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**Communication, Dissemination and Exploitation Plan**

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### Summary

This Communication and Dissemination Plan outlines the strategy and actions that will be implemented to promote NetZeroCities and the concept of climate neutrality in cities during the 48 months of the project. This plan will be regularly updated and improved based on the monitoring of results collected, to reach the objectives that have been set.

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### Approval

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## Disclaimer

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## Abbreviations and acronyms

Acronym	Description
WP	Work Package
C&D	Communication and Dissemination
NZC	NetZeroCities

## Summary

This Communication and Dissemination Plan outlines the strategy and actions that will be implemented to promote NetZeroCities and the concept of climate neutrality in cities during the 48 months of the project. This plan will be regularly updated and improved based on the monitoring of results collected, to reach the objectives that have been set.

## Keywords

NetZeroCities, communication, dissemination, awareness raising.



# 1 Introduction

## 1.1 Purpose and scope

Communication, dissemination and exploitation activities are a top priority in European collaborative research projects funded under the European Union's Horizon 2020 programme.

The purpose of this deliverable is to describe the communication, dissemination and exploitation strategy of NetZeroCities, and to provide greater visibility of the process. This document identifies the communication objectives, target groups and key messages, and defines the tools and channels used to communicate with the audience and to disseminate project results. It also includes a list of key performance indicators (KPIs) to measure the impact and evaluate the effectiveness of the project's communication and dissemination activities.

The scope includes all project actions taken internally and externally in terms of knowledge dissemination and public communication regarding NetZeroCities and its results. At this stage of the project, the deliverable will mostly focus on the communication and dissemination aspects, while exploitation will be further developed in future updates.

Communication, Dissemination and Exploitation actions will be continuously monitored and kept up to date in versions of the "Updated Communication, Dissemination and Exploitation Plan" n°1, 2 and 3, corresponding to deliverables 12.2 (M12), 12.3 (M24) and 12.4 (M47).

## 1.2 Partner contributions

LGI leads on communication and dissemination activities for NetZeroCities. More specifically, LGI focuses on the global communication of the project and its results, as well as the dissemination of results and progress to key stakeholders (cities' elected officials and cities' staff, regional authorities and national governments, researchers, urban stakeholders, etc.). The communication and dissemination strategy outlined in this deliverable will be followed by all partners.

A summary of partner contributions to this strategy can be found in the table below.

Partner	Contribution
LGI	<p><b>Task 12.1 – Project Communication</b></p> <ul style="list-style-type: none"> <li>Set up of the Communication and Dissemination Plan, regular updates of the plan</li> <li>Communication toolkit including project branding</li> <li>Setup of NZC website, regular updates and monitoring</li> <li>Setup and animation of social media accounts (Twitter, LinkedIn, Instagram, YouTube)</li> <li>Quarterly electronics newsletters</li> <li>Monitoring of communication KPIs</li> </ul> <p><b>Task 12.2 – Content production and media relations</b></p> <ul style="list-style-type: none"> <li>Participation to editorial committee</li> </ul> <p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Contribution to the design of a visual kit that cities will be able to use in their local communication actions</li> </ul> <p><b>Task 12.4 – Building and engaging a broad Community of Practice (CoP)</b></p> <ul style="list-style-type: none"> <li>Define the scope, ambition, functioning and tools of the CoP</li> <li>Animation of the CoP</li> </ul>





	<ul style="list-style-type: none"> <li>Organise practitioners' participation in feedback sessions for platform services</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Overall monitoring</li> <li>Contribution to campaign promoting 'urban climate champions', using an Instagram wall</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>Coordination of the participation at relevant events and liaison with the HE Mission on Climate-neutral and smart cities</li> </ul>
<b>ICLEI</b>	<p><b>Task 12.1 – Project Communication</b></p> <ul style="list-style-type: none"> <li>Contribute to communication and dissemination plan (initial and updated versions)</li> <li>Create and event and publication plan</li> <li>Monitoring and update of KPIs related to publications</li> </ul> <p><b>Task 12.2 – Content production and media relations</b></p> <ul style="list-style-type: none"> <li>Contribution to the editorial process</li> <li>Lead content production and layout</li> <li>Coordinate the production of a spotlight series to valorise the project outcomes and coordinate the translation of key project materials into all EU languages</li> <li>Collect and moderate 10+ stories and interviews from pilots and twins</li> <li>Coordinate and monitor scientific publications and non-scientific publications in specialised media</li> </ul> <p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Relay communications to cities in its networks</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Contribute to an awareness campaign highlighting the calls for cities and selected pilots with three 2-3 minutes videos presenting the overall project (ICLEI)</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>Organisation of the 1-day final conference: project conclusions &amp; future vision + 1-day workshop (M48)</li> <li>Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>Climate-KIC</b>	<p><b>Task 12.1 – Project Communication</b></p> <ul style="list-style-type: none"> <li>Contribute to communication and dissemination plan (initial and updated versions)</li> <li>Monitoring and update of KPIs related to relations with related projects and networks, as coordinator</li> <li>Dissemination of communication materials and messages</li> </ul> <p><b>Task 12.2 – Content production and media relations</b></p> <ul style="list-style-type: none"> <li>Participation in the editorial process</li> </ul> <p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Contribution to strategy and monitoring</li> </ul> <p><b>Task 12.4 – Building and engaging a broad Community of Practice (CoP)</b></p> <ul style="list-style-type: none"> <li>Contribution to CoP strategy and monitoring, outreach to practitioners</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Contribution to awareness campaigns strategies and monitoring</li> </ul> <p><b>Task 12.6 – Events</b></p>

	<ul style="list-style-type: none"> <li>Coordinate the organisation of three open conferences possibly connected to existing events.</li> <li>Organisation of the first open conference in M8: 0.5-day conference + 1.5-day workshops including feedback sessions</li> </ul>
<b>Climate Alliance</b>	<p><b>Task 12.4 – City communication support</b></p> <ul style="list-style-type: none"> <li>Contribution to the CoP strategy</li> <li>Contribution to the animation of a community of interested practitioners</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Contribute to the awareness campaign on platform go-live and call announcement</li> </ul>
<b>DML</b>	<p><b>Task 12.2 – Content production and media relations</b></p> <ul style="list-style-type: none"> <li>Contribution to the editorial process</li> <li>Support content production by designing infographics and visualisation of concepts of the consortium's approach, ambition level and flow of the programme</li> </ul> <p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Contribution to the design of a visual kit that cities will be able to use in their local communication actions</li> </ul>
<b>Eurocities</b>	<p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Support cities' in their local campaigns about NetZeroCities and their local actions (CCC, pilots, etc.) by coordinating with communication/PR offices and providing brand material.</li> <li>Coordinate interactions with communication offices in cities</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Contribute to an awareness campaign on the platform go-live and call announcement</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>Organisation of 1-day mid-term conference, to present the platform and pilots + celebration ceremony for CCC signatories + 1-day networking between pilots and twin cities (M24)</li> <li>Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>Energy Cities</b>	<p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>Relay communications to cities in its networks</li> </ul> <p><b>Task 12.5 – Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>Coordination of awareness campaigns</li> <li>Contribute to the awareness campaign on platform go-live and call announcement</li> <li>Contribute to the awareness campaign highlighting the calls for cities and selected pilots with social media-tailored 30 seconds videos</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>UITP</b>	<p><b>Task 12.4 – City communication support</b></p> <ul style="list-style-type: none"> <li>Contribution to the CoP strategy</li> <li>Contribution to the animation of a community of interested practitioners</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>Demos</b>	<p><b>Task 12.2 – Content production and media relations</b></p>

	<ul style="list-style-type: none"> <li>• Contribution to the editorial process</li> <li>• Contribution to the production of a spotlight to valorise the project outcomes and coordinate the translation of key project materials into all EU languages</li> </ul>
<b>OASC</b>	<p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>• Relay communications to cities in its networks</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>• Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>ERRIN</b>	<p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>• Relay communications to cities in its networks</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>• Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>RCN</b>	<p><b>Task 12.3 – City communication support</b></p> <ul style="list-style-type: none"> <li>• Relay communications to cities in its networks</li> </ul> <p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>• Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>VTT</b>	<p><b>Task 12.6 – Events</b></p> <ul style="list-style-type: none"> <li>• Promote the participation of NetZeroCities sessions in its own annual events and communications to its network</li> </ul>
<b>All partners</b>	<p><b>All tasks</b></p> <ul style="list-style-type: none"> <li>• All partners will contribute to WP12, by relaying communication and announcements from other tasks (including on open calls), authoring publications, contributing to translations and press coverage</li> <li>• Dissemination of communication materials and messages</li> <li>• Reporting on their participation to events, publications, and communication activities</li> </ul>

Table 1: Partner contributions

### 1.3 Relation to other activities

The success of the overall communication and dissemination strategy depends on, and is linked to, the work undertaken in other WPs. Communication and dissemination activities will rely on the work of all partners and their collaboration in providing WP12 with information on their activities and achievements and in sharing relevant information about the project to their own contacts and networks.

The work of WP12 will be particularly interrelated with the work of the following WPs:

- [WP1] WP12 to provide visual identity support for CCC resources package, WP1 to provide information on city contract advancement, signatory process
- [WP2] Liaison to define communication & outreach indicators, and to communicate on figures originating from monitoring KPIs in the project communication.
- [WP3] WP12 to provide visual identity support for the online portal and to provide inputs on portal development, in particular with regards to Task 12.4 Building the Community of Practice
- [WP4] WP12 and WP4 to work together for the development of a specific communication campaign to ensure that the call for Pilots reaches an extensive and



diverse audience and to publish the call results. Development of several cross-fertilization activities with the city pilots, such as, mini-reports of cities' testimonies

- [WP5] WP12 to provide communication support for the call for Twins (Task 5.2) – visual identity, development of a communication campaign
- [WP8 & WP10] WP8 and WP10 to be asked for inputs during the building of the project community of practice (stakeholders mapping and identification).
- [WP11] Coordination between Task 11.3 on the annual satisfaction surveys towards cities and Task 12.3 “City communication support”
- [WP13] Coordination between WP12 and WP13 on the publication and communication around the calls for City Panels and Focus Groups, coordination on visual elements (infographic on city interaction)
- [WP14] WP12 to contribute to D14.6 policy framework media package

Regular liaison with all WPs to collect information and inputs to fuel content into the communication channels of the project. This liaison is also the way for WP12 to be aware of key achievements and milestones in other WPs to be able to communicate efficiently about them.

## 2 Objectives

Communication and dissemination activities have become a top priority in European collaborative research projects funded under the EU's Horizon 2020 programme.

Based on the needs of the project, the NetZeroCities project's main **communication and dissemination objectives** include the following:

- **To ensure cities are informed on NetZeroCities** and its offer
  - Maximising the traction of the project, for cities to massively engage in the EU Mission and CCC processes, the Platform, and applying for the pilot and twins calls
  - Mobilising cities for climate action
  - Communicating clearly on NZC's offer to cities
  - Creating the conditions to embark cities that are not yet at the forefront of climate action
- **To raise awareness of NetZeroCities** with EU, national and regional policymakers; practitioners, researchers and innovators; NGOs and civil society organisations; and to some extent the general public
- **To demonstrate a clear value for practitioners to engage in a new, ambitious roadmap**, to build capacities and capabilities on innovative forms of practice, and to get access to a wide community of cities
- **To position NetZeroCities as a thought leader** in the climate neutrality and sustainable cities space
  - Building a strong image to be able to influence the conversation
  - Supporting better-informed policies at city, regional, national and EU levels
- **To create visibility and acceptance around critical concepts** such as:
  - Net Zero and Climate Neutrality
  - Systemic Innovation
- **To establish NetZeroCities as the reference platform**
  - Having a clear narrative on the added value of NZC in a crowded environment of platforms and initiatives
  - Ensuring that the project stands out as a One-Stop-Shop for cities
- **To support the exploitation of the NZC platform**, services, pilots and solutions
- **To support cities wishing to communicate to their citizens** on the Mission and the NZC action
  - Cities themselves will lead on direct outreach to citizens, with NZC focused on building capabilities and supporting cities in their engagement efforts and providing communication materials and support as part of Task 12.3.

**Other objectives include the following:**



- To promote project findings to the professional and general public across the EU
- To disseminate knowledge and findings widely and efficiently to all stakeholder groups
- To raise awareness on the critical role of cities to achieve climate neutrality
- To build a community of practitioners
- Form synergies with other related EU initiatives



### 3 Communication and dissemination strategy

The overall NetZeroCities communication and dissemination strategy is based on a series of key messages tailored for specific audiences and comprehensive and consistent project description. Both will be implemented throughout the different channels and tools described in a dedicated section in this deliverable.

#### 3.1 Target audiences

The NetZeroCities project aims to reach key target groups through its communication and dissemination strategy including cities, public and private stakeholders, civil society, practitioners, citizens and the media. Each communication action will be targeted at different levels: local, nationwide, European and global. In the next version of the communication plan, these groups will be further refined into a more specific set of audiences. The relevance and importance of communicating/disseminating to each stakeholder group is summarised in the table below.

Target audience		Relevance
Cities	Elected officials (mayors, city council members and city representatives)	<ul style="list-style-type: none"> <li>NZC needs to engage them in the CCC process, the platform and have them apply for the pilot and twin calls.</li> <li>This audience is targeted for the City Strategic Panel.</li> </ul>
	Technical staff within cities and municipalities	<ul style="list-style-type: none"> <li>The technical staff within cities and municipalities is comprised of experts in many different areas relevant to the NZC project: energy, housing, mobility, climate strategy, etc.</li> </ul>
	Local public bodies	<ul style="list-style-type: none"> <li>The involvement of bodies such as local development agencies, mobility agencies, public housing agencies and city transport companies is important to implement climate strategy policies and achieve NZC objectives.</li> </ul>
Public stakeholders (EU, national and regional and local decision-makers)		<ul style="list-style-type: none"> <li>NZC efforts will need to be replicated to achieve the EU's climate neutrality target by 2050. In this sense, other forms of local governments, regions, national governments and European Institutions should be targeted to ensure that replication really takes place.</li> </ul>
Private stakeholders		<ul style="list-style-type: none"> <li>Private stakeholders working with cities are key partners for cities to reach their climate targets</li> <li>Private finance will be necessary to fund cities' transformative</li> </ul>

	action and help them reach the net zero target by 2030.
Practitioners (researchers, corporates, startups, civil society representative)	<ul style="list-style-type: none"> <li>Practitioners in the field of urban sustainability and climate action will be involved in NZC's Community of Practice (CoP) to support cities and share feedback on the services provided by the project.</li> </ul>
Civil society	<ul style="list-style-type: none"> <li>NZC will need to mobilise civil society actors to encourage the development of climate action and city policies and programmes consistent with urgent climate action.</li> </ul>
Citizens	<ul style="list-style-type: none"> <li>Decarbonisation of our cities requires deep citizen engagement to guarantee ongoing support and participation and not just acceptance.</li> </ul>
Media	<ul style="list-style-type: none"> <li>Media are key to raise awareness on climate issues and urban sustainability matters, as well as to increase the NZC's visibility among key stakeholders.</li> </ul>
Consortium members	<ul style="list-style-type: none"> <li>Internal communication within the consortium is key to ensure a common level of information and good coordination towards the implementation of the NetZeroCities activities.</li> </ul>

Table 2: Relevance of each target audience

### 3.2 Key messages

An initial set of tailored messages for NetZeroCities has been developed to promote the project in the most effective way. Based on the results and continuous analysis made throughout the project, the messages in the table below will be further refined and developed for each user type.

Target audience	Key messages
Elected officials (mayors, city council members and city representatives)	<ul style="list-style-type: none"> <li>We will help your city in its journey towards climate neutrality</li> <li>We will provide your city with the tools, resources, and expertise needed to become climate-neutral by 2030.</li> <li>Become part of the EU's Mission "100 Climate Neutral and Smart City" to receive tailored support and engage in a Climate City Contract process</li> <li>Apply to our calls to experiment new solutions to climate issues and to position your city as a leader in climate neutrality</li> <li>Engage in climate action and pave the way for an inclusive, thriving, climate resilient and sustainable future.</li> </ul>



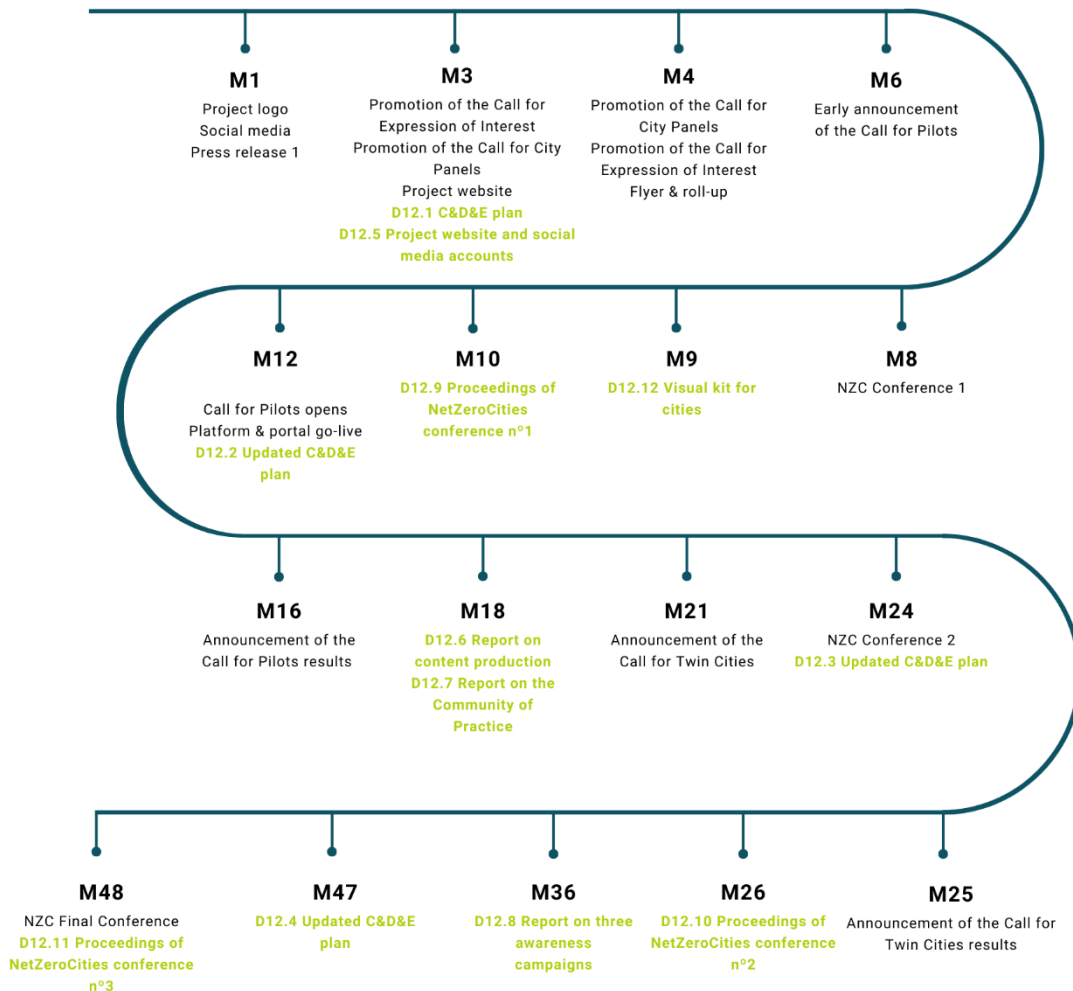
Technical staff within municipalities	<ul style="list-style-type: none"> <li>We will help your city in its journey towards climate neutrality</li> <li>We will provide your city with the tools, resources, and expertise needed to become climate-neutral by 2030</li> <li>The platform, pilots and twins programme will enable you to receive expertise and support to develop your climate policies and actions</li> <li>Put forward your climate policies and exchange with other actors to influence the climate conversation.</li> <li>NZC will give you access to a vast body of relevant knowledge, research, innovation and useful tools, and will put you in contact with your counterparts in other cities, as well as other key actors.</li> </ul>
Local public bodies	<ul style="list-style-type: none"> <li>We will help your city in its journey towards climate neutrality</li> <li>You will be able to capitalise on an exhaustive base of innovative solutions to reach climate neutrality.</li> <li>We will give you access to a vast body of relevant knowledge, research, innovation and useful tools, and will put you in contact with your counterparts in other cities, as well as other key actors.</li> </ul>
Public stakeholders	<ul style="list-style-type: none"> <li>Reaching the EU's net zero emissions goal by 2050 will require a collective effort at local, national, and European level. Cities are key to reach climate neutrality targets will need global policy support to get there.</li> <li>Climate neutrality by 2030 requires rapid replication and scale-up of good practices and technologies that will be developed within NZC.</li> </ul>
Private stakeholders	<ul style="list-style-type: none"> <li>Joining the climate transition will create new business possibilities for your company</li> <li>Take an active role in addressing climate change by partnering with and / or providing finance to frontrunner cities</li> </ul>
Practitioners	<ul style="list-style-type: none"> <li>Getting involved in the NZC community of practice will enable you to build capacities and capabilities on innovative forms of practice and connect you with a wide community of cities</li> <li>We need your expertise to provide feedback on the Mission's platform that will support cities in their journey towards net zero</li> </ul>
Civil society	<ul style="list-style-type: none"> <li>We will provide real solutions, tools and support for cities to achieve climate neutrality.</li> <li>Actions at city level is crucial to reach the EU's climate neutrality target by 2050.</li> </ul>
Citizens	<ul style="list-style-type: none"> <li>Cities are key to achieving zero carbon faster and ensuring our decarbonisation efforts are equitable and contribute to the well-being of European communities.</li> <li>Citizen action will be needed to get everyone on board and reach climate neutrality at city level</li> </ul>
Media	<ul style="list-style-type: none"> <li>We provide the tools, resources, and expertise needed for cities to achieve Net Zero carbon emissions by 2030.</li> <li>We will support a set of Pilots to enable cities to experiment innovation solutions to address climate change</li> </ul>

	<ul style="list-style-type: none"> <li>We will enable European cities and citizens to show the way forward towards an inclusive, thriving, climate resilient and sustainable future.</li> </ul>
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**Table 3: Key messages for each target audience**

### 3.3 Timeline

A timeline gathering all key communication and dissemination activities throughout the project has been created and will be continuously updated. Deliverables are indicated in green colour.

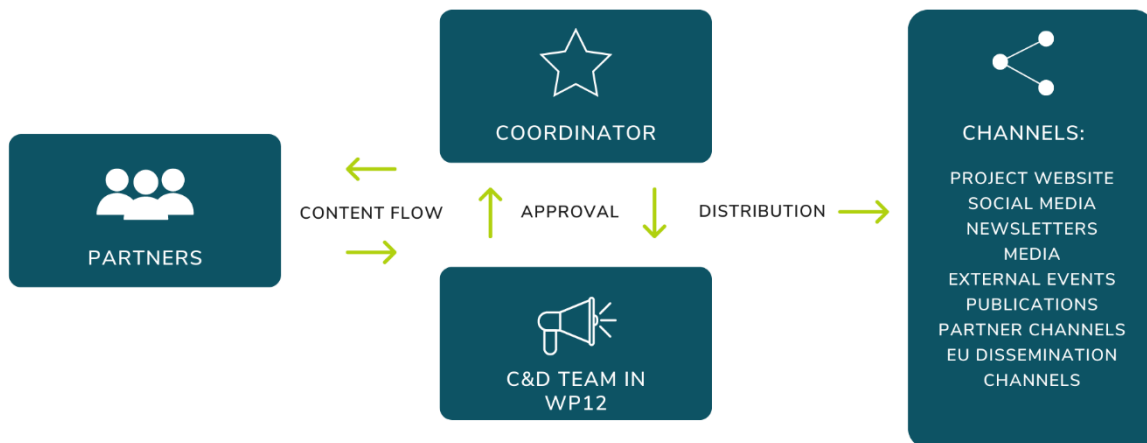


**Figure 1: Timeline**

## 4 Management

### 4.1 Content flow

To facilitate the flow of information, an efficient process has been established to allow all partners to collaborate on content creation and relay the information shared through NZC communication channels.



**Figure 2: Content information flow**

NZC uses Microsoft Teams to share information across partners. Each WP has a dedicated MS Teams channel to interact and communicate with all WP members.

MS Teams will also be used to integrate a social media content calendar to enable project partners to share news and events related to the project that can then be promoted by the WP12 team on the project's social media accounts.

### 4.2 Role and responsibility of partners in monitoring outcomes

For monitoring and reporting purposes, as well as to ease the flow of information and simplify the communication process between partners, [an online form](#) was created. This is crucial to tracking communication and dissemination efforts for the purpose of internal strategic decisions as well as reporting to the European Commission and is dependent on the participation of partners. WP12 will release frequent reminders that partners can fill out the form when they participate in an event, attend a conference related to the NetZeroCities project or publish an article about the project, among other activities.

Partners from all Work Packages are strongly encouraged to use this form frequently not only for the aforementioned monitoring and reporting purposes, but also in order to provide communication and dissemination content to include in the project newsletters, website newsroom and social media channels.

## 5 Communication and dissemination handbook

This section presents the NetZeroCities project's visual identity and the main communication and dissemination channels and tools. The visual identity of the project has been aligned with that of the Cities Mission to enable a better understanding of NZC's role as the Mission Platform. The visual alignment has been implemented following the Visual Identity Guidelines for Horizon Europe Missions.

All the communication and dissemination tools described in this deliverable are consistent with the NetZeroCities project's brand identity, which aligns with the image that the project wishes to convey. A Communication and Dissemination Handbook has been developed to provide partners guidelines on how to use the visual identity of the project, how to present the project, how to use social media, etc. The Communication and Dissemination Handbook has been added as an Annex to this document.

In addition, all materials, including scientific papers and publications produced by the project, will contain the mandatory EU emblem, acknowledgement and required disclaimer with the sentences above (Article 29.4). Moreover, it is important to note that "when displayed with another logo, the EU emblem must have appropriate prominence" (Article 29.4).



*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036519.*

**Figure 3: EU emblem and acknowledgement**

*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036519. The European Commission is not responsible for any use that may be made of the information it contains.*

**Figure 4: EU disclaimer**

### 5.1.1 Logo

One of the first communications actions (Task 12.1) was to develop the project's visual identity. To build its brand recognition from the very beginning, a logo was designed on time for the kick-off meeting of the project. It is, and will be, associated and included in all paper and electronic documentation as well as promotional materials.

To ensure a strong project identity, several logo versions were designed, analysed and altered to best represent NZC in the simplest and clearest way possible.

The logo is bold, classic and colourful, and aligned with the Cities Mission's visual identity. Emphasis is placed on the 'ZERO' with the 'O' that serves as both the letter and the logo mark. The logo mark was designed to resemble the SDG wheel and to represent all the different aspects and complexities associated with achieving carbon neutrality in cities: Green is from SDG 13 Climate Action, the yellow from SDG 7 Affordable and Clean Energy, orange from SDG 11 Sustainable Cities and Communities, dark orange from SDG 9 Industry Innovation and Infrastructure, fuchsia SDG 10 Reduced Inequalities and blue SDG 16 Peace, Justice and Strong Institutions.



To highlight NZC's role as the Cities Mission's Platform, the following tagline was added to the logo: EU Mission Platform Climate Neutral and Smart Cities.

The logo will be included in all documentation and promotional materials and will guarantee the visual identity of the project.



Figure 5: Official logo

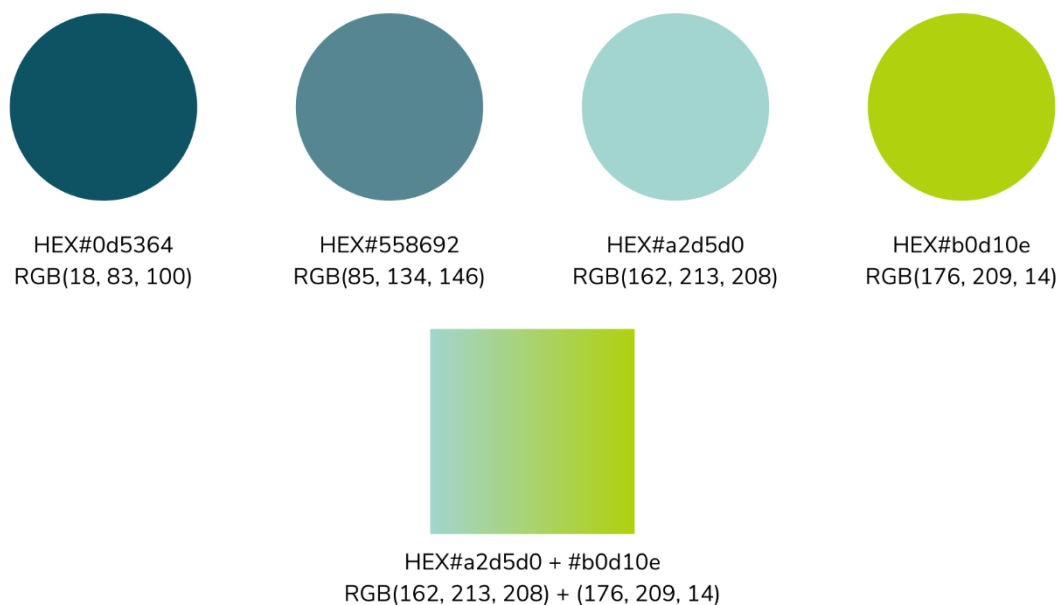
Several other logo options were designed to offer versatility.



Figure 6: Logo variations

In text, the project should be referred to as NetZeroCities (or in short NZC).

## 5.1.2 Colours



**Figure 7: NZC colour scheme**

In addition to the colours of the logo, different shades of blue and green will be used as primary colours to match with the Mission's visual identity. The above gradient will be used for specific visual elements.

## 5.1.3 Font

The fonts selected for NZC are the following:

- Logo font: Myriad Pro
- PPT fonts: Arial
- Body Text in word documents: Arial

## 5.1.4 Project presentation template

A PowerPoint presentation template was designed and distributed to all partners shortly after the start of the project. Easy to use and versatile, the template adds value to the NetZeroCities brand and ensures the project's visibility when presented at events or conferences.

## 5.1.5 Deliverable template

A Word document template was also prepared and shared with all NetZeroCities partners shortly after the start of the project. Consistent with the NetZeroCities visual identity and streamlined for ease of use, the template makes it easy for partners to collaborate on deliverables.



Figure 8: PowerPoint template

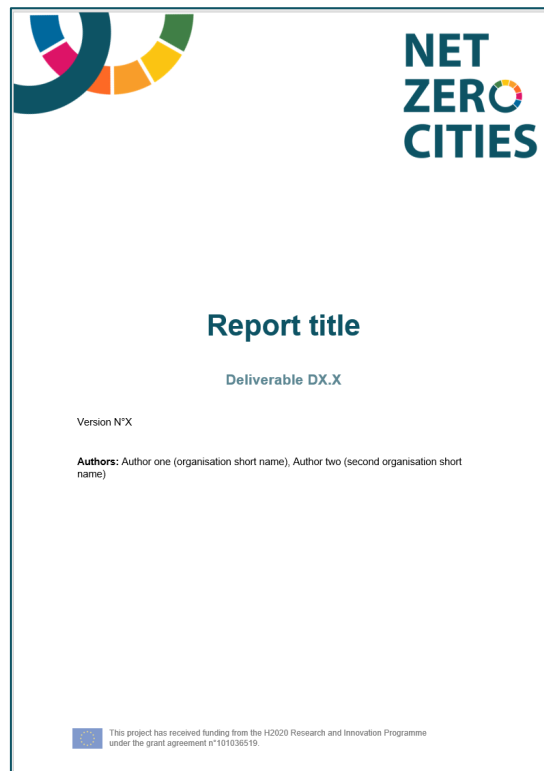


Figure 9: Deliverable template cover

All templates are available on the internal collaboration platform that will be used for the project (<https://app.flexx.camp/nzc-ecm>), as well as on the Teams platform that is being used as one of the main communication channels among partners. A specific folder called Templates is available on the general channel. On this channel partners can also access the Communication Toolkit folder which contains several communication materials such as the NZC's logo, partners' logos, and the press releases.

### 5.1.6 Other materials

**Standard presentation:** a standard presentation will be developed in English and continuously updated based on project achievements. Partners will be able to use this standard presentation at conferences, events, workshops and meetings with stakeholders, and will be free to adapt and translate it based on their needs.

**Flyer:** a flyer will be designed and distributed at workshops and events organised by NetZeroCities, as well as at external events. It will include key messages, objectives, expected impacts and consortium members and contact information. The flyer will be printed on demand to avoid waste.

**Roll-up:** a roll-up will be designed for display at various events and conferences attended by project partners. It will include visual elements that represent the project, a brief summary, consortium members and contact information. The roll-up will only be printed once the first physical event is confirmed and NetZeroCities partners will be present.

**Other promotional materials:** visuals will be created to promote project events, publications and project news across the NetZeroCities communication channels including social media as needed.

## 5.2 Project description

A text describing NetZeroCities has been drafted in two versions (short and long) **to ensure a comprehensive and consistent message about the project**. The project descriptions can be used by all partners in materials dedicated to promoting, communicating and disseminating the results of NetZeroCities —such as flyers, PowerPoint presentations, and articles published by the partners—and to present the project at events or conferences.

### Short version:

*NetZeroCities is a four-year project designed to help cities overcome the current structural, institutional and cultural barriers they face in order to achieve climate neutrality by 2030. It will enable European cities and citizens to show the way forward towards an inclusive, thriving, climate resilient and sustainable future. NetZeroCities is part of the Horizon 2020 Research and Innovation Programme in support of [European Union's Green Deal and supports the work of the EU's Mission 100 Climate-Neutral and Smart Cities by 2030](#).*

### Long version:

*NetZeroCities is a four-year project designed to help cities overcome the current structural, institutional and cultural barriers they face in order to achieve climate neutrality by 2030. It will enable European cities and citizens to show the way forward towards an inclusive, thriving,*





*climate resilient and sustainable future. The project will work as a service-oriented platform supported by world-class practitioners.*

*NetZeroCities will tailor advanced capabilities related to systemic change, citizen engagement and democratic governance, capital and financial structuring, and social innovation, to ensure cities have access to the best expertise available anywhere in the world. The project recognises the need for cities to develop specific strategies that are tailored to suit local and regional contexts and will support them by developing and promoting new and existing tools, resources, and expertise into a one-stop shop platform that will be accessible to all cities through an online portal. In addition, the project will support a series of pilot cities to help drive rapid learning about how to achieve climate neutrality at the city scale. Cities will benefit from hands-on assistance and dedicated services to achieve their net-zero goals.*

*NetZeroCities is part of the Horizon 2020 Research and Innovation Programme in support of [European Union's Green Deal](#). The project also supports the EU's Mission of "100 Climate-Neutral and Smart Cities by 2030" launched as part of the Horizon Europe programme, by seeking to scale the activities of this project across 100 cities, and to tackle the unprecedented capital investments needed to make such a transformation possible.*

## 5.3 Online resources

### 5.3.1 Website

The NetZeroCities project website was launched in January 2022: [www.netzerocities.eu](http://www.netzerocities.eu).

The website will serve as the primary information source for the project and will be where most stakeholders will go to find out more about its activities. The design will be intentionally tailored to be accessible and appealing, and aligned with the project's communication objectives to engage stakeholders. Once live, the website will be continuously updated with news, events, communication items, deliverables and results to keep frequent visitors and target audiences engaged.

To make useful and relevant information available for online visitors, it was decided that the website should address the needs and questions that would most likely be of interest including:

- What the project is about
- What the project is delivering and why
- How to get involved and get access to support for cities
- Where to access the knowledge and expertise gathered by NZC: the NZC Platform
- Who the project partners are
- What the latest news and events of the project are
- What the results of the NZC project are
- Which promotional materials are available
- Where to find more information on the topic or related topics

**Browser compatibility:** the website will be compatible with web browsers on all common operating systems. These include various versions of Internet Explorer, Firefox, Safari, Opera and Chrome. The layout of the website will be responsive and adjust based on the screen size of the device it is viewed on, regardless of whether the device used is a desktop, tablet or mobile phone.



**Monitoring:** to understand how the website is used by visitors, Google Analytics, or a similar tool will be employed. Upcoming reports will provide insights regarding:

- How many users visit the website and how many pages were viewed
- Which pages are viewed the most
- Where the majority of viewers are located

These results will enable the communication team to adapt its strategy to be more efficient and reach a wider audience.

Three main sections will be used to communicate and disseminate information:

1. **News:** activities, milestones, results and news related to the project will be featured in articles and posts
2. **Events:** past and upcoming events internal and external to the project will be updated regularly
3. **Resources:** public deliverables and reports, publications, electronic newsletters, press releases and all promotional materials produced will be made available for download

## 5.4 Social media

Different social media channels, including [Twitter](#), [LinkedIn](#), [Instagram](#) and [YouTube](#), will be utilised throughout the project to communicate on the project and disseminate its results in an effective and impactful way.

The following audiences will be targeted and engaged with across all platforms:

- Cities
- Public stakeholders
- Private stakeholders
- Civil society
- Practitioners
- Citizens
- Media

A first list of hashtags related to NetZeroCities has been developed and will be used to maximise the project's visibility on all channels.

General	Specific
#Innovation #H2020 #Horizon2020 #GreenDeal #SustainableCities #Cities #ClimateAction	#MissionCities #EUMissions #NZC #ClimateNeutral #ClimateNeutrality #NetZero

Table 4: Hashtags



### 5.4.1 Twitter

A Twitter account was created at the start of the project under the handle **@NetZeroCitiesEU**.



Figure 10: Twitter account

Twitter is used as one of the main channels to build a project's online community and to disseminate the results. The three main objectives set for Twitter are to:

- Build relationships and engage with target audiences
- Disseminate knowledge on climate neutrality and cities actions in that matter
- Bring the NetZeroCities results closer to the general public, journalists, and policymakers

The NetZeroCities Twitter account will be managed daily. In order to be as responsive, efficient and proactive on the channel as possible, the following actions will be taken:

- Target at least one tweet/retweet on a bi-weekly basis
- Reply to users who tweet or mention **@NetZeroCitiesEU**
- Follow and engage users who tweet content related to NetZeroCities activities
- Track specific words, mentions and trending hashtags

Twitter will serve as a channel for the mass distribution of news published on the website, advertise events that will be attended by NetZeroCities partners and promote content generated by the project. Partners involved in communication activities will closely monitor related content posted by other social media accounts to share it on the NetZeroCities Twitter account.

### 5.4.2 LinkedIn

A LinkedIn page was created for NetZeroCities: **@NetZeroCitiesEU**

The NetZeroCities LinkedIn account will be managed daily. In terms of audience, a specific focus on city officials; EU, national and regional policymakers; practitioners, researchers and innovators and public/private stakeholders will be operated.

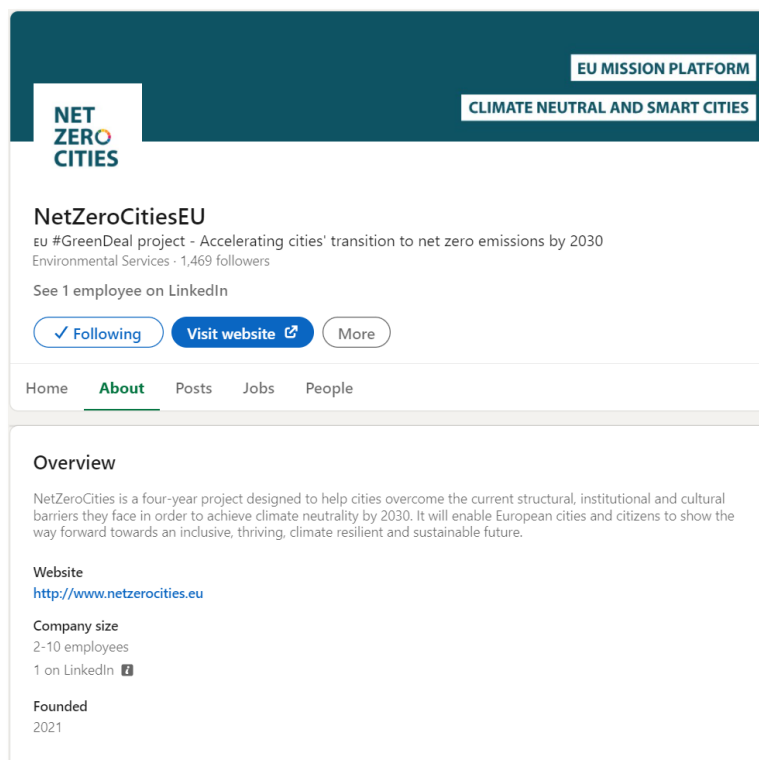


Figure 11: LinkedIn account

In order to be as responsive, efficient and proactive on the channel as possible, the following actions will be taken:

- Target at least one post or share on a bi-weekly basis
- Reply to users who mention **@NetZeroCitiesEU**
- Follow and engage users who post content related to NetZeroCities activities
- Track specific words, mentions and trending hashtags

### 5.4.2 Instagram

An Instagram account was created for the NetZeroCities project under the handle **@netzerocitieseu**.

In addition to the target audiences listed above, the Instagram account will be used to engage with influencers and the younger generation in the climate change space who are often more active on this platform than on Twitter or LinkedIn.

Posts made on the NetZeroCities Instagram will follow a pattern consistent with the project's visual identity so as to appeal to all visitors and encourage them to follow the account.

The NetZeroCities Instagram account will be managed daily. In order to be as responsive, efficient and proactive on the channel as possible, the following actions will be taken:

- Share posts on the NetZeroCities story or post original content on a weekly basis

- Reply to users who mention or send direct messages to **@NetZeroCitiesEu**
- Follow and engage with users who post content related to NetZeroCities activities
- Track specific words, mentions and trending hashtags

The Instagram account will specifically be used to broadcast the campaign promoting “Urban Climate Champions” (Task 12.5).

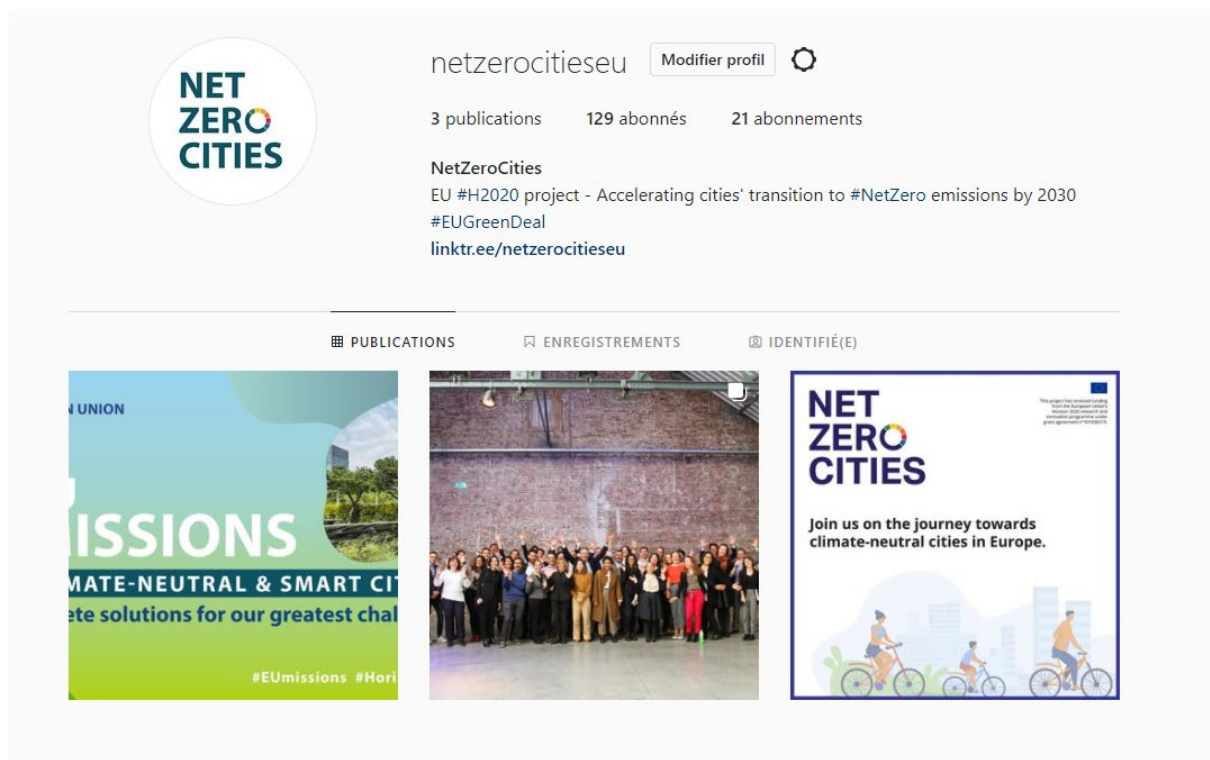


Figure 12: Instagram account

## 5.5 Newsletters

Quarterly electronic newsletters will be distributed over the course of the project, with the first one planned for the beginning of 2022. The newsletters will inform the NetZeroCities community on the latest achievements of the project, progress, outcomes and relevant events, conferences and workshops. To develop interest in the newsletter, partners are encouraged to share all relevant information related to the project using a form accessible directly on the project’s digital workplace as described in section 4.2 of this document.

The newsletter will contain different sections, including:

- An editorial written by the coordinator
- A feature on the results achieved and key project updates
- A recap of the events attended and upcoming events of interest

A [newsletter subscription form](#) compliant with GDPR regulation has been created and a link included on the NetZeroCities website to encourage visitors to subscribe to the newsletter in order to receive the latest project results and achievements.

Results and statistics will be drawn for each newsletter. Conclusions will be drawn, and possible areas of improvement will be discussed to optimise future editions.

The first newsletter will likely be distributed early 2022, depending on the progress of the project.

## 5.6 Videos

A series of videos will be produced throughout the NetZeroCities project, in particular 30 second videos tailored for social media and three 2-3 minutes videos presenting the project as part of Task 12.5.

A YouTube channel, also referred to as “NZC TV” has been created to disseminate all the videos produced in the project. These videos will also be featured on the project website and widely disseminated on NetZeroCities social media channels (Twitter, Instagram, LinkedIn)

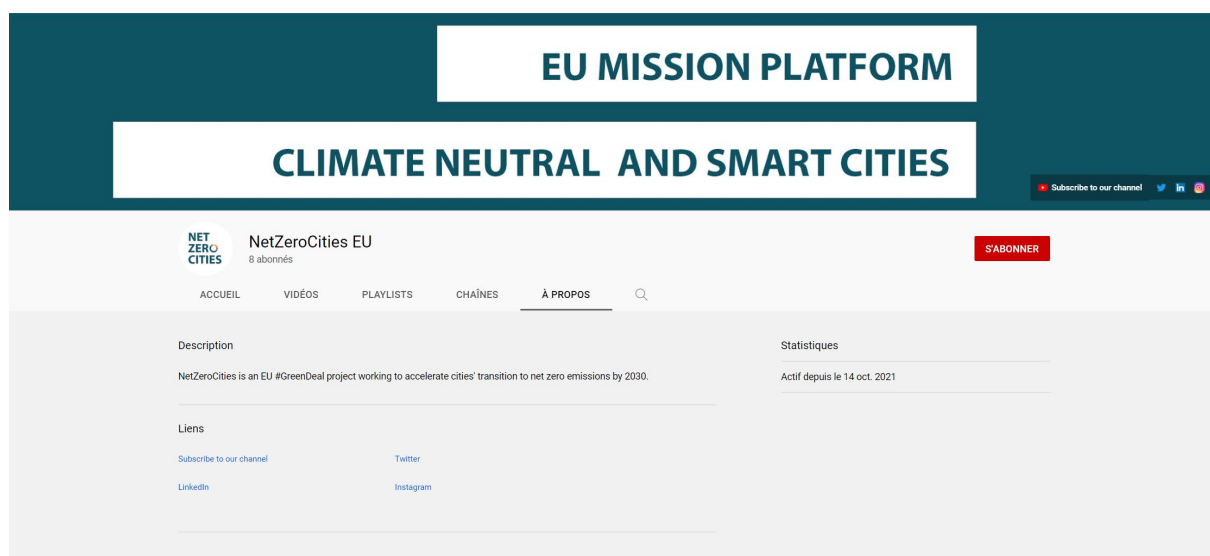


Figure 13: YouTube channel

## 5.7 Press releases

To ensure efficient communication and visibility in mainstream and specialised media in the field of climate neutrality and cities, as well as the project itself, press releases will be distributed as often as necessary considering project milestones. NZC will aim to obtain 50 media mentions by the end of the project.

The first press release was shared on 1<sup>st</sup> October 2021 announcing the project's kick-off. It has been made publicly available on the project's social media platforms and website landing page.

Press releases will be shared whenever relevant to announce key achievements of the project. In order to distribute the press releases, a GDPR compliant list of targeted journalists will be created and curated to reach out to the most relevant media and journalists in both general and specialised press. Partners will also be invited to share the press releases with their own media contacts. This will be coordinated by WP12 with the purpose to leverage partner's network and obtain a broader media coverage for the project.

Some examples of milestones that could be announced via press releases below:



- NZC project kick off
- Calls for pilots and twins (during launch and for results announcement)
- Launch of the NZC platform
- NZC's engagement in climate neutrality and support of the EU Mission on Climate-Neutral and Smart Cities
- Cities selected to be involved in the NZC project – highlighting their actions towards climate neutrality



**Figure 14: First press release**

## 5.8 Materials for city communication

NZC will support cities in their local campaigns about the project and the actions they are implementing by providing brand material (Task 12.3).

A visual kit, including charts, material and guidelines, will be designed to support cities in their local communication actions. These materials will present the project and explain core concepts such as NZC's systemic innovation approach to achieving net zero.

## 5.9 Other materials

The NZC will develop other materials to highlight its work and that of cities involved:

- 10 stories and interviews from pilots and twin cities
- A spotlight series of 10 materials on significant project results
- Infographics to explain the project's approach, ambition level and flow of the programme
- Multimedia case studies

Selected key material such as spotlights, stories, infographics and videos captions will be translated in all languages covered by partners (DE, EE, EN, ES, FI, FR, HR, IT, NL, SE) and in any other EU languages upon request from cities.





## 6 Awareness raising campaigns

In order to reach out to the general public, specific awareness raising campaigns will be developed. The purpose will be to inform all target audiences of key project milestones. Each awareness campaign will develop messages that are clear, straight-forward and close to cities and other stakeholders' concerns. The campaigns will be launched in coordination with the HE Mission on Climate-neutral and smart cities and coordinated by small groups. All project partners will share the campaigns to increase their visibility and reach.

The campaigns planned are the following:

- A campaign to promote the launch of the NZC Platform and announce the Calls
- A campaign dedicated to cities and selected pilots. This campaign will produce social media-tailored 30 second videos, and three longer videos presenting the overall project
- A campaign promoting “urban climate champions” using an Instagram wall

The communication channels previously described in this document will be heavily mobilised to make the series of awareness campaigns a success:

- **Social media:** the social media channels of the project (Twitter, LinkedIn, Instagram and YouTube) will be used to connect with the key stakeholders and with the general public and create a two-way dialogue. Messages will be targeted according to audience profiles. As social media will be the main communication channel for the awareness campaigns, dedicated hashtags will be created.
  - Membership of relevant LinkedIn groups and the dedicated NZC LinkedIn page, will enable the project to contribute to discussions on NZC topics, highlighting articles and events happening. This will enable the establishment of the NZC project as a credible, reliable voice in this area.
  - Twitter will be used to create a follower base firstly by following similar projects, organisations and thought leaders in the field and then by sharing relevant information from the NZC project and beyond to establish it as an interesting, thought-provoking commentary on this topic.
  - Instagram will be used to reach out to stakeholders and citizens interested in net zero and climate neutrality topics in order for them to share the campaigns' key awareness raising messages and for them to take action. Instagram will in particular be used to reach out to young people, people interested in the fight against climate change.
- **Online media and influencers:** Social media influencers will be contacted to share the campaign messages with their online communities. Online general/science/technical magazines and relevant blogs with a general audience will be contacted and targeted to act as relays to promote the campaigns and the key messages of the project. NGOs will also be contacted to act as communication relays.

Success metrics will be followed to adjust the campaigns, if necessary, to deliver traction, make the biggest impact and encourage audiences to get involved in NZC and join the journey towards climate neutrality.



The outcome of this task will be reported in Deliverable 12.8 “Report on three awareness campaigns” (M36).



## 7 Dissemination channels and content

### 7.1 Interactions and exchange with other related projects

NetZeroCities will aim to foster a close collaboration with relevant networks, clusters, and initiatives at European and national/regional levels to share information and exploit synergies and additional dissemination channels.

Networks within the project, such as Climate-KIC, ICLEI, Eurocities, Energy Cities, Viable Cities, OASC, Climate Alliance, ERRIN, Resilient Cities Network and Viable Cities will be used to disseminate the project messages, contents and results.

Several networks, clusters, initiatives, and platforms at the European and national/regional level will have been identified to establish close collaboration with NetZeroCities:

Initiative / Stakeholder	Short description	Interest for NetZeroCities	Relationship status
Deep Demonstrations of Healthy, Clean Cities	15 European Cities pioneering <b>strategic innovation</b> for systemic change to reach carbon neutrality by 2030	Direct link with NZC's systemic innovation approach	Programme of CKIC
Covenant of Mayors for Climate and Energy (CoM)	Brings together thousands of local and regional authorities voluntarily committed to implementing <b>EU climate and energy objectives</b> on their territory. The initiative has three main pillars: mitigation, adaptation and energy poverty	Engage local politicians in commitment to ambitious climate and energy goals, large EEU coverage of smaller and bigger cities; SECAP development helpdesk, tools (SECAP development, funding & financing), peer learning	Energy Cities has been leading the Covenant of Mayors Office – EU since its creation, in a consortium with Eurocities, ICLEI and Climate Alliance
EC Joint Research Centre	The EC's science and knowledge service to provide <b>independent scientific advice</b> and support to EU policy	Interactions with JRC will be sought during the project design phase, particularly on metrics	Climate Alliance has been closely working with the JRC in the CoM since 2008
Horizon 2020 and other EU projects	<b>Running projects</b> and upcoming Green Deal and H. Europe projects. A non-exhaustive list of relevant EU projects where some NZC partners participate includes: <ul style="list-style-type: none"> <li>● MAKING-CITY,</li> <li>● ATELIER,</li> </ul>	Synergies need to be sought and learnings shared	Partners participate and can establish contacts with a large number of other projects

	<ul style="list-style-type: none"> <li>• CLEARING HOUSE,</li> <li>• SPARCS,</li> <li>• POCITYF,</li> <li>• RESPONSE,</li> <li>• SHARING CITIES,</li> <li>• FUSILLI,</li> <li>• PACE,</li> <li>• UNALAB,</li> <li>• SISCODE,</li> <li>• Nature4cities,</li> <li>• CLEVER cities,</li> <li>• SmartEnCity</li> </ul>		
ELENA (European Local Energy Assistance)	Provides <b>technical assistance</b> for energy efficiency and renewable energy investments targeting buildings and innovative urban transport	Synergies can be established, and learnings shared on the best practices regarding the set-up and implementation of the support mechanisms	<b>The EIB supports the project</b> (letter); EuC, CA and EnC have strong relationships with the EIB and ELENA unit, REGEA supported investments in 62 municipalities
SEIF (Sustainable Energy Investment Forums)	Engages national interests for large-scale sustainable energy <b>investment and financing</b>	Learn about analysis of the needs and financing instruments. It reaches a larger territorial coverage across Europe	Climate Alliance
EUCF (European City Facility)	Assist municipalities with fast and simplified <b>financial support</b> for developing investment concepts for local sustainable energy projects	The proposal can learn from the investment concepts developed by the EUCF. The proposal can benefit from the investors network mobilised by the EUCF	Energy Cities lead consortium delivering EUCF and are supported by Climate Alliance as a consortium member. REGEA is a National Expert

CIVITAS	City Network on cleaner, better <b>transport</b> in Europe and beyond, 800+ innovative transport measures and solutions tested in 80 Living Lab cities in Europe since 2002	Lessons learned on building and maintaining an ever-growing community of sustainable urban mobility practices (e. g. peer-learning and online training)	Rupprecht and ICLEI have managed CIVITAS projects and Eurocities was responsible for the capacity learning activities among local authorities
Green Digital Charter	Currently supported by the GuiDanCe project, it provides a practical framework to deliver on climate objectives through <b>digital technologies</b>	Feedback on linking ambitious carbon footprint reduction objectives with the deployment of large-scale pilot projects within cities or districts	Initiated by Eurocities in 2009
Smart Cities Marketplace (combining Smart Cities Information System (SCIS) and EIP on Smart Cities and Communities)	Initiatives demonstrating and replicating <b>smart city solutions</b> : technologies and approaches, co-design with citizens and local ecosystem for scaling up	Knowledge development: systemic approach to tackling challenges, citizen engagement and co-design, governance, finance, funding and business models, data and digitalisation	Eurocities has been part of the consortium delivering SCIS and EIP-SCC. Energy Cities is part of SCALE, which coordinates collaboration between the SCC01 projects
JPI Urban Europe	<b>Knowledge</b> hub for urban transitions	JPI UE addresses relevant vectors of urban transitions (digital, energy, mobility...)	JPI UE welcomes collaboration with NZC (support letter)
Positive Energy Districts project (SCC projects, IEA Annex 83 on PEDs, JPI Urban Europe, EERA)	Demonstrates concepts and <b>technologies</b> to achieve a positive energy balance contributing to climate neutrality in cities.	Learn how PEDs can contribute to climate neutrality in cities and what are the most common technologies (input to WP10) and strategies to engage citizens (input to WP6-WP9)	CARTIF, VTT, AIT, TEC, LGI are involved in PEDs SCC projects. VTT leads the IEA Annex on PEDs where CARTIF, TEC and AIT contribute
Green City Accord	EC initiative to mobilise European mayors committed to <b>safeguarding natural environment</b> (quality of	Green City Accord is developing indicators across 5 urban environment themes which will be relevant for	Eurocities is lead partner, managing communication, dissemination of



	life, implementation of EU environmental laws locally). Accord cities commit to step up efforts in water, air, nature and biodiversity, circular economy and waste, noise by 2030	the development of indicators in WP2. It is also providing a helpdesk and online resources for cities, which will be signposted to by the platform	best practices, knowledge transfer, skills exchange; ICLEI is partner for monitoring framework, support structures, helpdesk, and conceptualising knowledge-based strategies
European Green Capital and Green Leaf Awards	Awards programme for <b>best practice performance</b> cities (small and large) on a range of indicators, including climate mitigation and adaptation. Peer-learning and knowledge exchange	Best practices and lessons learned from winners and finalists of these awards will be showcased via the portal. Important network of leading cities, valuable in the co-design and implementation of NZC	ICLEI and Eurocities delivered the 2-year pilot of the secretariat for European Green Capital Network
Network Nature	EU platform for <b>Nature-based solutions</b>	NBS are an integral part of the solutions portfolio in NZC	ICLEI is co-lead of Network Nature
Sustainable urban mobility indicators (SUMI)	Technical assistance to urban areas for pilot application of sustainable <b>urban mobility</b> indicators endorsed by the EC	Integrate SUMI indicators into WP2, starting from those SUMI indicators mentioned in the Mission Report	Rupprecht coordinated the project, Eurocities and UITP were partners
SOLUTIONSplus	The project drafts roadmaps and joint global <b>urban e-mobility</b> programme	Build upon the global platform for e-mobility solutions developed in SOLUTIONSplus	UITP coordinates the demonstrations, VTT and Rupprecht are partners.
EU ETV (Environmental Technology Verification)	Supports <b>circularity</b> and clean production by promoting the uptake of new technologies through a verification system of environmental performance	ETV as a driver for adopting innovative solutions for climate neutrality and could play a role in policy trade-offs for cities	LGI leads the EU ETV Secretariat since 2020

EU Platform on Sustainable Finance	Advisory body to the EC on the EU sustainable <b>finance</b> taxonomy	Multi-sector collaboration to advise Commission on sustainable finance policies	CKIC is part of Technical Working Group
Climate Impact Forecast tool	<b>Life cycle assessment</b> for companies.	Calculate the CO <sub>2</sub> eq. reduction potential of innovation, evaluate and select innovation.	CKIC uses it to evaluate impact of its start-ups

**Table 5: Related projects/initiatives NZC will interact with**

Interactions will be sought with others: ELTIS, New European Bauhaus, Impact Hub, InvestEU, Intelligent Cities Challenge, City Finance Lab, etc.

## 7.2 Conferences and events

Presenting the NetZeroCities results at conferences and/or having a booth to disseminate the knowledge gained is key to maximising the project's impact. Attending conferences and events also creates the opportunity to engage closely with stakeholders.

The project consortium will attend events that are relevant to the topic and through which target groups can be reached. The interest and readiness of the consortium will be evaluated when determining whether to present at key international events as well as how best to present (public intervention and/or hosting a booth). The most relevant events taking place over a 12-month cycle will be identified and event organisers will be contacted to ensure the project is properly represented.

An online form (described in section 4.2) was created to track and monitor partner participation in international and national conferences.

EUSEW, EU Green Week, EUWRC, Urban Futures...) with papers, keynotes and booths.

Event	What	Date/Frequency
EUSEW	European Sustainable Energy Week	Yearly event
EU Green Week	Europe's biggest annual environmental event	Yearly event
EUWRC	European Week of Regions and Cities	Yearly event
Urban Futures Global Conference	Gathering of urban change makers.	Yearly event
WCEF	The World Circular Economy Forum	Yearly event
EURESFO	European Urban Resilience Forum	Yearly event
ESCT	European Conference on Sustainable Cities & Towns	Held every three to four years

**Table 6: Conferences**



NetZeroCities will hold at least 3 events as part of communication and dissemination activities, possibly connected to existing events. The events are foreseen to be hybrid events and each of them will aim to attract a minimum of 150 participants. The events will target a wide range of stakeholder groups in order to ensure dissemination of the project findings, including local, regional and national public authorities; EU institutions; policy makers; research and academia; businesses including SMEs; industry; civil society and finance:

The events are as follows:

Event	What	Organiser	When
Event n°1	0.5-day conference + 1.5-day workshops including feedback sessions (WPs 1-3, 6-10)	Climate KIC	M8
Event n°2	1-day mid-term conference, to present the platform and pilots + celebration ceremony for CCC signatories (with media) + 1-day networking between pilots and twin cities	Eurocities	M24
Event n°3	1-day final conference: project conclusions & future vision + 1-day workshop	ICLEI	M48

**Table 7: NZC Dissemination Events**

The format and logistics of the NetZeroCities events will depend on the situation surrounding COVID-19. The events are envisioned to be held in a hybrid setting but the partners will be ready to transform them into online-only versions to ensure the safety and security of attendees.

### 7.3 European dissemination channels

All official channels established by EU institutions will be used to disseminate the project's results. The following official EU dissemination channels will be targeted:

<b>Magazines</b>	Research*eu results magazine	<a href="http://www.cordis.europa.eu/research-eu/home_fr.html">www.cordis.europa.eu/research-eu/home_fr.html</a>
	Horizon – The EU Research and Innovation Magazine	<a href="https://horizon-magazine.eu/">https://horizon-magazine.eu/</a>
<b>Portals</b>	CORDIS	<a href="http://www.cordis.europa.eu/home_fr.html">www.cordis.europa.eu/home_fr.html</a>
	Horizon 2020 newsroom	<a href="http://www.ec.europa.eu/programmes/horizon2020/en/newsroom">www.ec.europa.eu/programmes/horizon2020/en/newsroom</a>

**Table 8: EU dissemination channels**

### 7.4 Scientific publications

Several scientific publications will be prepared by lead academic partners involved in the project. These publications will include the main findings of the project's deliverables and may be presented in some of the conferences listed in section 7.2 of this document.





NetZeroCities will follow the Horizon 2020 open access policy by providing online access to scientific information that is free of charge to the end-user and that is reusable. The Open Research Europe platform will be favoured, and platforms such as Zenodo, Open Science Repository may also be used. Partners' own repositories may also be used, noting that all information generated in NetZeroCities will adhere to open access policies and all partners will refrain from holding any such information proprietary or trade-related

In the context of this project, scientific information refers to peer-reviewed scientific research articles, articles, conference papers and research data. The NetZeroCities project will combine different measures to foster open access to knowledge as much as possible. Scientific publications produced in NetZeroCities will target the scientific community, and the community of urban practitioners and innovators, for example:

Journal	Interest for NZC
Sustainable Cities and Society (SCS)	Smart cities governance; resilient environments; energy efficient, low/zero carbon, green buildings/communities; climate change mitigation and adaptation in urban environments
disP – The Planning Review	Scientific journal addressing the topics in the areas of urban development, city and town planning, environmental planning, environmental economics and transportation planning.
Urban Planning	International journal covering sustainable solutions for landscape planning and design.
European Public & Social Innovation Review	A fully peer reviewed and interdisciplinary biannual journal on theoretical and empirical articles, case studies and provocative papers to disseminate new knowledge, practices and experiences in the social innovation field.
European Planning Studies	Spatial development processes and problems, and policy implementation in Europe (urban planning, service design and cities development).
Sustainability	International, cross-disciplinary, scholarly, peer-reviewed journal of environmental, cultural, economic, and social sustainability of human beings.
Journal of Cleaner Production	International, transdisciplinary journal focusing on cleaner production, environmental, and sustainability research and practices.

**Table 9: Scientific Publications**

Project partners will be encouraged to regularly share information about their scientific publications when related to NetZeroCities and urban climate issues via the online form described in section 4.2. Summaries of these publications will be disseminated on the project website, through the annual newsletter and on all social media channels.

## 8 Exploitation

The exploitation strategy of NetZeroCities builds on two pillars:

### **Exploitation through open source and open ecosystems.**

NetZeroCities embraces an open approach. All results and deliverables, unless explicitly stated otherwise, will be made fully public and openly available on the project website and NZC portal. This includes the services, methodologies and capacity-building material, the web portal and its source code (and placed on a Github repository), the platform design, and recommendations from the project and its advisory boards.

The Creative Commons CC BY 4.0 license will be used: it allows to distribute, remix, adapt, and enhance the original work, as long as a credit is provided for it. This will foster collaboration and accelerate the transformation to socially innovative and carbon neutral cities by bringing actors to the platform, making available the project's Key Exploitable Results (KERs), and enabling practitioners and innovators to reuse and co-improve. No Foreground Intellectual Property is expected to be patented or subject to other protection measures. The use of Background IP or existing know-how shall be made available free of charge to the Partners within the consortium for the achievement of the objectives.

### **Exploitation of and through the one-stop-shop Platform.**

The consortium, notably the service delivery partners are committed to, together, sustain and scale up the Platform beyond the project period in their normal operations, both in the private business as well as public research work. The exact governance model and joint business model, and the related organisational and contractual considerations, will be co-designed (WP3) with cities, and the HLAB will be consulted. Several scenarios for the governance, ownership and business model scenarios are envisaged at this stage:

- restricted joint entity
- joint entity with open membership
- model for distributed operations and related contractual agreements
- transfer to the EC or another EU institution; etc.

The Platform is expected to continue to support cities at least till 2030. Towards this aim, the partners are committed to engage in a constructive and open manner in the planning of a sustainable business model; to license the required background IP for further use of the possible platform entity with the same conditions that are present in the grant and consortium agreement; and to transfer ownership of all project results to the platform entity. Initial governance considerations and potential business model scenarios are explored early in the project as the ambition is for most services provided by the one-stop-shop platform to sustain beyond the end of the Project.

The strategy for exploitation will be further outlined in the next version of this deliverable: "Updated Communication, Dissemination and Exploitation Plan" n°1, 2 and 3, corresponding to deliverables 12.2 (M12), 12.3 (M24) and 12.4 (M47). This will come in coordination with Task 3.4 "One Stop Shop Platform Business Plan and Sustainability" and the associated deliverable 3.7 "Exploitation and Business plan/model for the future of the Platform and of the project results".



## 9 Key performance indicators

Activity	Description	When	Target
Visual Identity	Design visual identity (logo, graphic charter)	M1-M48	Not applicable
Flyer / Roll-up	Design and print project flyer and roll-up for events	M3-M48	Used in 8+ events
Public website	Central communication hub for promoting NZC	M3-M48	At least 20.000 page views & 6000 visitors
Twitter	Build online community to support engagement	M1-M48	At least 1.5k followers
LinkedIn	Build online community to support engagement	M1-M48	At least 2k followers
Instagram	Build online community to support engagement / Broadcast the campaign promoting "Urban Climate Champions"	M1-M48	At least 1k followers
"NZC TV"	Streaming channel on website and YouTube channel, for project and other relevant videos (including three 2-3min videos and several 30 second videos from Task 12.5)	M1-M48	At least 3k views
Community of Practice	LinkedIn Group or other tools / Build online community to support animation of the Community of Practice	M1-48	At least 1k practitioners interested to join
Spotlights & stories and interviews	A series of at least 10 spotlights and 10 stories and interviews from the pilots	M18-M48	Portfolio of spotlights and stories in several languages
Press releases	Shared with target media and journalists	M1-M48	50 media mentions
E-newsletters	E-newsletters	M1-48	At least 3k subscribers
NZC conferences	Three conferences (M8, M24, M48) with specific objectives for each (WP12)	M6-M48	At least 150 participants per conference
External events	Policy/ practice Conferences: Present in conferences and events to disseminate the project's objectives and results.	M1-48	At least 20 events
Publications	Publications Scientific and non-scientific publications Research	M1-M48	At least 10 publications

**Table 10: Key performance indicators**



## Conclusion

The Communication and Dissemination Plan outlined in this document provides a detailed overview of the strategy and actions that will be implemented to promote NetZeroCities and its results in an efficient yet impactful way. The plan will be updated and improved based on the monitoring results collected: updated versions of the plan will be submitted in M12, M24 and M47 (corresponding to deliverables 12.2, 12.3 and 12.4).

