, Martin Brynskov and Timo Ojala	Springer	December 2015	www.springer.com/gp/book/9789812879172
Civic Media Technology, Design, Practice	This book examines the use of “civic media”—the technologies, designs, and practices that support connection through common purpose in civic, political, and social life. Scholars from a range of disciplines and practitioners from a variety of organizations offer analyses and case studies that explore the theory and practice of civic media. Section: Participatory Action Research for Civic Engagement	"Editors: Eric Gordon and Paul Mihailidis In section by Marcus Foth and Martin Brynskov"	The MIT Press	June 2016	mitpress.mit.edu/civic-media
What Urban Media Art Can Do Why, When, Where, and How?	Based on the cultural project 'Connecting Cities' sponsored by the EU, which studies the effects of urban media art on urban culture and its environment, architecture and participative urban development (co-creative cities). The aim is an expanding worldwide network of media façades, urban screens and projection surfaces within the urban space.	Susa Pop, Tanya Toft, Nerea Calvillo, Mark Wight	Avedition Gmbh	October 2016	accpublishinggroup.com/uk/store/pv/9783899862553/what-urban-media-art-can-do/susa-pop-tanya-toft-nerea-calvillo-mark-wight
Co-Creating the Cities of the Future	A novel architecture is proposed that enable the organic growth of the future cities, facilitating the experimentation that tailors the adoption of new technologies and services for a better quality of life, as well as agile and dynamic mechanisms for managing cities. In this work, the different components and enablers of the OrganiCity platform are presented and discussed in detail and include, among others, a portal to manage the experiment life cycle, an Urban Data Observatory to explore data assets, and an annotations component to indicate quality of data, with a particular focus on the city-scale opportunistic data collection service operating as an alternative to traditional communications.	Verónica Gutiérrez, Evangelos Theodoridis, Georgios Mylonas, Fengrui Shi, Usman Adeel, Luis Diez, Dimitrios Amaxilatis, Johnny Choque, Guillem Camprodom, Julie McCann and Luis Muñoz	Sensors Journal	November 2016	www.mdpi.com/1424-8220/16/11/1971

Title	Description of content	Authors	Publisher	Date	Link
From Engagement to Participation in Future Smart Cities	The top-down deployment of smart technology has, in many cases, failed to fulfil the promises made by the leading technology companies. Meanwhile, citizens have rapidly become familiar with technologies that offer huge potential to quantify the urban context. The gap – wide citizen participation in the city enabled by technology – is the emergent "holy grail" of digital urbanism, and perhaps its most complex challenge. We look at some examples of projects emerging from the worlds of "citizen sensing" and "citizen engagement" and examine successes and failures. We do this through the lens of draft "principles for engagement" being tested in OrganiCity.	Gyorgyi Galik and John Lynch	Programmable City Workshop, Maynooth University, Ireland	September 2016	progcity.maynoothuniversity.ie
Knowledge Co-creation in the OrganiCity: Data Annotation with JAMAiCA	Numerous smart city testbeds and system deployments have surfaced around the world, aiming to provide services over unified large heterogeneous IoT infrastructures. Although we have achieved new scales in smart city installations and systems, so far the focus has been to provide diverse sources of data to smart city services consumers, while neglecting to provide ways to simplify making good use of them. We believe that knowledge creation in smart cities through data annotation, supported in both an automated and a crowdsourced manner, is an aspect that will bring additional value to smart cities. We present here our approach, aiming to utilize an existing smart city deployment and the OrganiCity software ecosystem. We discuss key challenges along with characteristic use cases, and report on our design and implementation, along with preliminary results.	Aikaterini Deligiannidou, Dimitrios Amaxilatis, Georgios Mylonas and Evangelos Theodoridis	IEEE World Forum on Internet of Things 2016	2016	http://wfiot2016.ieee-wf-iot.org/program/workshop-iot-driver-co-created-smart-city/
OppNet: Enabling Citizen-Centric Urban IoT Data Collection Through Opportunistic Connectivity Service	Urban IoT data collection is challenging due to the limitations of the fixed sensing infrastructures. Instead of transmitting data directly through expensive cellular networks, citizen-centric data collection scheme through opportunistic network takes advantage of human mobility as well as cheap WiFi and D2D communication. In this paper, we present OppNet, which implements a context aware data forwarding algorithm and fills the gap between theoretical modelling of opportunistic networking and real deployment of citizen-centric data collection system. According to the results from a 3-day real-life experiment, OppNet shows consistent performance in terms of number of hops and time delay. Moreover, the underlying social structure can be clearly identified by analysing social contact data collected through OppNet.	Fengrui Shi, Usman Adeel, Evangelos Theodoridis, Mo Haghighi, Julie McCann	IEEE	N/A	N/A

1.1.5 Lessons learned

The application of the seven design principles for engagement outlined in the Engagement Strategy for organicity [D1.1 and D1.2] have been intensified during the past year. As per the learnings in the previous report, we continue to ensure the application of these principles to ensure success and consistency across the different clusters and communication touchpoints.

In line with our own previous recommendations we have revised the cross-cluster strategy and content plan, providing better guidance in aspects such as the tone of voice (refer to 'Dissemination Strategy' section for details). The amount of resources needed to gather and maintain a highly engaged audience is large and needs constant input. This is usually under-estimated and in consequence we have adjusted our KPI expectations. We have lead a schedule of activities, however a key strategic challenge we now face in year 3 is to develop a method to efficiently capture content for *Task 6.3 Dissemination and Impact Generation* since the spread of hours dedicated is misaligned with the need for a constant communication activity to build a voice and maintain an interested audience.

Suggested action: Align the process of content generation with other tasks; for instance by building on existing content and encouraging experimenters to produce content for communication – through self-documentation and active participation in relevant events. Better estimate the resources needed per task. Maintain high expectations for our targets to drive our efforts, but be aware of the fact that we may be unable to overcome these goals.

The experiments are currently in their initial stages. As these evolve we focus our communications on the experimentation phase and we will rely on content created through the experiment groups. We took the decision to delay the official communications until all experiments had signed the Experiment Agreement, in order to communicate coherently the diversity across experiments. As a result, some experimenters felt misaligned by having to wait to communicate publicly whilst they were ready to start.

Suggested action: To help increase our visibility, grow our audience and reflect the maturity stage of the project; we will shift the scope of communications into the experimenters: documenting their stories, capturing the value of experimentation in OrganiCity, spreading their reflective blog posts and other relevant news through our channels. We will acknowledge their proactive communications and harness their efforts by re-distributing them through retweets, for instance.

In line with the engagement principle "Empower adjacent communities and champion advocates" we have spread the communications of events and the OrganiCity open calls through our adjacent networks – both adjacent through the partners and through similar activity types.

Suggested action: Enhance the communication of the experimentation phase through our adjacent channels.

The nature of the community engagements, the dissemination activities and their impact cannot be captured only through attendance and reach numbers. For instance, a presentation to an audience of 10 people could have as much impact as an larger presentation with 200 attendees. For instance, there was only 10-15 attendees to the Aarhus Open Call Clinics, but almost all of them submitted proposals to our First Open Call. Whereas, in events with a few hundred attendees is hard to estimate whether among those where people who later on continued involved in OrganiCity. This adds up to two issues:

- How to capture who is actually attending and how engaged they are?
- How do we measure quality of a practical community engagement?

Suggested action: Continue to capture the qualitative aspects of each engagement (through the description section, for instance) and avoid using the attendance metric of different event types as an assessment of success.

As reflected in D1.2, the communication around the tools offered as part of the Experimentation as a Service facility was limited due to the 'in development' status. As highlighted through WP1 and WP5 (due to its effect in the open call and experimentation) this learning has now been assimilated across all partners.

Suggested action: Given the different focus of the second open call, the dissemination task will offer its communication expertise to better inform an understanding of the Experimentation as a Service offer – this will go beyond the tools themselves by incorporating an understanding of the other pillars of innovation that OrganiCity is developing through the experiments. Videos and demonstration access might be one of the key media to engage potential experimenters.

As the project matures all partners are more active in disseminating to professional stakeholders through reflexions on the process and disseminating best practice. This enriches and diversifies our stakeholders audience, whilst it creates a resilient growth by exchanging conversations on our practice with other professionals. It is relevant to spread this thought leadership through traditional mediums (speaking events, papers, etc.) and to balance it with informal mediums such as blog posts where we can capture and disseminate broadly our specialisms.

Suggested action: Continue to reach and intensify our presence in relevant events in the city-making field and capture through leadership in different formats (from papers to blog posts).

Press appearances are in line with our professional stakeholders; however these require the effort and time of building longstanding relationship with members of the press.

Suggested action: Leverage the relationships of the consortium with press members to encourage visibility through this media. Create relevant material for press: press release, media packs, etc. Align this effort with the decisions regarding the relevant stakeholders taken through Task 6.1 and 6.2 towards governance and sustainability models that can bring OrganiCity into a movement beyond the funding.

The content we share through social media seems to reach a wide audience – i.e., the content is appearing on many people's screens – but the same number of people are not necessarily engaging with the content (liking or sharing etc.) or following the social media channel as a result. We want people to see our content and find it so engaging that they want to share the post or follow the project.

Suggested action: We will review the content of what we are sharing on social media channels and explore how to make it more engaging to new audiences. This may mean presenting the content in more 'bitesize' pieces or in a different format to make it more accessible to people who are unfamiliar with the project. In addition, we will look at how to better communicate the story of OrganiCity as a movement and the consortium as specialists of smart cities, as this content will be more engaging for international audiences.

1.2 Aarhus

1.2.1 Local overview

Aarhus city is similar to last year's description in the previous report [D6.4]. There has been a slight growth in the number of citizens in Aarhus (331.000 citizens). Aarhus still feels like both a big village and a small metropolis, which makes room for all sizes of communities and a great deal of interconnectedness. Aarhus is still strong in many different business sectors such as ICT & media, clean-tech, healthcare and foods as well as architecture, culture and design. One big difference to the local context is that next year in 2017 Aarhus will be the European Capital of Culture, which represents one of the most prestigious cultural events in Europe. This means that 2017 will be full of events that engage everyone living and working in the city; such as the Creativity World Forum. There is currently a sense of building up towards this event across the city.

In year 2 we have successfully engaged with the pre-existing communities and networks, to gather an audience for OrganiCity. This community of potential experimenters has been engaged through our clinics and presentation at industry events. The goal was that many of the companies, citizens, and activists from this community would end up as experimenters in the open calls. Unfortunately this did not happen due to different reasons (described more in detail in D5.3 Open Call Execution). Now we are facing a community that feels disappointed of not getting their projects funded. In year 3 we will therefore focus on gaining their trust once again by involving them in the current experiment and using these to showcase successful ways to get funding in OrganiCity. In relation to communication and dissemination, this means tapping into the experiments experiences and activities, and also making sure that the OrganiCity facility is clearly understood.

1.2.2 Events

Throughout 2016 the Aarhus cluster has had 18 events and engagements. Several of these have been ongoing, and each cluster partner has participated and promoted OrganiCity in parallel events which might not be reflected in the below list. Besides OrganiCity has also been added as a slide in Smart Aarhus' presentation deck, which means that the project is presented for example to formal delegations coming to the City of Aarhus, who are interested in our SmartCity work. These presentations are however not included in the list below. Many of our events are centered around creating attention about the first Open Call.

Included in the following page is a representative record of the events in the Aarhus cluster during 2016.

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Open Data - Make business out of open data	workshop	Data owners from AAR municipality, companies, organisations etc. from Denmark.	4/7/2016	Purpose of the event: to get inspired from companies that already uses open data as a part of their business case and to engage with the data owners from AAR municipality	Awareness about the open call	45
DD Lab	Workshop	Makers from the digital design education at Aarhus University	4/4/2016	Full day workshop, where particiapnts had to develop their own Bluetooth enables sensors. Additionally, it was required that participants developed visualizations on top of the sensor data	Understanding how Maker communitites engage with code and hardware	10
Make business out of open data	Workshop	Data owners	7/4/2016	Workshop with data owners from AAR municipality, companies, organisations, etc from Denmark	Awareness, innovative approach, networking	45
RY city	Seed project/ Service Cluster Denmark	Retail owners and citizents from the smaller town of Ry	Q1 2016	3 workshops with retail owners to engage them in datadriven innovation processes. Data collection via sniffers and analysis of customers behaviour.	Understanding how local communities engage and use data as a driver of their retail development	20
OrganiCity experimenters	Workshop	OrganiCity clinic	11/5/2016	Workshop whee interested experiemnters met up, and got help and answers to their questions for applying for an experiment		13

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Internet week Denmark	Workshop	OrganiCity Clinic	11/5/2016	Half day conference	Awareness	13
	Presentations	Half day presentations on smart city development experiences				40
		This session brings unique insight and perspective from USA, Latin America and Europe on where we're heading, according to who the main actors are that build our future cities.				50
		Knowledge and debate event on possibilities and obstacles when applying the smart city paradigm				50
		Open data as source of innovation and data driven business models				30
Smart city enthusiasts	Presentation	Everyone interested in Smart cities and EU projects	12/5/2016	Half day presentations on smart city development experiences	Awareness, promoting open calls, general community engagement, synergies with other EU projects	40
Studenterhus Aarhus Workshop	Workshop	Aarhus University students	1/9/2016	Workshop during the student start faire in Aarhus.	Awareness	20
Rolling Call Clinic	Open Call Clinic	Aarhus experimenter community	1/9/2016	Morning event	Guidance on Open Call	5
Smart Cities- People first, Copenhagen Business School	Presentation	Business school, entrepreneurs	22/9/2016	Presentation at conference	Awareness	50

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Aarhus Maker Faire	Workshop	Maker Faire	15/10/2016 16/10/2016	Workshop and presentation of OrganiCity. Aimed at identifying city challenges.	Awareness, Need finding/Challenge finding, recruitment of citizens for engagements	500
Østjysk topmøde, Aarhus	Presentation	Large and small business, city representatives	31/10/2016	Keynote presentation on Smart Cities, including OrganiCity	Awareness and networking	100

1.2.3 Media: offline and online

Our online presence has grown since last year, and the like-count on our local facebook-page has almost tripled in size comparing to last year's report. We attribute a great deal of this growth to the open call announcement and its supporting communication, that has been used to fuel the interest in OrganiCity. Our personal twitter accounts have been used to support the activities on the global twitter profile by retweeting posts and tagging the profile in the relevant posts e.g. https://twitter.com/brynskov, https://twitter.com/elyzabethjoy, https://twitter.com/Michelle_Bach and https://twitter.com/Sebtastic.

Channel	Link	Details	Reach
OrganiCity Twitter	https://twitter.com/organicity_eu	Twitter has been used to highlight local events and to retweet relevant posts from e.g. the Expo in Barcelona	943 followers 8.9% Danish
Facebook Aarhus	https://www.facebook.com/organicityaarhus	Facebook has been used to announce local events e.g. the clinics, relevant local smart city news, and general information about OrganiCity.	180 likes
The Alexandra Institute website	https://alexandra.dk/dk/aktuelt/arrangementer/2016/organicity-morgenworkshop	The project has been described as well as several of the events have been mentioned here	4500 (in avg.) on main site 132 (in total) at specific url
Infinit	http://www.infinit.dk/dk/arrangementer/faa-hjaelp-til-din-organicity-ansoegning_september.htm	Infinit has been used to announce OrganiCity events	1681 (in avg.) users on site 55 (in total) at specific url

Channel	Link	Details	Reach
Service platform	http://www.serviceplatform.dk/arrangementer/organicity-morgenworkshop	Service platform has been used to announce OrganiCity events	45 (in avg.) users on main site
SmartAarhus page (local FB site)	https://www.facebook.com/smartaarhus	Used to announce local SmartCity initiatives and events. This has also been used to increase the content on OrganiCity Aarhus' facebook page - by sharing relevant posts from SmartAarhus.	835 Likes
SmartAarhus website	http://www.smartaarhus.eu/node/163	OrganiCity is part of the the SmartAarhus project portfolio and is a platform for sharing news	N/A
Open Data DK	http://www.opendata.dk/om/kalender/soeg-midler-til-kickstarte-dit-eksperiment	Opendata.dk has been used to announce OrganiCity events	N/A
AU Smart Cities	http://smartcities.au.dk	Used for OrganiCity news and events	N/A
Dokk1 website	https://dokk1.dk/organicity	OrganiCity is part of the project portfolio for the ITK department in the City of Aarhus located at Dokk1	N/A
Open & Agile Smart Cities	http://www.oascities.org	Clear synergies between Open & Agile Smart Cities and OrganiCity are communicated at OASC's website	N/A

1.2.4 Lessons learned

Most of the groups conducting experiments in Aarhus are located outside of Denmark. Communication with these teams takes therefore place primarily through online media and whenever the teams are visiting Aarhus.

Suggested action: The use of content created by the experimenters, and distributed through our channels (as reflected in our global lessons learned section), will aid the visibility of these experiment groups. In addition, all partners should take the opportunity of capturing the experience of the 'global' experimenters (even if the experiment is running in another city) through interviews when the experimenters are visiting one of the cluster cities.

As reflected in the Global section, the lack of resources in the cluster disrupts the consistency and frequency in our communication efforts. In the case of Aarhus, the communication staff can only be dedicated to the task a few hours per month so they lack an in-depth understanding of OrganiCity. In addition, we have experienced different forms of leave among key staff which have resulted in an added difficulty ensuring continuity.

Suggested action: As indicated in the Global section, leverage the content generation from other tasks.

1.3 London

1.3.1 Local overview

London, and the UK as a whole, experienced considerable political change in 2016. London welcomed in a new Labour Mayor and the UK government held a national referendum, where Britain voted to leave the European Union.

Although in the future Brexit may impact projects funded by the European Commission such as OrganiCity, it should not alter the project's current dissemination plan. However, when the referendum results were announced in June, we did feel it was necessary to release a message reassuring the London community that our commitment to collaboration across Europe and our efforts in the project would continue as usual. As we reinforce the value of co-creation, we continue to communicate discussion and collaboration across diversity as core aspects to our development.

In addition to the referendum, London appointed a new Labour Mayor, Sadiq Khan, who has pledged to invest heavily in new technology, science and digital startups in the city. This should positively impact innovation in London and the afterlife of the local experiments. As the London cluster lacks a municipal representative in the consortium and the work towards sustainability seem to appoint 'cities' as a potential target, it is important that we find the right alliance with the London authorities.

Having established a strong London community in year one, the aim of our dissemination activities in year two was to build further interest in the facility and document the open call process. This effort has been strongly backed by the engagement activities in synergy with WP1 and with WP5, due to the focus in the open call. Our focus has been on reinforcing the close-knit relationships created through the engagement in year. We achieved this through reaching in person with many one-to-one conversations, our local social media platforms and two open call clinics.

1.3.2 Events

Most of the London events in year two were focused on ensuring that the open call process was clear to the local community and that they were supported in developing their experiment proposals. Clinics enabled people to network, learn about one another's ideas and ask the OrganiCity team questions about the application process, facility or tools. After each clinic, we shared the questions and answers that had been raised during the session with the wider community through blogs on the website. As we progress we keep the attendees of each event and those who were interested into a database and we send 'thank you' messages featuring the channels through which they can continue the conversation. The final event of the year saw the London experimenters kick-off their experiments with presentations to the public and a Q&A session.

The London team also presented at external events and a webinar session to reach new audiences and broaden the local community. The majority of our presence at international dissemination activities are reported in the International events section. In addition, we have presented OrganiCity through the Future Cities Catapult network to several international delegations and as part of our events.

Included in the next page is a representative record of the events in the London cluster during 2016.

Event	Event Type	Audience	Date	More Information	Outcome	Attendance
London Open Call Launch & Speed Dating	Presentation	Citizens are invited to hear about the open call prcess, the Organicity facility and London's challenges. This is followed by a "speed dating" networking activity to help people meet potential collaborators.	14/1/2016	Open Call	Potential Experimenters	45
Open Call Clinic 1 (London)	Open Call Clinic	London experimenter community	24/5/2016	Evening event	Guidance on Open Call & Experimenter Networking	26
How to we change the world - course	Presentation	Engineering students at UCL	3/6/2016	Presentation of open call during academic tutoring session	Awareness	100 approx
Open Call Clinic 2 (London)	Open Call Clinic	London experimenter community	14/6/2016	Evening event	Guidance on Open Call & Experimenter Networking	27
Smart Cities Summit, How to co-create public services	Panel	Smart cities experts, cities, service providers	22/9/2016	Panel across UK and international cities, service providers on the co-creation of public services	Awareness and experts discussion	60
Climathon 2016 @ Olympic Park	Co-creation	Hackers, activists and more.	28/10/2016	Presentation, tutoring and scenario capture sheets.	Open Call promotion, new experimenters, awareness	40
London experimenters meet up	Meet up & workshop	Experimenter groups in London	8/12/2016	Gathered feedback from open call process, discussed potential challenges experimenters might face and experimenters networked. Interviews.	Community feeling across experimenters & gather qualitative information on process and value of EaaS	35
Experimenters Launch event	Launch	Smart city enthusiasts, experimenters	8/12/2016	Each experimenting team presented their experiments to the public, with networking and Q&A.	Join OrganiCity community Awareness Celebration of milestone	82

1.3.3 Media: offline and online

London's media channels have continued to grow in year two, with 41% of the followers of the global Twitter account from the UK. Our social media platforms were an essential tool for disseminating the open call process and project news, as we could quickly share announcements and blogs across Facebook and Twitter. We have continued to leverage the networks of the partners in the local cluster, with Future Cities Catapult widely sharing the content produced.

Channel	Link	Details	Reach
OrganiCity Twitter	https://twitter.com/organicity_eu	Twitter has been used to highlight local events and to retweet relevant postsand grow an audience of relevant stakeholders	943 followers 41% UK
Facebook London	https://www.facebook.com/organicitylondon/	Facebook has been used to announce local events e.g. the clinics, relevant local smart city news, and general information about OrganiCity.	152 followers Av reach of 230 people per post
Future Cities Catapult Twitter	https:// www.twitter.com/futurecitiescat	Promotion of the project, events, blog posts and speaking engagements.	17,500 followers
Future Cities Catapult Website	www.futurecities.catapult.org.uk	Project overview, news items, events.	18k sessions per month
Future Cities Catapult Newsletter	N/A	News items, events.	4,504 subscribers
Urban Innovation Centre website	www.urbaninnovationcentre.org.uk	Events & sign up details	N/A

1.3.4 Lessons learned

As reflected in our overview, this year it has been relevant to communicate clearly and transparently in moments of political uncertainty.

Suggested action: Continue to reinforce the relevance of co-creation and collaboration across organisations and borders. Perpetuate the collaborative effort of the UK through action and as a strong underlay to our communications.

Given our resources and the size of London (in comparison with the other OrganiCities), we have concentrated our efforts on achieving quality one-to-one interactions with potential experimenters, rather than attempting to communicate with vast numbers of people across the whole city and attaining minimal engagement.

In retrospect, our local approach has proven successful in engaging a diverse range of citizens at various stages of the project (during the discussion phase, throughout the engagement workshops, in conversations, and when directly approached by the team) and guiding them through the journey of developing ideas and connecting with others to form experiment groups. The majority of experiment proposals funded in London went through this process and many people who attended the open call clinics went on to form new experiment ideas or even new experimenting groups. When reflecting on their journey, many experimenters expressed that going through this process, to understand the core values of OrganiCity, meant that their proposal was much more developed than their initial experiment idea. We started capturing these local experiences through interviews in an internal workshop held with the London experimenting teams prior to the experimentation launch event on 8 December 2016.

Suggested action: Continue to harness the power of word-of-mouth interactions, created through our community champions – key OrganiCitizens who are actively sharing the values of the movement. Since many have now become experimenters we can combine our networks to achieve a wider reach – this action goes in line with our 'global lessons learned', where we intend to capture the next phase through the experimenters themselves.

There are clear learnings in our coordination effort across partners for Future Cities Catapult, in the London cluster, since we are leading both the engagement (Task 1.1) and the dissemination (task 6.3) tasks. The engagement and the dissemination activities are synergised through parallel events and we aim to harmonise all efforts whilst having in mind the target and purpose of each activity. Whilst the first half of the project was mainly aimed at engagement, as the project matures we focus our effort on dissemination to share the progress and evolve OrganiCity into a sustainable movement.

We continually aim to ensure that the dissemination strategy is realistic and in-line with the capacity of the team, given the diversity across partners, the specialisms that each of them contributes with and the overall limited of resources (as reflected on the global learnings).

Suggested action: Support all partners in the execution of the strategy at the global and local levels. Be adaptable and understand when there needs to be a compromise in either quantity or quality of dissemination activities in line with our resources, whilst still fulfilling our overall goals.

1.4 Santander

1.4.1 Local overview

Santander is a small city of nearly 180,000 inhabitants located in the north of Spain in Cantabria region. The city and the region has a relatively low economic weight and development owing to its traditional geographical isolation and primary sector focus. Even the tourism sector, which is quite significant in Spain, is not fully developed due to the weather conditions.

Being conscious of these limitations and taking advantage of the proximity of the University of Cantabria as a main source of knowledge and the recently established Cantabria Science and Technology Park (since 2009) as a source of innovative and technological companies, the city is following a path to pursue the Smart City paradigm.

Apart from more traditional channels concerning dissemination and engagement, Santander has other innovative media such as Santander City Brain and the Pace of the City. During 2015, we used these channels to support Organicity.

During 2016, we have maintained a constant effort to develop a high profile in engagement initiatives through periodical events. As part of the lesson learned in 2015, we have also strived to maintain credibility with the citizens. In addition, we have performed a series of activities offline in order to explore the detected non-engaged digital disconnected citizens

1.4.2 Events

During 2016 we have continued the communication activities initiated during the first year of the project, in combination with the activities related to the first open call. Engagement has been a core focus during these activities so we have presented OrganiCity as the starting point of every event.

The source of attendants to the face-to-face events has been varied. Entrepreneurs, local companies (mainly SME) representatives and citizens have been the main type of attendants; the balance depended on the focus of each event – which made it more or less attractive to these groups. Overall we have achieved a well-balanced audience.

We have been proactive at communicating to those who have shown interest or participated in previous events to encourage their return to enrich closer interactions.

In the majority of the events, when appropriate, an announcement in newspapers was made before and after the event in order to enhance the impact and try to increase our audience. As it has been stated before the need of achieving a dissemination 'critical mass' has been considered paramount and the strategy has been repeating the message.

The scope of the events has been mainly Santander city but also other events at national and international scope has been performed – these are reported in the International Events Section. These events have been aligned with the tasks in WP1, WP5 and, in addition, with the dissemination activities of Santander City Council in the Smart City paradigm.

Included in the next page is a representative record of the events in the Santander cluster during 2016.

Event	Event Type	Audience	Date	More information	Outcome	Attendance
Entrepreneur breakfast	Workshop	Periodical meetings with local entrepreneurs	20/1/2016	Pre-announce Open Call as a source of financing for starting innovative projects	Awareness, promoting open calls to general community	50
Startup Europe Week	Presentation	Local entrepreneurs, regional officers, investors and corporates	11/2/2016	Pre-announce Open Call as a source of financing for starting innovative projects	Awareness, promoting open calls to entrepreneurs and investors	60
Santander City Brain	Online platform	Santander citizens are invited to provide ideas for the improvement of the city	19/3/2016	Ideas provided by citizens has a municipal budget allocated	Potential Experimenters	2590
IoT Santander Meetup	Meetup	Entrepreneurs, developers communities and citizens interested in IoT	29/4/2016	Presentation of open call during IoT technical session	Awareness, promoting open calls to community involved in development of IoT applications	17
Santander TV	Online platform	Dissemination of news related to the city council	29/4/2016	Videostreaming	Dissemination to the general public about open call	2112 subscribers / 174 views
Open Call Clinic 1 (Santander)	Open Call Clinic	Santander experimenter community	20/5/2016	Evening event	Guidance on Open Call	30
European Maker Week	Hackathon	Hackers	31/5/2016-2/6/2016	Urban design hackathon	Awareness	40
Open Call Clinic 2 (Santander)	Open Call Clinic	Santander experimenter community	9/6/2016	Evening event	Guidance on Open Call and networking	20
Coworking Santander Programme	Presentation	Entrepreneurs, SMEs	19/9/2016	Presentation on 5 sessions	Awareness	50

Event	Event Type	Audience	Date	More information	Outcome	Attendance
II Smart Weekend Santander	Presence	Innovators, business, city	15/12/2016 18/12/2016	Talks, workshops and demonstrations related to IT issues. Venues all over the city	Awareness	TBC

1.4.3 Media: offline and online

Channel	Link	Details	Reach
OrganiCity Twitter	https://twitter.com/organicity_eu	Promotion of events and blog posts, along with local issues.	943 followers 10.3% Spain
Facebook Santander	https://www.facebook.com/OrganiCity-Santander	Promotion of website content and featuring relevant news related to co-creation and smart cities.	168 followers
Santander City Brain	http://www.santandercitybrain.com	Online platform.Santander citizens are invited to provide ideas for the improvement of the city	2590 sessions
Santander TV	http://www.santandertv.tv/index.php/ld_contenido/2745/	Online platform. Dissemination of news related to the city council	2112 subscribers 174 views
TUS TV	N/A	Public broadcast of TV clips on municipality public buses	4,000 views
TST Twitter	twitter.com/tstsistemas	Promotion of the project and events.	3,644 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	10,9K followers
UC G.I.T. Twitter	twitter.com/Telematica_UC	Promotion of the project and events.	65 followers
El Diario Montañés	Newspaper	Several piece of news related to events, project, etc.	155,000 daily readers

1.4.4 Lessons learned

One of the main concerns that arose during 2015 when we performed the first assessment of the engagement activities was the ability to reach all groups of citizens in a balance. The channels were reaching effectively the citizens with a medium to good level of technological literacy; whilst compromising on those who might need an offline approach – children, elderly population and other groups of citizens "digitally disconnected".

During 2016, several actions has been made to tackle this issue, mainly based on focus groups and interviews with internal responsibilities at the city council, and discussing challenges and best practice with other cities through the Spanish Network of Smart Cities (RECI) and Spanish Federation of Municipalities and Regions (FEMP). In addition, at local level, it has been addressed by maintaining conversations with leaders of different associations who representing people with disabilities, parents with children at school, etc. The means to capture the diversity of the population reached and the impact would need an in-depth qualitative analysis that we are unable to undergo. At the time of writing this report, there is no definite conclusions but we expect the results derived from these actions to have an effect in the diversity of our audiences in 2017.

Suggested action: Deliver dissemination activities tailored to those in risk of "digital disconnect" through appropriate formats (offline, for instance) and with an inclusive tone of voice.

The endorsement of the City Council in the local newspaper seems to have a higher impact than other communication channels. These pieces of communication reach a high number of citizens with a wide diversity of profiles. Offline communication is balancing the perceived lack of diversity in our online local channels.

Suggested action: In line with the observations around the use of press in the global section, we will focus on using press releases to have a stronger presence in the local press; by announcing the activities in line with the rest of Work Packages. This effort will be distributed across the year to avoid saturating the channel (which, in fact, could reduce the impact). Hence, we will focus our appearances on the monthly innovation supplement. In addition, we will make systematic references to our online channels in order to introduce this diverse audience into our online activities.

Beyond OrganiCity, the citizens in Santander feel disengaged with the smart cities activities in their city. Since the city strategic plan of 2010, Santander has one innovation plan specific to a citizen-centric Smart City. However, the citizens struggle to perceive the continuity and consistency in between the different activities.

Suggested action: To bring coherence and consistency across our strategy, better emphasise in each communication piece the benefits for citizens and the point across the strategy where each activity belongs to.

2. DISSEMINATION STRATEGY

2 Dissemination strategy

The dissemination strategy is the document that helps align all the activities towards a common goal: to organise a variety of targeted communication and dissemination activities to ensure that the project and its outcomes are widely known, as well as used – so that the impact of OrganiCity goes far beyond the project's timeframe.

The dissemination strategy is composed of the content in the 'Global Media: offline and online' section plus the advice in the following section Communications strategy and tables with scheduled communication activities.

2.1 Communications strategy

Our role is to:

- Manage expectations;
- Facilitate a shared understanding that “we are all in this together” – by working in the open and communicating transparently around progress and expectations;
- Foster trust through clear communication and credible action at every stage of the engagement journey;
- Communicate the timescale of participation, the current activity and phase, what is expected of participants and the value returned and impact created are all critical information examples;
- Clearly communicating where their efforts lead, the impact generated, and the status of their work within the OrganiCity facility; and
- Recipricate when OrganiCitizens give generously of their time, ideas, comments, experiments or facilitation.

Key considerations

- At no point should a citizen ask “What has been happening with that discussion, challenge or experiment?”. The answer to this kind of question must always be obvious or easily accessible, online or otherwise;
- Online channels provide a powerful forum for discussion over time, with the added benefit of allowing people to see many sides of the same story and to observe the debate without necessarily participating;

- Successful engagement by an OrganiCity requires a diversity of environments and online platforms at various stages of the engagement journey;
- The journey from Awareness to Experimentation must be completely transparent. There should be regular updates on all appropriate media and social media channels to ensure every member of the public can easily see what progress is being made and the current stage of a given journey. It should equally be clear at any point how new participants can become involved, with a clear contact point for joining the project.
- An OrganiCity must disrupt the "comfort zones" of collaboration and encourage co-creation between diverse groups and individuals. This can be achieved through the careful crafting of urban challenges and open questions (principle 5), for example 'Health and Mobility" or "How might we create a healthy city?", and also through recruitment of diverse actors or through the considered use of engagement channels to reach the appropriate audience of participants.

Creating and Sharing Content

TIPS ON CREATING ENGAGING AND ACCESSIBLE CONTENT

OUR VOICE/TONE SHOULD BE...

- Authentic
- Exciting and positive
- Conversational, friendly and accessible – use words as people actually use them
- Direct and clear
- Open, inclusive and collaborative – convey a passion for sharing knowledge, teaching and learning
- Factual
- Inquisitive and curious
- Written in the active first person (either singular or plural depending on context) to make our text more engaging and dynamic
- Written using personal pronouns like 'we', 'us' and 'you', rather than the OrganiCity project partners or consortium – this will help create a feeling of collaboration and openness

TWITTER

- Tweet often. This keeps people engaged and momentum of project narrative strong. To ensure there are regular tweets, it's worthwhile writing multiple tweets at once and then scheduling them for different times/ over the weekend.
- Don't worry about tweeting the same thing more than once, as tweets can easily be lost in newsfeeds. Just change the language to keep it interesting. e.g. Pick a different key sentences from a blog/article, different image etc.

- Find out about your audience. Which key people are interested in urbanism? Which projects/ organisations are similar? Follow them and look at who they follow. Tweet people directly – including high profile people. Perhaps ask if they would be interested in writing a guest blog...
- Consider your audience when thinking of what time to send tweets. Experiment with how effective they are at different times of the day/week.

CONTENT

- Keep to 120 characters. Use Bitley (https://bitly.com) if you need to shorten a link.
- Consider the purpose of your tweet- if engagement, ask questions to start a conversation or ask others in your team to start replying to the question to encourage more responses.
- Use rich media (images/gifs/film) to make tweets stand out and more attractive in someone's newsfeed.
- Be specific with any hashtags you use. Don't use them just for the sake of it. What will people search? Make sure we're all using the same hashtags when tweeting around a specific topic, e.g. co-creation.

GUIDANCE

- Follow people who we want to follow us back.
- If you put an @ symbol before someone's name, the message will be sent directly to that person (whilst still being visible to the public).
- Putting a full stop before the @ symbol will broadcast the tweet to the public instead of sending it directly to one person.

BLOGS

CONTENT

- Max 350 words
- Have a clear purpose for the blog – should it inform, educate, provoke or inspire?
- Try and demystify the project, by talking about the processes, skills and people. How can we make abstract ideas and technologies more personal and tangible? i.e. We could demonstrate our process by documenting events that we run/attend or interview members of the public to get a more human view of OrganiCity's principles/experiments etc.
- Give people a reason to read, follow and share the blog. Why should people care? How will our audience benefit from this information?
- Add a strong image/video to make blog more engaging
- Aim to make text about the project compelling, accessible and factual
- Continually refer back to this purpose of the text and check you are adhering to it
- When introducing a new idea or concept, lead with clear examples that readers will be able to relate to

- Start sentences positively. Avoid words like 'not', 'can't', 'don't' or 'won't'
- Refer back to purpose of text
- It's worthwhile considering how we can use our blogs to attract new people/audiences to the project. Using specific words/phrases in the main body of our blogs might make it more findable in search engines
- Consider how we could present ideas in a new, unique or unusual way
- Consider if partners or specialists, who have an interesting stance on our work, could write a guest blog
- SHARING: Ask people in the team to share or re-post blog. Then pull a key insight/sentence from the blog and tweet a link to it

BANK OF BLOG IDEAS (WORK IN PROGRESS)

SERIES	TITLE	CONTENT
EVENTS (Ongoing)	Open Call Clinic held in London, Santander and Aarhus	Open Call Overview and highlights of open call clinics held in each city.
	Experimenters meet-up in London, Santander and Aarhus	Experimentation Overview and highlights of experimenters first meet-up in each city.
NEWS (Ongoing)	Keep Calm and Carry On – OrganiCity London continues	UK Referendum Reassure Londoners that referrendum won't impact funding of project.
	Open Call Review	Open Call Statistics about applicants/application process. Data from applicant feedback.
	First OrganiCity Experimenters Informed	Experimentation Announcing that winners of first open call have been informed and reminder about rolling call.
	Rolling Call	Rolling Call Announce that the rolling call is back open
	Rolling Call Ended	Rolling Call Announce that the rolling call has ended and thank experimenters for applications.

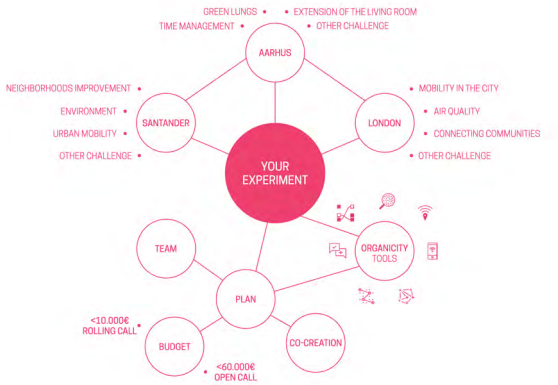
SERIES	TITLE	CONTENT
THE EXPERIMENTS (Ongoing)	Meet the Experimenters	Experimentation Introduce each city's experimenters and their experiments in more detail
	Various	Experimentation Document process of experiments at various stages.
	Interview with X (Experimenter)	Experimentation Interview giving insights of specific experiment.
	Various	Experimentation Guest blogs from experimenters?
EDITORIAL: UNDERLYING PRINCIPLES	What is Co-creation?	Co-creation Outline principles of co-creation
	Co-creation of Urban Infrastructure	Co-creation Inspiration: Different projects that have used co-creation as a way of improving the infrastructure in the city.
	Engaging Citizens	Co-creation Methodologies for how to apply co-creation: engagement and how to facilitate the co-creation process.
EDITORIAL: FACILITY	Making Data Tangible: See and Taste it	Data Inspiration: How to visualise data in material ways – experiments can have physical outcomes
	The Value of Being Part of a Network	Data Inspiration: When networked data has an effect on citizens' behaviours
	Solar Energy in the City?	Data An example on a good danish open data use case (solar energy in the city)
	Aarhus Data	Data Description of the data available in Aarhus
	London Data	Data Description of the data available in London
	Santander Data	Data Description of the data available in Santander
	Experimenting with Smartphones	Tools Description of the smartphone tools and outline of current experiments
	APIs	
	New Tools	

SERIES	TITLE	CONTENT
EDITORIAL: SMART URBANISM	How Can Data Change Our Streets?	Public Spaces Reflexion and inspiration: examples of how data has had an influence in the configuration of the public space and potential for having a futher influence
	Geo-located Happiness	Wellbeing Wayfinding related to our wellbeing, rather than efficiency – sensing wellbeing through emotional data or empirical sensing
	What is the Value of the Sharing Economy?	The Sharing Economy Inspiration: examples of initiatives around sharing economy and their impact on the way our institutions evolve. Include examples from the Civic Shop
EDITORIAL: CITIES	How to be an OrganiCity	
	OrganiCity Features - When they come online	
	Open and Agile Smart Cities Network	
	Other Cities Starting to Get Involved in OrganiCity	
	New OrganiCity	

2.2 Examples of communication pieces

Visual identity

Images and graphics developed for use across the project in line with the OrganiCity visual identity.



Newsletter

Sample from October

SUBJECT: CHANGES TO THE ROLLING CALL AND NEWS FROM ORGANICITY

Dear OrganiCitizen,

Things are now taking shape at OrganiCity, as we onboard our first experimenters. We are also extending the deadline for our final rolling call of the year.

CHANGES TO THE FINAL ROLLING CALL

Good news – you now have more time to prepare your applications for the final rolling call. The deadline for submissions is now **November 15th at noon CET**.

Timeline for final rolling call

1st - 7th Dec: Applicants will be notified of rolling call results
5th - 12th Dec: Successful experimenters must sign, complete and return all experiment paperwork
15th Dec - 5th Jan: Experimenters gain access to experimentation facilities (funded)
5th Jan - 27th Feb: Experimentation period

As the previous open calls have been so successful, there is now less budget available for this final rolling call – meaning it's ideal for smaller experiments that can run within the 2-month experimentation period. If you have plans for experiments that will run over a longer period of time, remember that our next open call (with funding of up to 60,000 €) launches in Spring 2017!

EXPERIMENTERS SOON TO BE ANNOUNCED

We are excited that the first OrganiCity experimenters have started using the platform and we will be announcing their experiments in the coming weeks. Of these, 9 will take place in London, 7 in Santander, 4 in Aarhus and 3 across multiple cities.

YOU CAN FIND US NEXT AT...

15th-17th Nov 2016, Smart City Expo World Congress, Barcelona (Stand no. 174)

HELPDESK FOR SUPPORT

Please remember that we welcome your feedback and questions on helpdesk@organicity.eu.

Follow us on Twitter and like our page on Facebook to hear more about the experimentation phase. Also, don't forget our OrganiCity cities of Aarhus, London and Santander are all on Facebook too.

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This is a no-reply email address.

Our mailing address is:
OrganiCity
Aarhus University
Aarhus 8000
Denmark

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Blog post

Editorial blog post – part of a series explaining the underlying principles of OrganiCity.

7 Oct 2016

Co-creation and Why We Need it

Aarhus, London, Santander citizen involvement, Co-Creation

Adriënne Heijnen from Aarhus University discusses co-creation and its importance for the success of future cities.

Many of us can recall a technology project in a city, in which millions of euros were invested, but which failed to have any real impact on the lives of citizens. In an effort to avoid projects like these and ensure that digital solutions and services not only benefit cities, but also make sense in people's everyday lives, we've seen an increase in the application of co-creation methods. This is also the reason why the subtitle of our OrganiCity project is "co-creating smart cities of the future;" our ambition is to collaboratively develop digital solutions that will make cities a better place to live for us all.

But what do we mean when we say we adopt a 'co-creation' approach and ask our experimenters to do so too?

Co-creation is a strategy where multiple stakeholders collaborate to produce a mutually beneficial outcome. There are a few principles that underpin this concept and make it easier to understand what we are looking for:

1. We are all equal; as is the knowledge we possess

Co-creation goes beyond the more commonly applied methods of user testing or end-user engagement in technology and service design. While the involvement of users is already an important step in designing solutions or services that are applicable in people's everyday life, co-creation methods democratise design processes even further. While user involvement is anchored in an asymmetrical relationship, with the designer on one side and the user on the other, co-creation starts from a symmetrical and collaborative relationship between different stakeholders. Acknowledging that all parties bring different expertise to the process, and that these different forms of expertise are of equal value, is fundamental to this collaboration.

2. From human factor to human actor

In user involvement (also called user experience, user-centred design or end-user engagement), user experiences can become objectified as data repositories from where needs and requirements can just be extracted. Information that users provide is then considered to be rough or unprocessed data that designers and engineers need to analyse. The designer or product developer is in charge of the process and decides when, where and how the user should be involved. This approach is valuable when talking about the utility and performance of tools. However, in OrganiCity, we wish to combine utility studies with co-creation to facilitate the process, because it is open, interactive and can surprise us with new perspectives. Even though co-creation still needs facilitation, all people participating are encouraged to come with contributions throughout the design process – from the very first idea to the realisation of a product or service. Our interest, therefore, moves from a focus on utility to the value we can create together.

3. Technology as an enabler in society, versus people (as users) being defined in technological terms

When technology is developed for the sake of technology, we risk ending up with products that no one uses or solutions that are meaningless for many. We can only build sustainable cities with digital technologies when we first discuss what kinds of cities we wish to live and work in, and then assess how technology can enhance these visions. Within this context, co-creation methods can be useful for developing the direction for, or frame of, technology and the large amounts of data generated in cities. OrganiCity adopts this approach by connecting with local organisations of civic participation and by exploring, together with citizens, the challenges that exist in their cities. The main idea is that technology does not define who we are and what we strive for, but that we, as citizens, frame the ways in which technology can and should contribute to our lives.

Share

Blog post

Piece announcing the experimenters – each city published the list of experiments starting in their cluster as the first step to promote their work.

9 Nov 2016

Meet the Experimenters in Aarhus

Aarhus experiment, Open Call, rolling call

The time has come to announce the successful applicants of the first OrganiCity open call and rolling call of 2016!

The final selection was made against how well the experiments addressed city challenges and co-creation, the novelty of the idea, the use and validation of the OrganiCity facility and tools, and whether the experiment could feasibly achieve what it set out to within the limited experimentation period.

The first Aarhus OrganiCity experiments:

- **Team:** HOP Ubiquitous (HOPU) **Experiment Title:** Siidi

Siidi invites Aarhus citizens to participate in creating, enhancing and improving existing public spaces (green zones, gardens, squares etc.), as well as abandoned spaces in the city. Citizens will be invited to sow 'virtual seeds' in these city spaces. With a virtual seed, they hope to understand a citizen's needs, feelings and/or ideas for making these spaces better for study, meeting others, relaxing, enjoyment and creating memories. For this purpose, a new product called 'Siidi Spot' will be deployed and validated using the OrganiCity facilities, contributing to maturing and enhancing

the OrganiCity tools through stakeholder involvement. Siidi Spot is a low cost beacon connected to the Internet, which offers the identification and location of points-of-interest using IoT. Siidi Spot enables interaction with citizens of Aarhus and informs them about the opportunity to participate in redesigning urban spaces and communicating this input to policymakers.

- **Team:** Empati **Experiment Title:** City Experience Probe

City Experience Probe wishes to expand on, through experimentation, what is currently referred to as urban data (sometimes termed big data, open data, smart city data or IoT) to incorporate people's in-situ experiences, attitudes and feelings. They intend to achieve this by deploying probes in the urban space, which people will interact with. Firstly, they will build a physical, wireless and digitally-connected object (probe), which will interact with people to prompt and capture user experience and aggregate data. Secondly, they will place several of these objects into the urban space of Aarhus for people to move around and interact with. Lastly, they will appropriate the data in order to make it available for those who create: municipalities, business leaders, transportation companies, restaurateurs and citizens.

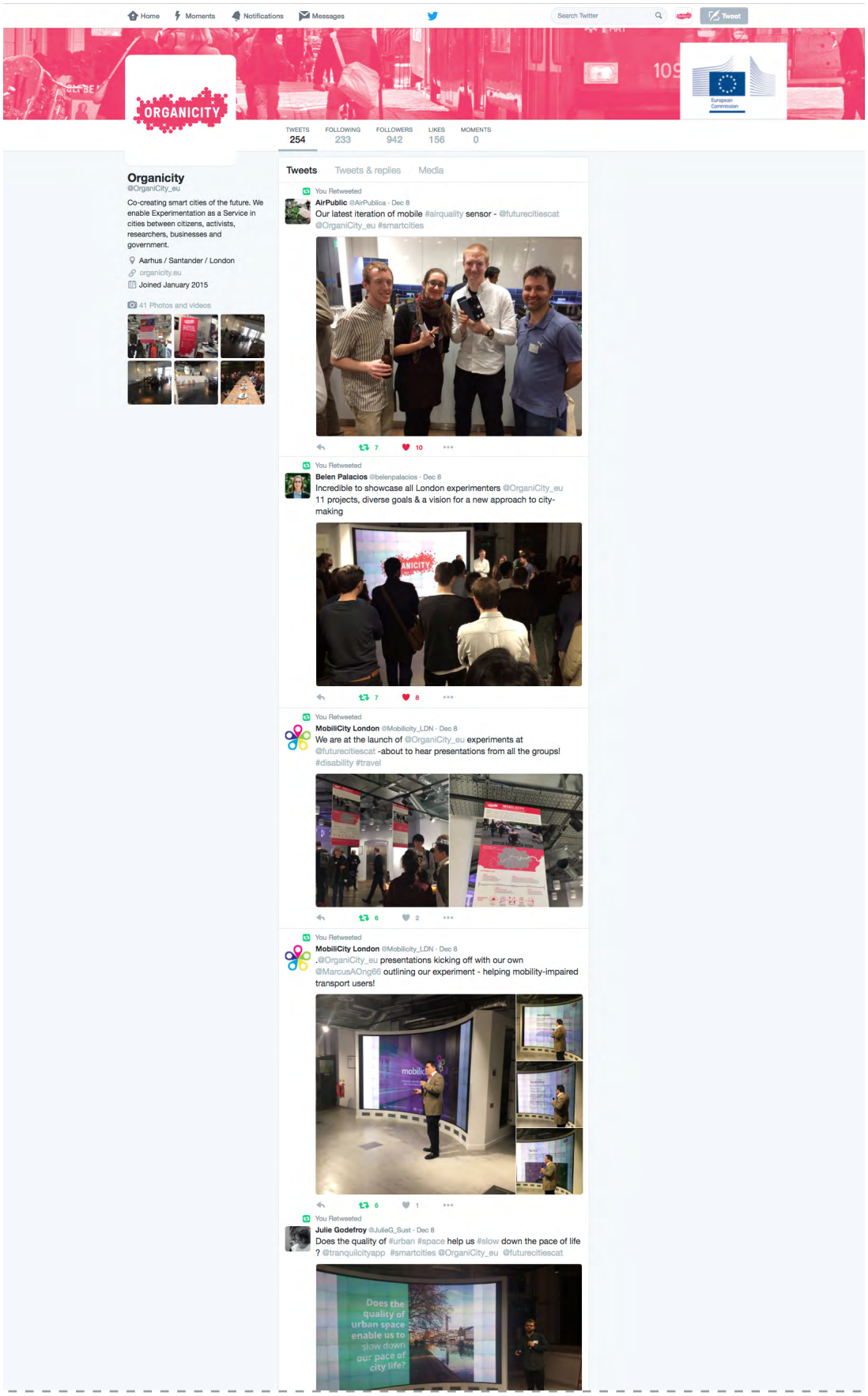
- **Team:** Space Engagers **Experiment Title:** Opportunity Spaces

Opportunity Spaces is an experiment that engages citizens in mapping underused spaces and identifying opportunities to address urban challenges and co-create solutions. The challenges this experiment addresses are spaces as a limited resource and the underuse of space as a widespread problem. Underused spaces in the city might be vacant sites, flat roofs, spaces leftover after infrastructure planning or rarely used public spaces. Such spaces could be considered opportunities for a town or city to reinvent itself and to address social and ecological challenges. As a citizen, it can be frustrating to see how much space is underused in a city and people often feel disempowered in their ability to impact the issue. Opportunity Spaces aims to engage, support and facilitate citizens in proactively and co-operatively addressing social and ecological challenges in urban systems in the underused spaces of the city. The city of Aarhus will be the pilot city.

Share

Twitter

OrganiCity twitter feed including tweets and re-tweets from the Experimenter Launch event in London.



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