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D4.5 Communication and participation

at city level Eindhoven

WP 4, Task 4.5

January, 2016 (M12)

Project Acronym	TRIANGULUM
Project Title	**Triangulum: The Three Point Project / Demonstrate. Disseminate. Replicate**
Project Coordinator	Damian Wagner (Damian.Wagner@iao.fraunhofer.de) Fraunhofer IAO
Project Duration	1st February 2015 – 31st January 2020 (60 Months)
Deliverable No.	D 4.5 Communication and participation at city level Eindhoven
Diss. Level	PU
Status		Working
		Verified by other WPs
	x	Final version
Due date	31/01/2016 Date final version
Work Package	WP 4 – City Implementation Eindhoven
Lead beneficiary	P-9 (EIN)
Contributing beneficiary(ies)	P-9 (EIN), P-10 (WB), P-12 (VW), P-11 (TU/e), P-13 (KPN)
DoA	Aggregation of a varied set of communication tools in digital and print format, including the projects portal, a brochure, newsletters, animated films and any other solution which may generate awareness, especially to citizens and is in line with projects cope and objectives.

Date	Version	Author	Comment
29/01/2016	1	EIN, Hans van Amelsvoort (EIN)	
01/02/2016	2	Nora Fanderl (FhG)	Cross-check. Assistance: Trinidad Fernandez (FhG)
04/02/2016	3	EIN, Hans van Amelsvoort (EIN)	Feedback
04/02/2016	4	Trinidad Fernandez (FhG)	Format and Editing

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Table of Content

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1. Introduction

The international consortium Triangulum is a project, subsidised by the European Union (Horizon 2020), in which three cities, known as Lighthouse Cities (Manchester, Eindhoven and Stavanger), collaborate on the implementation of projects related to Smart Cities. The aim of the project is to develop and document projects at a city level, in such a way that firstly the next three cities (Leipzig, Prague and Sabadell), are given the opportunity of applying these Smart City solutions and possibly, at a later stage, the whole of Europe. This is reflected in the subtitle of the project: demonstrate-disseminate-replicate.

In addition to the international consortium, there is also a city consortium, in Eindhoven, consisting of five organisations: Woonbedrijf, VolkerWessels, KPN, Eindhoven University of Technology and Eindhoven Municipal Council. Two areas of Eindhoven, Eckart Vaartbroek and Strijp-S, have been designated as areas in which the various Eindhoven projects will take place.

This paper deals with the communication at city level, and its significance for the effect at area level:
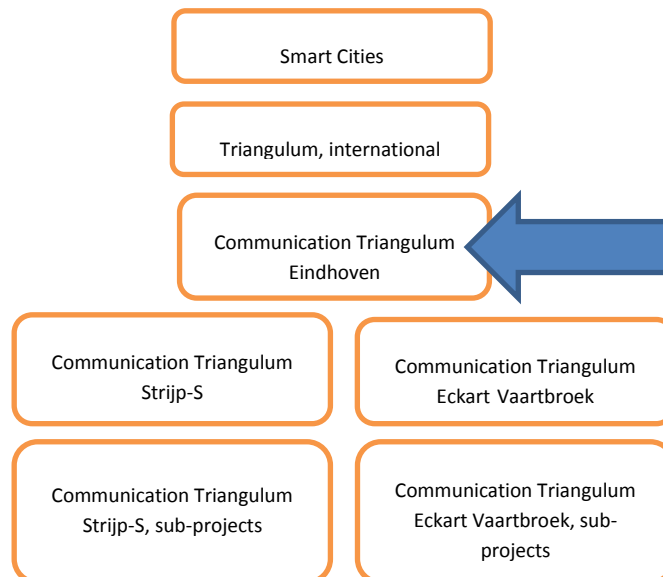
Purpose

1.1   Aim of Triangulum and what that means for the communication

In Triangulum, the Eindhoven consortium partners contribute jointly to the improvement of the quality of life and living in the city. A number of key factors have been determined which are important to the success of the project in Eindhoven. We examine, for each key factor, or cluster of factors, the contribution communication can make in achieving the maximum result possible.

1. A significant increase in joint ownership of Smart City Eindhoven among users;

   citizens and other relevant players will be engaged in the process of investing in Eindhoven, as a Smart City;

2. An uptake in smart solutions and a redefining of quality of life;

For the communication approach, 1 and 2 mean:

- Inventory of players (who are the residents and organisations involved, what is their involvement in, and knowledge of, this subject and what role could or would they play in which project?). For initial work on this, see paragraph 5. This will be assessed and expanded together with participants at the table during the process;

- Composing a key message in which Triangulum is explained, and the business opportunities for partners and residents are formulated. All partners can use this key message in their contact with the outside world, ensuring that the story is told unambiguously. An initial proposal for the key message can be found in paragraph 4.1, however this is open to suggestions for modification.

3. Civic engagement processes through consultation as projects are implemented through co-creation;

Consequences for communication:

- This key factor gets particular substance in the projects and sub-projects. Those responsible for projects can make use of the instruments found in the *Samenspraak* method, and in addition the communication sector can offer support by charting the players and roles, and putting together communication calendars. Since we will probably often be approaching the same players, it is important to organise a good coordination in the project organisation.

4. Sustainable transformation of public space, while maintaining affordability of housing;

5. The implementation of innovative sustainable energy-saving technologies that will reduce energy bills and limit CO2 emissions;

6. Developing smart solutions via ICT-driven grids and using data-platforms to enhance alternative smart mobility (parking, route-planning, electric vehicles, etc.) .

Consequences of 4, 5 and 6 for the communication:

- These key factors will be shaped within the sub-projects. Communication plays a role in the constant relaying of feedback, and consultations with users. In addition, a good translation of the ideas is required, in order that those responsible for projects understand what is expected of them.

7. A boost in the digital infrastructure and sensor network as the open data platform further facilitates smart city developments;

Consequences for the communication:

- This is mainly a technical precondition. Communication can play a role in the telling of the story (why are we making these changes, where can you add your voice?) and the sharing of success stories.

Target Group

1.2   Aim of this communication strategy

How can we use communication to aid the process? This communication strategy offers a stepping stone for the communication of various sub-projects, allowing us to mutually reinforce each other regarding content (story) and approach (co-creation).

This means specifically:

- Charting all relevant players, so we can match them to their role in the sub-projects;
- Distinguishing on the basis of their role in this project;
- Formulating a clear story that can be used across the whole range of the project;
- Internal communication;
- In addition, the task involves reporting the results, conclusions and impact of the projects to relevant target groups, both in Eindhoven (through to neighbourhood level) and at regional, national and international level.

1.2.1   Organisation of the communication

In order to ensure an unambiguous picture, it must be made clear that all projects will be implemented within the frameworks stipulated in Triangulum. Following on from that, it is a condition that per project and sub-project, agreement is reached on matters such as:

- responsibility (the project communication plan will be carried out by the project initiator and implemented by the project communication team, each party remaining responsible for its own communication, corporate and otherwise);

- collaboration (structural agreements, communication activities and scheduling take place in mutual cooperation);

- means of communication (each party communicates about their own project on their own headed paper and adds the logos below).

Dit project heeft gelden ontvangen van Horizon 2020 onderzoeks- en innovatieprogramma van de Europese Unie onder Grant Agreement nr. 646578

- Tone of voice: communication should take place in a clear and simple way. Text and messages should be adapted per project and sub-project to suit the experience and lifestyle of the relevant target groups;
- Work-related agreements (determining frequency of meetings, joint planning and aligning communication activities, communication instruments, activities and expressions to the press should be made known in advance and run by communication advisor).
- International level.

1.2.2 Target groups

The most important players for Triangulum are:

Triangulum players	
Influencers: EU, Horizon2020, Consortium partners (international) Project leaders of sub-projects, Press/media	**Deciders:** municipal authority, consortium partners (city and international)
Suppliers: consortium partners (city), project leaders	**Users:** Eindhoveners directly involved in one or more projects, other Eindhoveners

This inventory should continually be assessed and augmented, both at the table during the process, and within the individual sub-projects. This also applies to the desired attitude and role of each player.

2. Tools/Channels/Mechanism

Communication city of Eindhoven

Responsible for the city-wide communication and in charge of dissemination tasks: Hans van Amelsvoort

Further activities: organising events, controlling contacts with press and media, In charge of lay-out and responsible for corporate identity of city of Eindhoven and Triangulum.

Responsible for communication with inhabitants, contact with local consortiumpartners and their communication-advisers and liaison between communication city-wide and in the two areas: Yoka Louwman.

Materials

Materials are being developed. Only recently the first projects started to be visible for the people of Eindhoven. Only now, in cocreation with the local consortiumpartners, we can begin with telling people what is going to happen, in which way they can participate and what it means to them Eindhoven is a participant within Triangulum. Until now it was premature to tell things, because although much work was done not much was to been seen yet. As a whole, we will start with our communication, not when plans are ready, but when there is something to be shown. Some videotaping already has been done but not enough material is gathered yet to make a coherent story out of this. We expect the film to be presented in the course of 2016. As expected the use of other tools will start up parallel with the several projects which are now setting off. Furthermore examples of short films, like the one about Strijp-S where VolkerWessels works together with the Eindhoven-municipality are already available:

https://www.youtube.com/watch?annotation_id=annotation_1288685755&feature=iv&src_vid=N8pMqsvg_48&v=zYZyKHSS2Tk

Events

For the events the same applies as for the materials. As mentioned in the DoA:

- 4.5.2. ; Studyvisits were not yet evident in this phase. They will be organised now first projects have their lift-off;
- 4.5.3. : Planned event had to be postponed due to changed vision of partner. Is now due for M 14-15;
- 4.5.5., we have not yet had the need to translate texts into English;
- Co-creation was until now mainly realised between the Eindhoven Consortiumpartners. Lots of issues had to be dealt with first, with the partners, before projects could start. (see next bullits);
- Focusgroups were organised in M 10 around the renovation of familyhomes (4.2.4.) with representatives of the residents, with the chairman of the library, people of the neighbourhood-watch etc. Goal was finding ambassadors and setting up a platform;
- Also in M 11 a group was gathered to make residents aware of what Triangulum will mean and that they could expect people involved with the projects with questions and surveys. Present were representatives of WIJEindhoven (care) and organisations for the elderly;

- There have been deliberations around renewable energy (4.2.5.) in M 10 too, with not only consortiumpartners but also with energycorporations, a school in the Vaartbroek-neighbourhood, etc. ;
- The project Smart Streetlights (4.4.7.) is starting up in M 14, the first focusgroups are now planning with e.g. the preferred suppliers, etc. ;

3. Citizen engagement strategy

Dissemination and communication targets

Targets are already mentioned above and in scheme below. Depending from the goal we want to achieve and the message we want to send the targets differ too and need to be looked at. Therefore the list can't be complete and targetgroups need to be more specified and sometimes divided into different groups or even persons. This has to be, and can only be, done when goal and message are known.

The most important players for Triangulum are:

Triangulum players	
Influencers: EU, Horizon2020, Consortium partners (international) Project leaders of sub-projects, Press/media	**Deciders:** municipal authority, consortium partners (city and international)
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3.1 Developing the Key Message

As stated above, it is important that a universal language is spoken, given the complexity of the project and the large number of players. One way toward achieving that is to set up a key message, which functions as an umbrella above the projects and sub-projects. This key message can subsequently be adapted, depending on the type of project and where (in Eckart Vaartbroek or at Strijp-S) it is being used. A key message indicates what is going to happen, why we are going to do that and what we ask or expect from others.

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3.1.1   Triangulum Key Message

We develop projects which make a positive contribution to life, and living, in Eindhoven, and to a sustainable society. We think up and implement those improvements, in consultations with residents and other partners in the city, in a process known as co-creation.

In the future, energy costs are expected to form an important part of the total cost of living for a resident. And these costs are expected to rise. European Union subsidies offer the chance of starting up innovative projects which make a positive contribution to the reduction of energy consumption. That saves money and CO_2 emissions! This is why many of the projects deal with improved use of energy in the future.

As mentioned earlier, projects will be implemented together with partners from Eindhoven and possibly residents/users. Therefore we will not merely be making progress reports, we will also be asking for help and input. The aim is to enable people in the city to make choices regarding the housing and living conditions which best suit their personal situation. This input is much appreciated and of great importance. Learning and experiment are central to the projects. Following the completion of the projects, they will be evaluated with a view to the possibility of applying them to other locations in the city (or in Europe), which is one of the EU's aims in subsidising this project.

3.2   Temporary goals of citizen engagement

3.2.1   Relation between this plan and the communication approach of the sub-projects

The highest level of communication commitment will be demanded within the project groups, due not only to the commitment per project, but also as a result of the number of the projects (currently between fifteen and twenty planned implementations). This is why we are taking the project groups as a separate target group, to indicate what this means for the implementation. Extensive communication with involved parties is necessary, particularly because of the desired co-creation. This will take place in close consultations with the parties responsible for projects and the Municipal Council.

The objective, the message and the means used will vary according to the target group. Communication is interactive. That makes it difficult to predict how communication will go, in particular within the various sub-projects. Possibly (or hopefully?), surprising and innovative working methods will be selected and/or conclusions drawn from co-creation with parties and others involved. That could even lead to a project described in the Agreement not being implemented at all!

In additional, it is difficult to make a general indication of how hours and costs will be divided among the various components and target groups. In some cases, the means of communication can be explicitly indicated, in others, a mix will be continually selected, including the use of modern means of communication such as social media, AV materials and storytelling.

The message and objective of Triangulum will be communicated to partners, involved parties and, where applicable, residents and users, at the start of each project. A process will subsequently be set up, in collaboration with all players, in which the actual involvement of all relevant players will be determined, what their role is, if any, and which form the communication should take.

3.2.2 Planning deployment

As mentioned several times above, projects within Triangulum will take place in a process of co-creation. That makes it difficult to indicate in advance what this means in terms of both hours and budget for communication. The frameworks for the deployment are determined by the Grant Agreement, and are, in that sense, leading. Should we decide to implement above-mentioned strategy, it is possible to decide moments in the process in which deployment and budget can be discussed. It is even necessary to consider the possibility of substantiated adjustments taking place at the table, during the running time of the sub-projects.

The aim of this plan is to make clearer where the focus lies with regard to the deployment of communication. How can we use communication to aid the process? And how are we going to organise that? So this plan is not something ready-made, but rather a proposal to work from the bottom up, reasoning from within a process of co-creation, and based on success factors, and the resulting key message, thus deploying communication to achieve a successful Triangulum project. Coordination with the various consortium partners will lead to a joint basis for support. Bearing in mind the ultimate higher goal of the various consortium partners, international and city, and that of the European Union; 'Living is good in the Smart City of the future'.

4. Forecast for the next 12 months

Considering Triangulum will be realized in co-creation with inhabitants, organisations and consortium partners it is difficult to deliver an exact planning for the next twelve months.

What is clear is that in 2016 a lot is going to happen in Eindhoven and Triangulum. Subprojects such as the renovating of the houses in Eckart Vaartbroek and the implementation of the ICT-driven grids, which will allow inhabitants of Strijp-S to use all kinds of technological and sustainable solutions, is now getting into gear.

Events are planned where inhabitants together with other stakeholders will be explained which possibilities there are. Surveys will be executed via social media as well as at their own kitchen tables, other events are planned where builders will come together in Amsterdam, they will be told what Triangulum and Eindhoven and the consortium partners are doing to create a better future for all.

Projects are getting visible and communication will support and aid to the process in the (sub)projects in order to achieve the goals of Triangulum.