COLLECTION OF LOCAL COMMUNICATION PLANS

Project deliverable D10.3

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MOVE21 – Multimodal and interconnected hubs for freight and passenger transport contributing to a zero emission 21st century

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Project Executive Summary

The main objective of MOVE 21 is to transform European cities and functional urban areas into climate neutral, connected multimodal urban nodes for smart and clean mobility and logistics. MOVE21 will do this through an integrated approach in which all urban systems are connected, and which addresses both goods and passenger transport together. As a result, MOVE21 will improve efficiency, capacity utilisation, accessibility and innovation capacity in urban nodes and functional urban areas.

The integrated approach in MOVE21 ensures that potential negative effects from applying zero emission solutions in one domain are not transferred to other domains but are instead mitigated. It also ensures that European transport systems will become more resilient. Central to the integrated approach of MOVE21 are three Living Labs in Oslo, Gothenburg, and Hamburg and three replicator cities Munich, Bologna and Rome. In these, different types of mobility hubs and associated innovations are tested and means to overcome barriers for clean and smart mobility are deployed. The Living Labs are based on an open innovation model with quadruple helix partners. The co creation processes are supported by coherent policy measures and by increasing innovation capacity in city governments and local ecosystems. The proposed solutions deliver new, close to market ready solutions that have been proven to work in different regulatory and governance settings. The Living Labs are designed to outlast MOVE21 by applying a self-sustaining partnership model.

MOVE21 partners

The MOVE21 consortium consists of 24 partners from seven different European countries, representing local city authorities, regional authorities, technology and service providers, public transport companies, SMEs, research institutions, universities and network organisations.

- **Norway**: City of Oslo, Viken County, Ruter, Urban Sharing, Mixmove, Institute of Transport Economics, IKT-Norge
- **Sweden**: City of Gothenburg, Rise Research Institutes of Sweden, Business Region Gothenburg, Volvo Technology, Renova, Parkering Göteborg
- **Germany**: City of Hamburg, City of Munich, Hafencity University Hamburg, Deutsche Bahn Station & Service
- **Italy**: Metropolitan City of Bologna, Roma Servizi per la Mobilità, Roma Tre University
- **Belgium**: Eurocities, Polis
- **The Netherlands**: TNO
- **Greece**: Hellas Centre for Technology and Research

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Deliverable executive summary

This document provides indications and guidance for Living Labs communication managers from Oslo, Gothenburg and Hamburg to perform MOVE21-related communication activities at local and regional level. The aim of this document is to make sure that every activity related to communication and dissemination level within the geographical areas involved (Norway, Sweden, Germany) are in line with the Dissemination and Outreach Strategy (D10.2) of MOVE21.

A template has been provided to Living Labs and filled in by them, to better assess any specific key message, requirements and the specific channels that will be used by them to convey and inform about activities and results achieved by the three cities. This will be the basis for the monitoring and assessment review that will be carried every six months, starting from second half of 2022.

Keywords

Local communication, local dissemination, stakeholder and end user involvement

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1 List of abbreviations and acronyms

Acronym	Meaning
EC	European Commission
GA	Grant Agreement
NGO	Non-Governmental Organisation
LCPs	Local Communication Plans
WP	Work Package
PPP	Public Private Partnership
PTO	Public Transport Operator

2 Purpose of the deliverable

This deliverable summarises the local efforts that will relate to communication and stakeholder involvement to make all Living Labs and replicated measures successful.

Local Communication Plans (LCPs) are local communication strategies in line with the overall Dissemination and Outreach Strategy (D10.2). A local communication contact is appointed in each of the three Living Labs (*Local Communication Manager*), who is responsible for identifying relevant local events and communication channels which can be exploited for communication on local MOVE21 actions. They also are responsible for communication through the cities' websites and social media channels in both English and local languages, and to deliver input for the project website and newsletter. Guidance is provided by the WP10 leader on the most convenient channels to be used.

There is a two-way communication channel within the MOVE21 project:

- MOVE21 promotes local activities through its communication channel. It is therefore important the WP10 Leader is also informed about them.
- Local communication aims to promote the MOVE21 related activities at the local, regional, national, and even European level. The communication activities are carried out by MOVE21 cities in local language and will contribute to promoting MOVE21 as a project.

City partners will be provided guidance on local dissemination, including templates for local dissemination planning. The templates completed by the cities are included in this document (Chapter 4).

2.1 Attainment of the objectives and explanation of deviations

The objectives related to this deliverable have been achieved.

2.2 Intended audience

The primary target audience for this deliverable is local partners in the MOVE21 consortium and/or key stakeholders in the Living Labs.

2.3 Structure of the deliverable and links with other work packages / deliverables

The document addresses the following steps to structure the communication process:

- Selecting a Message: what do cities want to communicate?
- Selecting a Target Audience: who are cities' main target groups, users, etc.?
- Selecting Communication Tools
- Checking on the Impact of Communication

One of the objectives of Work Package (WP6) is to "*ensure that the Living Labs apply the same methodology and principles when designing activities and proposed solutions*". WP6 also coordinates and facilitates learning, testing, deployment, and upscaling activities in the Living Labs. Thus, a close link with WP10 focusing on communication and dissemination activities is necessary and both WP6 leader and the Living Labs – together with WP10 leader – are involved in and contribute to this document.

This deliverable is made by the following sections:

Chapter 2 reports overall key messages and project target groups, underlying the need of consistency with the MOVE21 overall ones, as set in the previous D10.2 deliverable. It also highlights the importance to select the right communication channels, to monitor the impact of communication and its effectiveness, and provides more details about specific activities such specific activities – such as citizen engagement and end-user involvement.

Chapter 3 defines the local communication plan and the importance to elaborate a proper communication. It provides guidance about branding, project identity, social media use and the use of promotional material, to make sure that local communication activities are consistent with overall MOVE21 branding and overall communication.

Chapter 4 reports the local communication templates – prepared by WP10 – that have been filled one by one by each Living Lab. They include specific information about how each Living Lab aims to tackle and perform local communication activities. This will allows them to have an overview of what they need

Chapter 5 sums up the main recommendations for Living Labs Managers to perform a timely, coordinated, and efficient communication activities at local and regional level, consistent with the overall MOVE21 communication and dissemination strategy.

A last chapter focused on conclusions and further action ends the deliverable.

3 Communicating MOVE21

This document does not provide a full insight on communication processes regarding MOVE21, which are explained more in detail in the Communication and Outreach Strategy (D10.2). Moreover, some of the MOVE21 cities have access to professional communication teams (in-house or contracted).

However, it is considered useful to highlight some elements with regards to MOVE21 and its communication. The document addresses four steps to structure the communication process:

- Selecting key-messages: what do cities want to communicate?
- Selecting a target audience: who are cities' main target groups, users, etc.?
- Selecting communication channels.
- Checking on the impact of communication.

Communication on MOVE21 is carried out at two levels:

- **European level**, coordinated and managed by WP10. The purpose is to inform the EU institutions, policy-makers, practitioners and all the stakeholders identified in the D10.2 deliverable about the overall progress, activities and public events organised by MOVE21 during the project implementation. The language is English, and the updates are published in the project website, social media channels and project's newsletter.

- **Local level**, coordinated and managed by each Living Lab, respectively. It aims to inform and involve the local community (citizens, local and regional stakeholders) about the measures and work carried out within each Living Lab. and communicate effectively within its own channels and local press. It is carried out mainly in local languages and the updates are published on websites managed by local and regional authorities, their social media channels and local press, among others.

The strength of effective communication at local level is that it contributes to create citizen awareness about the measures to be implemented. Participatory activities collect feedback from them to make sure that they are going to be understood and well accepted. However, citizens have different levels of perception and knowledge of transport-related issues in their daily lives, and they move differently across urban areas. The messages need to be conveyed in a simple, concise, and non-technical language, to make sure of being understood. The benefits of communication at broad level (European scale) allows to inform stakeholders across the continent about the activities and results achieved, building synergies, and favouring an exchange of opinions.

As the geographical scopes of local communication and European level is different as well as the languages used – there is little risk that these two different layers overlap each other. What it matters the most -, and better detailed in the following paragraphs, is that both communication layers keep in mind the target audience, overall key messages, and visual identity indication (D10.2), to assure that coherence and MOVE21 branding is clearly visible and recognizable.

As mentioned in D10.2, MOVE21 – under the coordination of WP10 - will organise communication campaigns centred around specific project milestones. This is a very important moment as they will represent an opportunity to inform, promote and give visibility to concrete project results and achievements, as centred on very concrete applications from the Living Labs, such as demonstrators, upscaling, methodology, replication aspects. They will be addressed both at European and local / regional scale and audience. Local sites partners communicate with the local press to inform their end

users and citizens about the progress of the value cases, in local languages. WP10 will oversee the process and make sure that an organic message is

The three communication campaigns centred around important project milestones are the following ones:

- Milestone 8: first solutions and measures implemented (Month 24, April 2023)
- Milestone 16: Selected business plans deployed (Month 40, August 2024)
- Milestone 13: Replication in all six cities (Month 42, October 2024)

This should be followed up in D10.3 and explained what the expectations are towards engagement and work on local level. The chosen milestones are very much about specific actions taking place on the ground in a local setting.

Each MOVE21 partner will participate in regional or national events during the project lifetime. The partners will identify the most suitable events and will seek to give a presentation or find the best means of disseminating MOVE21. It would also be beneficial to make a link to the impact indicator 6.5 by stating that it is also important that these synergies and links with other projects, initiatives, networks are made on local level.

Partner cities will publish articles in the established media of cities associations in their different countries. Furthermore, MOVE21 city partners will work with local and regional media to present their work. This can be done via press conferences, but also through articles for specialised magazines and local city, regional and national papers. Copies of these documents should be shared with the project communication team (WP10).

To secure commonalities regarding the MOVE21 brand and identity, WP10 will be in charge of coordinating and supporting local communications. This will allow a common approach towards dissemination, regarding common messages to be communicated and the MOVE21 identity, while recognising the diversity of context conditions among the pilot sites.

3.1 Local Communication Managers

A local communication contact is expected to be appointed in each Living Lab (Local Communication Manager) as stated in the Grant Agreement (GA), WP10 section:

“A local communication contact will be appointed in each Living Lab, who will develop – together with the WP leader – the Local Communication Plan, in line with the overall Dissemination and Outreach Strategy (D10.2) and the local Innovation Co-creation Partnerships as developed in WP6. The Local Communication Plans will be synthesized in D10.3. D10.3 will also help POLIS to monitor dissemination activities for local case studies and collect all relevant content for further dissemination”.

The local communication contact will be responsible for identifying relevant local events and communication channels which can be exploited for communicating about MOVE21. They will also be responsible for the communication through the cities’ website and social media channels in both English and local language, and to deliver the input for the project website and newsletter.

3.2 Select Key messages

As written in the Dissemination and Outreach Strategy (D10.2), to ensure that the messages promoted by MOVE21 are always consistent and incorporated in a wider project-related narrative, it is of paramount importance that the MOVE21 values are well communicated.

Key messages are the main points of information the audience should hear, understand, and remember. MOVE21 key messages have been listed in D10.2 deliverable and they should also conveyed and communicated at local level in their integrity.The list below summarises the most relevant aspects that should be clearly spread and promoted at all levels, from European to a more local scale:

- Passenger and freight mobility should be addressed together, to tackle and solve traffic congestion and reduce pollution in European cities and improve health condition of residents and tourists.

- Highlight the innovative aspect of MOVE21, not only in terms of technology but also governance, business models, and social cohesion. The overall innovation methodology is based on a user-centric and dynamic open innovation process.

- MOVE21 delivers new, close to market ready solutions that have been proven to work in different regulatory and governance settings. Need to further emphasise the MOVE21 potential to provide practices wide replication in many European contexts.

- MOVE21 will extract key lessons learned through action research in three Living Labs and three replicator cities, thus inspiring and informing on related changes in other cities across Europe. The idea of cities as testbeds is central to MOVE21.

- MOVE21 will be able to generate evidence and support evidence-based actions of cities to proactively harness and future-proof recent developments in various fields - technological, but also business models, user needs, institutional changes, and data availability - for a better transport system overall

- The project helps participating cities achieve a 30% reduction of transport-related emissions by 2030 via the implementation of 15 transport-related innovations.

Additional key messages are included and specifically targeted on the objectives that every Living Lab city has set and planned to achieve during the project preparation. They are mentioned more in detail within the templates (chapter 4) that each Living Lab has shared to WP10, to prepare this deliverable.

3.3 Select a Target Audience

For all targets audiences, it is important to identify their level of familiarity with the topics covered by MOVE21.

In addition, all targets have different interest and attitudes and use different media that might only coincidentally coincide in content, opinion, and delivery.

Communication plans, and in particular local ones, need to be tailored considering that:

- Target audiences might change throughout the project.
- Stakeholders living in the areas where measures are implemented might have different perspectives and attitudes towards MOVE21 goals, approach, and multimodal hubs.

The MOVE21 project key target groups have been listed and explained in the D10.2 deliverable. In this document only those identified as relevant for local communication purposes are reported:

- **Citizens**

City centre inhabitants, public transport users, pedestrians, cyclists, shopkeepers, and freight providers are, among others, population segments that are impacted by MOVE21 measures. The MOVE21 project will target at all the above who expect both positive and negative impacts from the project. These are the groups that can generate constructive discussions around MOVE21 hubs deployment and give feedback to local governments and the project itself.

- **National authorities**

  They play an essential role in managing funding and defining the legislative framework to promote sustainable mobility. Both technical experts and politicians will be invited to participate in the policy dialogues and forums such as the Urban Nodes Forum and the Scan-Med Cities Observatory.

- **Local and regional authorities**
  They are the bodies that are expected to finance, plan and regulate transport at urban and regional level. They are also in close contact with Public Transport operators, and they oversee how people move within the city. It is important that they are informed about news and innovations coming from research and transport-related projects.

- **Tourists**

  A challenge for local authorities and communities is to provide proper information to non-residents. To raise acceptance of the schemes, any communication directed at both residents and non-residents must consider the particularities and the needs of different groups of road and public transport users. In the case of tourists, providing printed, digital, and vocal guidelines in more languages, could be a first step towards the right direction.

- **Local transport service providers**

  The range of transport service providers has expanded considerably in recent years: besides traditional Public Transport Operators (PTOs), there are providers of sharing services (cars, mopeds, e-scooters, bikes) and instant deliveries. Locally, they will be involved to test public-private partnerships (PPPs) and additional services in the hubs, to convey the message that all these services must be integrated to foster multimodality.

- **Technology suppliers (MaaS, LaaS)**

  On one hand, technology suppliers and vehicle technology suppliers will benefit from MOVE21 activities and results and, on the other, they are invited to provide updated insights on the new solutions available and how these can be organised into a consistent and integrated offer of sustainable mobility. At local level, their potential will be tested and assessed in real life conditions. Their applications are sustainable only if deployed according to the sustainable vision of cities.

- **Freight/service receivers/procurers, producers/shippers**

  Freight/service receivers/procurers and producers/shippers will be involved in the Urban Nodes Forum to share practices and facilitate collaboration between cities and industry to accelerate the deployment of green and efficient solutions. It is essential to involve them in the hubs and services' design phase since they are the final customers of the logistic services.

- **Vehicle manufacturers**

  The shape and configuration of urban mobility services are changing, moving away from traditional models in size and power. OEMs should be involved in the different policy dialogue and forums and at a strategic level to encourage them to a radical paradigm shift.

- **Researchers**

  The MOVE21 partnership includes research centres and universities. The results will be broadly disseminated to the scientific community through the publication of scientific papers, dissemination of activities and results via participation to events, seminars, and conferences.

- **End-user organizations and civil society**

  Public transport users' organizations, pedestrian associations, shopkeepers, historic town centre associations, cyclist's federations are, among others, organizations that may also be affected by MOVE21 measures. The project targets organizations of different types of end users that expect both positive and negative impacts from the implementation of multimodal hubs. Individual groups capable of generating proactive discussions around MOVE21 measures and solutions will be specifically targeted and consulted.

- **Vulnerable groups**

  These groups include, but are not limited to people with disabilities, migrants, and ethnic minorities (including Roma), homeless people, ex-prisoners, drug addicts, people with alcohol problems, isolated older people, and children. MOVE21 will follow EU's approach by designing solutions that meet accessibility requirements, are in areas open for everyone, and include non-technological solutions also for those with limited access to technology, etc.

The following chapter provides a focus on more targeted activities that aim to inform and engage moreactively citizend and people living in the areas covered by Living Labs.

3.4 Citizen engagement and end-user involvement

Nowadays citizens are more informed than ever and are willing to have their say in shaping the policies and services that affect their lives. In response, public institutions at all levels of public administration are increasingly creating opportunities for citizen participation to harness citizens' experiences and knowledge to make better public decisions.

The global landscape for citizen and stakeholder participation is evolving constantly, with new and innovative ways to involve citizens and stakeholders in EU-funded projects and policy-making. In the context of passenger and mobility hubs, citizens and stakeholders are also of key importance, as they are the ones who ultimately benefit from investment projects, hence they have a role to play in the process of developing and implementing them.

Participation includes all the ways in which stakeholders can be involved in the policy cycle and in service design and delivery. It refers to the efforts done by public institutions to hear the views, perspectives, and inputs from citizens and stakeholders. In the context of MOVE21 activities, participation allows citizens and stakeholders to influence activities and decisions of the public authorities at different stages of the investment process and through different mechanisms.

Three levels of citizen and stakeholder participation are distinguished, which differ according to the level of involvement:

Table 1 Different levels of involvement of citizen engagement

Information	Consultation	Engagement
An initial level of participation characterised by a one-way relationship in which the public authorities produce and deliver information to citizens and stakeholders.	A more advanced level of participation that entails a two-way relationship in which citizens and stakeholders provide feedback to the public authorities and vice-versa.	A more advanced level of participation that entails a two-way relationship in which citizens and stakeholders provide feedback to the public authorities and vice-versa.

The following actions are going to be evaluated in a case-by-case scenario and performed at local level in MOVE21 to create more sense of ownership of the local community on the Living Lab solutions and measures:

Open meetings and town hall meetings aim to gather the public in face-to-face meetings with public authorities to provide information and openly discuss topics of interest chosen beforehand. This discussion may include informative presentations about public works, citizens' proposals, and monitoring of already-in-place public work. These processes are based on dialogue and debate rather than deliberation and are more often used as an information or consultation tool without a specific output or impact in the final decision.

Public consultations are used to either gather ideas / feedback / input / opinions to help design and shape projects or policies, or to identify ways that an already defined project or policy can be implemented. Public consultations can be used to involve the broader public as well as stakeholders. Most of the time they are open to all to participate. The organisers need to prepare a robust communication strategy to ensure high levels of participation and reach a range of different groups. Public consultations can be done either in-person or online.

Open innovation practices, such as hackathons, are a way for public authorities to tap into the collective intelligence to co-create solutions to specific public challenges. **Hackathons** are usually in-person events organized in one common space where all participants can work and share ideas. Hackathons are sprint-oriented events, so the goal is to allow for a collaborative work environment with technical facilities and usually involve a setting the scene moment and a pitch session where participants present their ideas and solutions.

As the city of Hamburg has already started performing some of these activities, it can be beneficial also for the other two Living Labs to take inspiration and follow such an approach. The activities being carried out in the Hamburg Living Lab and involving the local community are:

- Citizen information session in Hamburg (town-hall meeting type)
- Citizen proxies running the "social use-case" in Hamburg
- An open call for citizens for running their own "social use-case" in Hamburg
- Digital surveys for the three cities
- Citizen co-creation activities
- Visibility campaign in the first hub in Hamburg (in discussion)

Specific exchange sessions among Living Labs managers will be organised in the second half of 2022 to facilitate an exchange of experience.

3.5 Selecting Communication channels

Good communication is an important component, allowing projects to progress smoothly and on time, as it helps to build trust with external audience and stakeholders, and encourage the sharing of ideas and opinions between professionals who are working on similar o related fields. A prompt definition of all communication channels is key to make sure that project-related activities are communicated timely and effectively to the targeted audience, which needs to be constantly informed about the development of MOVE21 activities.

Local Communication Managers are expected to regularly update and provide with inputs their selected communication channels, and to promptly inform WP10 about any specific message / campaign carried out. This will also help WP1 and WP10 to keep track of communication and dissemination activities, and for reporting purposes.

Understanding that:

- Information on local websites might not being clear or sufficient.
- Information on local signage might not be understood.

And knowing that:

- Citizens and tourists will search information on web pages and social media accounts.

MOVE21 local Communication Managers should:

1. Use different communication channels (website and social media accounts above all).
2. Provide information and content in English and local language.
3. Organise informative meetings or a digital platform between project partners and their selected representatives and local communities. to give updates on the MOVE21 project.
4. Host local on-site meetings that will showcase MOVE21, in close cooperation with the overall Living Lab and test site activities.
5. Share MOVE21 news on their website/social media accounts.
6. Provide continuous communication with the MOVE21 Communication Manager(s) to give and get new and consistent content.
7. Organise campaign days and local events.
8. Showcase MOVE21 on local printed newspapers and magazines.
9. Showcase MOVE21 on Local TV and radio shows.

As many of these tools might not be in use, MOVE21 local Communication Managers should focus on putting into practice in particular points 1, 2, 5 and 6.

Table 2 Problems and issues related to different communication channels

Communication channels: problems	Information on website is not sufficiently informative about the characteristics and added value provided by MOVE21. Information on how to use the transport modes offered at specific hubs is not clear.
Communication channels: successes	Information on the website of the municipality / high share of general city website visitors look for parking information. Many different communication channels are used. Importance of the communication mix. Meetings between politicians and non-governmental organisations (NGOs). Local on-site meetings. Continuous communication. Digital platform where citizens can interact with the city. MOVE21 guidance system. Campaign day. Local printed newspapers and magazines (city-owned). Local TV and radio.

It is important for local governments to be aware that the choice of the communication channels has to be directed towards the use of a mix of tools and methods, which address several objectives of local communication. Among them:

- **Raise awareness:** Awareness-raising should be pursued by press conference, coherent branding, action of ambassadors, and influencers. The use of local ambassadors can be particularly effective, through the focus on personal storytelling, which has the potential to generate trust, an important driver to foster behavioural change.
- **Spread information:** by building a webpage containing all the most relevant information about MOVE21 and updating it regularly; by using effective tools to catch the attention of possible users, for examples video or infographics; by setting up stands and/or information desks at local events.
- **Stimulate activation:** by organising information sessions, setting up or organising contests on MOVE21.
- **Keep persistency:** it is very important to communicate multiple times, to ask for feedback to users, to repeat the same messages, and possibly refining them over time.
- **Changing policy and regulation:** the set of activities performed, and results achieved by the Living Labs is expected to bring concrete improvements to the local mobility networks and to the health and daily lives of citizens. Therefore, it is of utmost importance to inform politicians and local / regional (even national) policy-makers, as they could bring relevant inputs and elements to renew policy and regulation about passenger and logistics multimodal hubs.

- **Business development:** this includes the opportunity to raise awareness, spread knowledge and interest about the project to external audience and stakeholders. This might contribute to potential new business opportunities, for example to spread up the transport-related solutions in MOVE21 Living Labs to other contexts.

Moreover, the following aspects on the composition of a mix of communication channels and methods should be taken into consideration:

- **Regular communication:** website, leaflets, publicity banners vs information events, seasonal campaigns.
- **Online and offline communication:** mix according to audiences and focus of messages.
- **General and specific communication:** inform and activate about general advantages of sustainable mobility options and less carbon intensive ones.
- **General city audience and specific communication:** communication for the whole city, communication for a specific neighbourhood, communication for visitors.

Further added value to the local communication about MOVE21 can be generated by the potential support that the partnership as a whole can provide, by means of exchanging success stories coming from other city experiences, on which to base a positive MOVE21 narrative.

3.6 Check on the Impact of Communication

Communication should be monitored and evaluated to see whether it is effective and efficient.

There are different ways of assessing impact and efficiency of communication, such as collecting the number of website visitors to the MOVE21 page, of people engaging with MOVE21 content on social media or of those who participate to MOVE21 meetings and workshops.

In general, local Communication Managers should set up:

- an **output assessment**, assessing whether Living Labs have managed to produce and distribute communication outputs as planned or not (e.g., numbers of printed leaflets, web posts, press releases etc.)
- an **uptake assessment**, assessing whether target audiences pick up Living Labs communication or not (e.g., participation in events, web visits, press releases used to develop news articles, picked-up leaflets)
- an **impact assessment**, verifying assessing whether messages have reached their goal or not.

The most relevant impact indicators and Key Performance Indicators (KPIs) that have been listed in the D10.2 deliverable (table below) will be taken into account to evaluate the effectiveness and extent of the local communication activities as well.

Information and activities carried out will integrate and be counted within the overall communication activities led by WP10, and contributing to achieve the targets set and to be achieved by the end of the project.

Table 3 Target groups and reach

Target group	Leaflet	Website	Newsletter	LinkedIn	Twitter	Factsheets	Guidelines	Scientific articles	Capacity building	MOVE21 events
Local authorities	V	V	V	V	V	V	V		V	V
National authorities	V	V	V	V	V	V			V	V
Transport and spatial planners	V	V	V	V	V	V	V	V	V	V
Transport services / solutions providers	V	V	V	V	V	V	V		V	V
Technology suppliers (MaaS, LaaS)	V	V	V	V	V	V			V	V
Logistics service providers	V	V	V	V	V	V			V	V
Freight / service receivers/ procurers,	V	V	V	V		V			V	V
Vehicle manufacturers	V	V	V	V	V	V			V	V
Researchers	V	V	V	V	V	V		V	V	V
End-user organisations and civil society		V			V				V	V
Indicators	Distributed	Visits	Readers	Connections	Followers	Views	Views	Views	Experts	Participants
Target (2025)	+2500	+60000	+2000	+500	+400	+1000	+100	+100	+250	+1500

4 The Local Communication Plan

This section contains guidelines and suggestions on how to communicate locally about Living Labs and replicator cities involvement in MOVE21 and raise awareness of the activities taking place within the project at the local level. It serves as background to the template for Local Communication Plans, where MOVE21 cities develop their own tailor-made Communication Plan, while Polis supports them.

To secure commonalities regarding the MOVE21 brand and identity, Polis will be in charge of coordinating and supporting – if needed - local (Living Lab) communications. This will secure a common and consistent approach towards dissemination while recognising the different context conditions of the respective partner cities.

Within this frame, after a thorough analysis of all provided templates, Polis will give feedback to Local Communication Managers and collect their ongoing strategies, to then harmonise them with MOVE21 guidelines. Suggestions and indications will be made through mail exchanges or via ad-hoc conference calls with local communication managers.

Local communication activities will be monitored per Living Lab and reported on the basis of a conference call every six months. This will allow to assist Living Labs in their dissemination activities when and where needed. Written reports are expected to gather and summarise all the relevant information (communication and dissemination actions, campaigns, social media posts, website news and other) and will reported on a regular basis from Living Labs, starting from the second half of 2022. A common template will be used to collect and aggregate this information, also useful for reporting purposes to the EU Commission.

4.1 Branding, project identity and social media

On the local level, the MOVE21 project design will be followed, making use of the MOVE21 logo, the EU logo and the H2020 disclaimer: *“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No. 953939”.*

More specifically for the social media presence, it is suggested to:

- Always use the general hashtag #MOVE21.
- Share and encourage partners and the community to repost/retweet.
- Use visuals.
- Follow other pages / organisations.
- Post regularly (once a week).
- Include links for more info (the project website when necessary).

4.2 Local websites/ webpages

An important local communication tool for MOVE21 is the visibility on Partners’ websites / webpages. The websites should provide details about how MOVE21 works and what the city’s ambitions are. For this, local Communication Managers should include in cities’ websites a MOVE21 Infobox together with the MOVE21 logo.

In addition, local websites might also provide:

- Details on local objectives in reference to MOVE21.
- A local MOVE21 leaflet for download.
- A list of stakeholders involved in the MOVE21 measures connected to hubs and multimodal mobility.
- News items to provide latest details on MOVE21 measures connected to hubs and multimodal mobility.
- Information about local events, meetings etc.
- A link to the project's website.

The Living Labs cities are free to use the content of the project website, translate it into their local language and use it for their respective local website.

4.3 Publicity material

- Local leaflet (optional): Each MOVE21 side could decide whether it could be interesting to have local MOVE21 leaflets.

- Local electronic newsletters (optional): Each MOVE21 site can issue its own electronic newsletter in the local language to keep the local community informed of the project. The newsletter also targets other regional or local authorities in the same country. Cities can translate and use articles on the MOVE21 website for their local newsletter such as good practice reports.

- Local press and media work: local press work is crucial to make MOVE21 successful. Publishing in local general press allows to create momentum for the MOVE21 activities and results. All MOVE21 cities are invited to communicate the progress made within the project. The main tool will be sending out press releases while organising a press conference can be considered as additional action. It is suggested that throughout the project a minimum of two press releases will be sent out by each partner. Timing for press releases can be set individually per site, depending on suitable news.

5 Local Communication Plan template

5.1 Oslo

Table 4 Local communications plan - Oslo

MOVE21 Partner
1. Partner description for MOVE21 European communicational use (website etc.) (100 words)
Oslo is the capital city of Norway and has a population of around 700.000 inhabitants, while the functional urban area comprises 1,7 million people. The city is surrounded by the nationally protected Marka Forest and the Oslo Fjord. The population is young, highly-educated, and diverse – one third of the population is first- or second-generation immigrants. Oslo is one of the fastest growing cities in Europe and a governmental centre and hub for Norwegian trade, banking, and shipping. The biggest industry sector in Oslo is the knowledge intensive business services sector. About 30% of Norwegian R&D activity takes place in Oslo, which also hosts around 80.000 students, making it the biggest student city in Norway. Oslo was named European Green Capital in 2019 by the European Commission for its holistic and citizen-oriented green policies and has an ambition to become one of the first zero emission cities in the world with an aim of 95% reduction in climate emissions by 2030.
2 A. What do you want to accomplish with regards to the deployment of your pilot activities within the framework of the MOVE21 project? (100 – 150 words)
Oslo Living Lab will explore how it is possible to optimise the use of existing infrastructure and transport solutions through new measures, hubs and new collaboration and business models that will both reduce traffic in the city, reduce climate emissions and meet the user's needs. Oslo Living Lab has commenced work on four different concepts that can be applied in several places in the City. Through co-creation of solutions with relevant stakeholders, the goal is to find solutions that are viable for scale-up further on.
2 B. What are the messages you would like to convey with regards to these activities?
By integrating micro mobility with public transport we will offer the users an easy to use and intuitive way to choose how to travel. This will contribute to reduce the carbon footprint and congestion in the City. We will use mobility hub "best practice" to provide citizens with a cost efficient and flexible alternative to car ownership. This can increase use of public transportation and reduce use of private cars. By developing a service for mobility on demand for people and freight, we can use extra capacity on vehicles moving people to transport goods. We will test combined transport of people and freight. This will contribute to reduced traffic and emissions. Emission free goods in transport is a concept where we want to deploy consolidation hubs near the city center in order to minimize the use of larger trucks on the municipal street network. Distribution of goods from hub shall take place in an environmentally friendly manner. By strategic deployment of hubs the goal is to reduce traffic and emissions and give different companies opportunity to adapt to future zero emission zone.

2 C. Local Target audiences you want to reach out to.	
Goods distributors, purchasers of goods, stores and malls, car-sharing companies, shared mobility companies, real estate developers, decision makers at municipal and government level and users of mobility services.	
3. MOVE21 partner inputs for EU dissemination	
Did you provide up to at least one high quality picture and your city logo in high resolution? Please send them to mstancec@polisnetwork.eu; rvergnani@polisnetwork.eu	**Yes**
Have you submitted news items related to local MOVE21 activities for the MOVE21 webspace?	**Yes**
Likely topics of the news items: • **News from deployment of the pilots** • **Reports from public meetings**	
4. Local communication outputs	
Do you have sufficient information about the MOVE21 project design?	**Yes**
4.1 Local website/webpage	
Do you envisage a local MOVE21 webpage?	**On the City's webpage**
URL: https://www.oslo.kommune.no/prosjekter/oslo-living-lab/	
Have you included the MOVE21 logo?	**No**
Have you included details on your local objectives within MOVE21?	**Yes**
Have you included a local leaflet for download?	**No**
Have you included information about stakeholders involved in the MOVE21 activities?	**Yes**
Have you included information about local events, meetings etc.	**No**
Have you included the link to the project website www.move21.eu ?	**Yes**
4.2 Local leaflet – if any	
At which events will you distribute the leaflets? We do not plan to use leaflets, and will instead use digital channels when needed. *This only in case these events are not canceled due to COVID-19 related regulations.	
At which fixed spots will you distribute the leaflet? (e.g., city hall, community centre)	
4.3 Local electronic newsletters	

Do you plan a local electronic newsletter with regards to MOVE21?	Under consideration, based on need.
Who will this be addressed to?	Involved stakeholders and contacts that have expressed interest in updates on Oslo Living Lab.
Likely topics of the news items: News on status of the pilots and upcoming events.	
Specific target groups to address:	
4.4 Stakeholder workshops	
Do you plan local stakeholder workshops with regards to MOVE21?	**Yes**
Topic, period/date, place, and audience of the meeting? • **The different concepts in planning have different needs for workshops, and at different time. We will customize plans for workshops to meet their needs, and adjust the plans based on how the concepts evolve. As they are in different stages, and there still are uncertainties to tackle, there is a need for a dynamic approach.**	
4.5 Local press and media work	
Do you plan a press conference with regards to MOVE21?	**No**
Who will this be addressed to?	
How many press releases do you plan with regards to MOVE21?	**Instead of press releases, we plan to contact relevant media when we have news that we believe media will find interesting, for example when we have pilots up and running.**
Topic, period/date, place, and audience of the meeting?	
Who will this be addressed to?	
4.6 Local social media use	
Which social media are you using? Please, answer below and add the link. We have not created exclusive SOME channels for Oslo Living Lab. Our strategy is to use the City of Oslo and the other partners existing channels to share content. This strategy is chosen to best reach the identified stakeholders.	
Twitter	**Yes** @GreenOslo2019 @klimaetaten
Facebook	**@oslokommune**
Instagram	**No**
LinkedIn	**Yes** @klimaetaten
Google +	**No**
YouTube	**No**
Pinterest	**No**
WhatsApp	**No**
Viber	**No**

Others (please indicate)	**No**
Do you use the general hashtag #MOVE21 for all your social media (i.e., Twitter, Facebook, LinkedIn, etc.?)	**Yes**
Are you using visuals (images, pictures, GIFs, etc.) when posting on social media?	**Yes**
Do you include links for more info (the project website when necessary) to your posts on social media?	**Yes**
Do you post regularly on social media? (i.e., at least twice a week?)	**No**
Do you follow other pages / organisations involved in innovation in sustainable urban mobility, shared mobility, city logistics and new mobility services on social media? If not, do you need advice on which organisations / pages /NGOs to follow?	**Yes**
Do you plan to develop a tool to communicate with residents to share quick updates?	**No**
5. Other issues	
Do you need further support from Polis with regards to local communication processes? See topics below:	**Yes/No**
• Defining local target groups	**No**
• Defining communication objectives	**No**
• H2020 communication requirements	**Yes**
• Project identity	**No**
• How to write a press release?	**No**
• How to prepare an e-newsletter?	**No**
• How to organize a press conference?	**No**
• Local social media use	**No**
• How to set up a local webpage or website?	**No**
Other communication activities planned	Information meeting at the City Hall open for the different agencies in the City of Oslo to ensure involvement from different sectors. A series of multilateral and bilateral meetings with selected stakeholders on the different concepts in development to promote the project and increase involvement.
Do you plan any other communication and promotion activities besides the ones listed in the previous sections?	**No**

5.2 Gothenburg

Table 5 Local communications plan - Gothenburg

MOVE21 Partner
1. Partner description for MOVE21 European communicational use (website etc.) (100 words)
Already on webpage and in Grant agreement: The City of Gothenburg is a port city with a strategic location between Oslo and Copenhagen. It has a population of around 548 000 and is Sweden's second largest city. It was classed by Forbes as the world´s 12th most inventive city in 2013. The Gothenburg region, which spans 13 municipalities in Greater Gothenburg, has a population of 1.1 million. The Gothenburg region is right at the epicentre of Scandinavia and the Baltic States, and the gateway to a market of 190 million people. 70 % of Scandinavia´s total industrial capacity is located within a 500-km radius of the Gothenburg region and 30% of Swedish foreign trade passes through the Port of Gothenburg. Traditionally an industrial city, Gothenburg lost its shipyards in the 1970 and thus became largely dependent on the local automotive industry as a large scale employer. The city now faces the challenge of replacing the waning industrial employment with new jobs in services, new high-tech enterprises and qualified jobs in the knowledge sector. Gothenburg has drawn up ambitious strategies for city development that aim to make it one of the most progressive cities in the world concerning climate impact, energy efficiency, mobility/logistics and social inclusion. The aim is that by 2050 the city will have a sustainable and ambitiously reduced level of carbon dioxide (CO2) emissions: the average level of CO2 equivalent emission per person in Gothenburg will have to be reduced to less than 2t per person for the goal to be reached. The city has adopted an interim target which states that by 2020 emission levels of CO2 will be reduced by at least 40 % compared to the levels in 1990. Gothenburg has signed the EU Covenant of Mayors and has committed to go beyond the objectives of EU energy policy. To foster international cooperation and innovation, the City of Gothenburg participates in many European networks and programmes; EUROCITIES, Climate-KIC (Europe's largest public-private innovation partnership for climate change), the EIP Smart Cities and Communities, ERRIN, POLIS (President 2020-2021), LUCI and the European EIT Climate-KIC network. The City of Gothenburg is a member of 51 organizations. Six of the memberships are directly linked to the municipal government: EUROCITIES, Göteborg-Oslo cooperation, the Scandinavian arena, Cities for Children, ICLEI and the Mayors for Peace. In recent years, substantial effort has been put in to establish strategies for the development of the city in the years to come, including strategies towards 2035. These are four guiding documents: 1. Vision Älvstaden, 2. Traffic Strategy for a Close City 3. Green Strategy for a Dense, Green City and 4. Strategy for Gothenburg 2035 Expansion Planning – jointly indicate the direction Gothenburg will develop in over the next 20 years.

2 A. What do you want to accomplish with regards to the deployment of your pilot activities within the framework of the MOVE21 project? (100 – 150 words)

English version (for the MOVE21 website and European communication)

- Transform Gothenburg into smart zero emissions node for mobility and logistics
- Reduce emissions
- Decrease congestion
- Effective and flexible use of space
- Combination freight and people mobility
- Explore municipality role in mobility and logistics innovation
- Encourage use of mores sustainable modes of transport for both goods and people

2 B. What are the messages you would like to convey with regards to these activities?

3 messages at least *(e.g., We are deploying MOVE21 across 4 city neighborhoods, that will have e-bikes, e-cargo bikes and charging points for electric cars. This will contribute to reduce emissions in town)*

- Gothenburg is a Living Lab city within MOVE21, where we will develop, pilot and demonstrate solutions for both mobility of passengers and logistics at three test sites in the city; Nordstan, Klippan and Lindholmen
- The solutions will be developed in collaboration with the local innovation ecosystem, targeted for the specific conditions at each site.
- The solutions will contribute to transforming Gothenburg into a smart zero emissions node for mobility and logistics
-

2 C. Local Target audiences you want to reach out to.

The target audiences focus on stakeholders working with sustainable mobility and logistics. Industry/business, public authority, civil society, existing partnership and networks and academia in quadruple helix approach. The general public will be addressed only when there are results and questions of relevance.

3. MOVE21 partner inputs for EU dissemination

Did you provide up to at least one high quality picture and your city logo in high resolution? Please send them to mstancec@polisnetwork.eu; rvergnani@polisnetwork.eu	**Yes**
Have you submitted news items related to local MOVE21 activities for the MOVE21 webspace? *For example the launch of the LL and updates for the general webpage.*	**Yes**

Likely topics of the news items:

- Project granted
- Project start
- Launch of the Living Lab
- Site visits in Gothenburg
- Invitation for handymen and service technicians to pilot the hub in testsite Nordstan
- Launch of handyman hub testsite Nordstan
- Launch of Third party integration pilot testsite Klippan and Lindholmen
- Possible news about results and effects
- Project end

4. Local communication outputs	
Do you have sufficient information about the MOVE21 project design?	**Yes**
4.1 Local website/webpage	
Do you envisage a local MOVE21 webpage? https://goteborg.se/wps/myportal/enhetssida/Innovation-och-utveckling-far-framtidens-mobilitet-i-Gateborg/move21	**Yes**
URL:	
Have you included the MOVE21 logo?	**Yes**
Have you included details on your local objectives within MOVE21?	**Yes**
Have you included a local leaflet for download?	**No**
Have you included information about stakeholders involved in the MOVE21 activities?	**Yes**
Have you included information about local events, meetings etc.	**No**
Have you included the link to the project website www.move21.eu ?	**Yes**
4.2 Local leaflet – if any	
At which events will you distribute the leaflets? *The environmental policy prescribes caution when it comes to printed material. If a great need arises, we could print and distribute leaflets, but at the moment we do not consider it.* *This only in case these events are not canceled due to COVID-19 related regulations.	
At which fixed spots will you distribute the leaflet? (e.g., city hall, community centre)	
4.3 Local electronic newsletters	
Do you plan a local electronic newsletter with regards to MOVE21?	**No**
Who will this be addressed to?	
Likely topics of the news items:	
Specific target groups to address:	
4.4 Stakeholder workshops	
Do you plan local stakeholder workshops with regards to MOVE21?	**Yes**
Topic, period/date, place, and audience of the meeting?	

01/09/21	ICCP Workshop Testiste Klippan -	GOT Urban Transport Administration, GOT-PARK, BRG, RISE, GOT K&V
02/09/21	ICCP Workshop Testiste Nordstan	GOT Urban Transport Administratio

		n, GOT-PARK, BRG, GOT K&V, Volvo, RISE			
08/09/21	ICCP Workshop Testiste Lindholmen	GOT Urban Transport Administration, GOT-PARK, BRG, Volvo, GOT K&V, RISE, Renova			
19/01/2022	ICCP workshop Mobility hub	GOT Urban Transport Administration, GOT-PARK, BRG, GOT K&V, Volvo, RISE, Renova			
23/02/2022	Study visit Nordstan – mobility logistics hub concept development	GOT Urban Transport Administration, BRG, Nordstan samfällighet, Vasakronan, LSP, Pling transport, Velove, Just Green, Bikefixx, Elcykebutiken, Bzzt,	28/02/2022	ICCP Workshop Testiste Klippan	GOT Urban Transport Administration, GOT-PARK, BRG, RISE, GOT K&V
			02/03/2022	ICCP Workshop Testiste Nordstan	GOT Urban Transport Administration, BRG, RISE, Nordstan samfällighet, Vasakronan, Volvo
03/03/2022	ICCP Workshop Testiste Lindholmen	GOT Urban Transport Administration, Renova, BRG, RISE, GOT K&V, ÄUAB			

4.5 Local press and media work	
Do you plan a press conference with regards to MOVE21?	**No**
Who will this be addressed to?	
How many press releases do you plan with regards to MOVE21? *Approximately 5-10* • Project granted • Project start • Launch of the Living Lab • Site visits in Gothenburg • Invitation for handymen and service technicians to pilot the hub in testsite Nordstan • Launch of handyman hub testsite Nordstan • Launch of Third party integration pilot testsite Klippan and Lindholmen • Possible news about results and effects • Project end	
Topic, period/date, place, and audience of the meeting?	
Who will this be addressed to? The local target audiences	
4.6 Local social media use	
Which social media are you using? Please, answer below and add the link.	
Twitter Profile / Twitter	**Yes**
Facebook Stadsutveckling Göteborg (facebook.com)	**Yes**
Instagram Stadsutveckling Göteborg (@stadsutvecklinggoteborg) • Foton och videoklipp på Instagram	**Yes**
LinkedIn (14) Trafikkontoret, Göteborgs Stad: My Company | LinkedIn	**Yes**
Google +	**No**
YouTube	**No**
Pinterest	**No**
WhatsApp	**No**
Viber	**No**
Others (please indicate)	**No**
Do you use the general hashtag #MOVE21 for all your social media (i.e., Twitter, Facebook, LinkedIn, etc.?)	**Yes**
Are you using visuals (images, pictures, GIFs, etc.) when posting on social media?	**Yes**
Do you include links for more info (the project website when necessary) to your posts on social media?	**Yes**
Do you post regularly on social media? (i.e., at least twice a week?)	**No**
Do you follow other pages / organisations involved in innovation in sustainable urban mobility, shared mobility, city logistics and new mobility services on social media? If not, do you need advice on which organisations / pages /NGOs to follow?	**Yes**

Do you plan to develop a tool to communicate with residents to share quick updates?	**No**
5. Other issues	
Do you need further support from Polis with regards to local communication processes? See topics below:	**No**
• Defining local target groups	**No**
• Defining communication objectives	**No**
• H2020 communication requirements	**No**
• Project identity	**No**
• How to write a press release?	**No**
• How to prepare an e-newsletter?	**No**
• How to organize a press conference?	**No**
• Local social media use	**No**
• How to set up a local webpage or website?	**No**
Other communication activities planned	**No**
Do you plan any other communication and promotion activities besides the ones listed in the previous sections?	**No**

5.3 Hamburg

Table 6 Local communications plan - Hamburg

MOVE21 Partner
1. Partner description for MOVE21 European communicational use (website etc.) (100 words)
City of Hamburg The Free and Hanseatic City of Hamburg is one of Germany's 16 federal states and with 1.9 million inhabitants the second largest city in Germany. The city is connected to the North Sea by the Elbe River and hosts the third largest port in Europe. It also represents a major European transport hub situated along three European TEN-T corridors (Scan-Med, East-Med and North Sea-Baltic). The revised Hamburg Climate Plan of December 2019 requires a 55% reduction in climate emissions by 2030 compared to the 1990 baseline and climate neutrality by 2050. Hamburg has been a testbed for innovative mobility and logistics solutions and host city of the ITS World Congress in 2021. In the context of MOVE21, Hamburg will pilot innovative integrated solutions for urban logistics and passenger mobility in the District of Altona. The District of Altona is one of seven districts in Hamburg and with more than 265.000 inhabitants the second largest district. Several major transport corridors run through Altona, including rail and road TEN-T corridors. Important transport infrastructure includes the national highway A7 (also Scan-Med TEN-T corridor) and the long-distance and public transport station Altona. The test sites of the first development phase of the Living Lab Hamburg are situated in the eastern, dense part of the district. In the further process, test sites in industrial areas as well as sub-urban areas will be included. **HafenCity University**

The HafenCity Universität Hamburg - Universität für Baukunst und Metropolenentwicklung (HCU) is the University of the Built Environment and Metropolitan Development. The education and research at the HCU Hamburg are aimed at contemplating and concretising what the future of metropolitan areas could and should look like. The CityScienceLab is an academic unit with a research focus that is being developed in cooperation with the MIT Media Lab Cambridge / USA. It pursues an interdisciplinary and transdisciplinary perspective by combining technical issues (e.g. digital city infrastructures, data mapping and modeling, urban sensor systems, urban twin technologies) with social and cultural developments (healthy city, refugee integration, sustainable mobility, civic science, etc.).

DB Station & Service AG

DB Station&Service AG is the operating company responsible for the transportation stations within the rail network of DB Netze. Its business objective is the construction, operation, maintenance, and development of the about 5.400 stations. Within DB Station&Service AG, Smart City | DB develops sustainable logistics and mobility solutions for people living in urban areas that fit flexibly in their everyday life. They range from new utilization concepts, street furniture and urban greening, parcel pick-up stations and micro hubs to mobility stations.

2 A. What do you want to accomplish with regards to the deployment of your pilot activities within the framework of the MOVE21 project? (100 – 150 words)

English version (for the MOVE21 website and European communication)

The overall objective of the Living Lab Hamburg is to contribute to reducing transport and transport-related emissions in the city. In order to achieve this objective, the Living Lab Hamburg is working on the following aspects:

- the conceptualisation and pilot implementation of multi-functional neighbourhood hubs, including integrated solutions for mobility of passengers and goods as well as social/cultural offers where possible.
- the test of an inter-hub logistic traffic in order to increase the efficiency of delivery traffic, create new business models and analyse synergies on the first/last mile that are yet undetected.
- the analysis and, if possible, real-life test of a combined transport of people and goods in order to use existing capacities in a more efficient way.
- the development of a set of measures that describes and evaluates potential modules of a ‘neighbourhood hub’ and helps implementing customised hubs in further parts of the City of Hamburg and beyond.
- the strengthening of existing links and collaborations and, where found necessary, creation of new forms of collaboration between stakeholders from logistics and passenger transport to facilitate integrated approaches and solutions.

2 B. What are the messages you would like to convey with regards to these activities?

3 messages at least *(e.g., We are deploying MOVE21 across 4 city neighborhoods, that will have e-bikes, e-cargo bikes and charging points for electric cars. This will contribute to reduce emissions in town)*

- The Living Lab Hamburg is piloting multifunctional neighbourhood hubs that include solutions for mobility of passengers and logistics as well as social/cultural offers where possible. This will contribute to reducing emissions and transport on the first/last mile.

- The Living Lab Hamburg will test an inter-hub logistic traffic open to all logistic users. This will help to increase the efficiency of the delivery traffic, create new business models and analyse synergies on the first/last mile that are yet undetected.
- The Living Lab Hamburg will analyse and, if possible, test under real-life conditions a combined transport of people and goods. This will help to use existing capacities in a more efficient way.
- The Living Lab Hamburg will develop a set of measures that describes and evaluates potential modules of a 'neighbourhood hub'. This will help implementing customised hubs in other parts of the City of Hamburg and beyond.
- The Living Lab Hamburg strengthens existing links and collaborations and, where found necessary, creates new forms of collaboration between stakeholders from logistics and passenger transport. This will help breaking silos and facilitate integrated approaches and solutions.

2 C. Local Target audiences you want to reach out to.

The local target audiences of the Living Lab Hamburg include stakeholders from the quadruple helix (public sector, private sector, research, civil society), such as:

- Ministries of the City of Hamburg
- District Offices/ climate protection managers of the districts
- Public transport companies
- On-demand shuttle providers
- Micro mobility providers
- Parcel and courier services
- Housing companies and associations
- Local retail
- Research institutes
- Citizens and civil society organisations
- Cultural/Neighbourhood centres
- Existing networks and partnership

3. MOVE21 partner inputs for EU dissemination

Did you provide up to at least one high quality picture and your city logo in high resolution? Please send them to mstancec@polisnetwork.eu; rvergnani@polisnetwork.eu-	**Yes**
Have you submitted news items related to local MOVE21 activities for the MOVE21 webspace?	**No**

Likely topics of the news items:

- Opening of first neighborhood hub in Holstenstraße (expected: end of Aug./ beg. Sept. 2022 – tbc.)
- Site visit and workshop for local stakeholders (22. Sept. 2022 – tbc.)
- Local participation event (1st week of Oct. 2022 - tbc)

4. Local communication outputs

Do you have sufficient information about the MOVE21 project design?	**Yes**

4.1 Local website/webpage

Do you envisage a local MOVE21 webpage?	**Yes**
URL:	

EU-Projekte – Bezirk Altona - hamburg.de - subpage in planning
www.hamburg.de/move21 - domain to be confirmed, subpage in planning

Information about MOVE21 will also be available on these websites of the partners involved in the LL Hamburg:
Horizon 2020 - EU-Fördermittel - hamburg.de - subpage in planning
https://smartcity.db.de/ - subpage is in planning

Have you included the MOVE21 logo?	**Yes, we will**
Have you included details on your local objectives within MOVE21?	**Yes, we will**
Have you included a local leaflet for download?	**To be decided**
Have you included information about stakeholders involved in the MOVE21 activities?	**Yes, we will**
Have you included information about local events, meetings etc.	**Yes, we will**
Have you included the link to the project website www.move21.eu ?	**yes, we will**

4.2 Local leaflet – if any

At which events will you distribute the leaflets? If leaflets will be printed, these will be distributed at local events. *This only in case these events are not canceled due to COVID-19 related regulations.
At which fixed spots will you distribute the leaflet? (e.g., city hall, community centre) If leaflets will be printed, these could be distributed at the hub locations, in the district office and neighbourhood centres.

4.3 Local electronic newsletters

Do you plan a local electronic newsletter with regards to MOVE21?	**No**
Who will this be addressed to?	
Likely topics of the news items:	
Specific target groups to address:	

4.4 Stakeholder workshops

Do you plan local stakeholder workshops with regards to MOVE21?	**Yes**

Topic, period/date, place, and audience of the meeting?

- Meetings of the new working group of the Logistics Initiative Hamburg (part of the ICCP of the LL Hamburg): quarterly
- Small public participation event for test site Holstenstraße: end of Aug./beg. Sept (date tbc.)
- Workshop for local stakeholders: 22. Sept. 2022 (tbc)
- Public participation event for test sites Holstenstraße, Harkortstraße, Kaltenkircher Platz, Bahnhof Altona: beginning of Oct. 2022

4.5 Local press and media work

Do you plan a press conference with regards to MOVE21?	**Likely yes, details tbc**
Who will this be addressed to?	

How many press releases do you plan with regards to MOVE21? • Opening of hubs: 4-5 press releases • Public participation event Oct. 2022: 1 press release • Start of inter-hub traffic test: 1 press release • Start of combined transport of people and goods: 1 press release • End of the project: 1 press release	
Topic, period/date, place, and audience of the meeting?	
Who will this be addressed to? Press releases will be addressed at citizens and local stakeholders.	
4.6 Local social media use	
Which social media are you using? Please, answer below and add the link. The LL Hamburg is using the already existing accounts of the partners involved in the LL in order to reach out to existing follower, create synergies and draw attention to the joint project: • District of Altona: Twitter and Instagram • Deutsche Bahn: Smart City-Accounts: Instagram, Twitter, LinkedIn • HCU: LinkedIn, Instagram, Twitter, YouTube	
Twitter	**Yes**
Facebook	**No**
Instagram	**Yes**
LinkedIn	**Yes**
Google +	**No**
YouTube	**Yes**
Pinterest	**No**
WhatsApp	**No**
Viber	**No**
Others (please indicate)	**No**
Do you use the general hashtag #MOVE21 for all your social media (i.e., Twitter, Facebook, LinkedIn, etc.?)	**Yes**
Are you using visuals (images, pictures, GIFs, etc.) when posting on-social media?	**Yes**
Do you include links for more info (the project website when necessary) to your posts on social media?	**Yes**
Do you post regularly on social media? (i.e., at least twice a week?)	**Yes**
Do you follow other pages / organisations involved in innovation in sustainable urban mobility, shared mobility, city logistics and new mobility services on social media? If not, do you need advice on which organisations / pages /NGOs to follow?	**Yes**
Do you plan to develop a tool to communicate with residents to share quick updates?	**No**
5. Other issues	
Do you need further support from Polis with regards to local communication processes? See topics below:	**Yes**
• Defining local target groups	**Yes**
• Defining communication objectives	**Yes**
• H2020 communication requirements	**No**

• Project identity	**No**
• How to write a press release?	**No**
• How to prepare an e-newsletter?	**No**
• How to organize a press conference?	**No**
• Local social media use	**No**
• How to set up a local webpage or website?	**No**
Other communication activities planned	**No**
Do you plan any other communication and promotion activities besides the ones listed in the previous sections?	**No**

6 General Recommendations

MOVE21 Local Communications should:

- Follow the project design (logo, banner of the project + EU and H2020 disclaimer).
- Use different channels (website and social media accounts above all).
- Provide information and content in English + local language.
- Share MOVE21-related news (sustainable mobility, city logistics, multimodal transport) on their website/social media accounts.
- Share MOVE21-related news (sustainable mobility, city logistics, multimodal transport) for the MOVE21 website/social media accounts/newsletter.
- Be consistent with the overall MOVE21 Communication and Outreach Strategy (D10.2).

6.1 Website/Webpages – Points to take into account

Dedicated websites and webpages of Living Labs cities should:

- Include a MOVE21 Infobox together with the MOVE21 logo and the project website.
- Contain details on local objectives in reference to MOVE21.
- Provide a local MOVE21 leaflet for download.
- Provide a list of stakeholders involved in the MOVE21 measures.
- Share news items on MOVE21 measures implemented at local scale.
- Share Information about local MOVE21 events, meetings etc.

The Living Labs cities are free to use the content of the project website, translate it into local language and use it for their respective local website.

6.2 Social Media – Points to take into account

Local social media accounts should:

- Share clear, short, and catchy messages.
- Make good and regular use of the #MOVE21 hashtag.
- Tagging partners in pictures and posts.
- Use catchy visuals and/or infographics.
- Use short videos/gifs.
- Encourage partners and the community to repost/retweet contents.
- Follow other pages / organisations.
- Post regularly (once a week).
- Include links for more info (the project website when necessary).

7 Conclusions and way forward

This document has provided a detailed set of indications and overall guidance to Living Labs communication teams to plan and perform timely, efficient, and coherent communication about the implementation of MOVE21 activities in Oslo, Gothenburg, and Hamburg. The template prepared by WP10 aimed to get an overview of general plans / available media channels / specific objectives and key messages from each specific city. This will allow WP1 and WP10 to assess and check, In view of the next milestones, specific target campaigns, and other activities, how and at what extent

WP10 will keep continuing to oversee, monitor and evaluate the work carried out by Living Labs, and make sure that communication at overall level – carried out by WP10 – is coherent and aligned with the similar tasks performed at local and regional scale.

Regular calls – tentatively every six months, from the second half of 2022 – will allow WP10 and Living Labs to align and update each other about the activities performed and whether specific needs / assistance might be needed. The constant dialogue will allow also WP10 and WP1 to keep track of the communication activities performed for reporting purposes, and to make sure that the KPIs and targets set at the beginning of the project are on track and be achieved by April 2025.

Annex A

The general template

Table 7 Local communications plan - template

MOVE21 Partner	
Contact person	
E-Mail	
Postal address	
Telephone number	
Local language	
1. Partner description for MOVE21 European communicational use (website etc.) (100 words)	
2 A. What do you want to accomplish with regards to the deployment of your pilot activities within the framework of the MOVE21 project? (100 – 150 words)	
2 B. What are the messages you would like to convey with regards to these activities?	
3 messages at least *(e.g., We are deploying MOVE21 across 4 city neighborhoods, that will have e-bikes, e-cargo bikes and charging points for electric cars. This will contribute to reduce emissions in town)*	
2 C. Local Target audiences you want to reach out to.	
3. MOVE21 partner inputs for EU dissemination	
Did you provide up to at least one high quality picture and your city logo in high resolution? Please send them to mstancec@polisnetwork.eu; rvergnani@polisnetwork.eu	**Yes/No**
Have you submitted news items related to local MOVE21 activities for the MOVE21 webspace?	**Yes/No**

Likely topics of the news items: • … • … • … • …	
4. Local communication outputs	
Do you have sufficient information about the MOVE21 project design?	**Yes/No**
4.1 Local website/webpage	
Do you envisage a local MOVE21 webpage?	**Yes/No**
URL:	
Have you included the MOVE21 logo?	**Yes/No**
Have you included details on your local objectives within MOVE21?	**Yes/No**
Have you included a local leaflet for download?	**Yes/No**
Have you included information about stakeholders involved in the MOVE21 activities?	**Yes/No**
Have you included information about local events, meetings etc.	**Yes/No**
Have you included the link to the project website www.move21.eu ?	**Yes/No**
4.2 Local leaflet – if any	
At which events will you distribute the leaflets? *This only in case these events are not canceled due to COVID-19 related regulations.	
At which fixed spots will you distribute the leaflet? (e.g., city hall, community centre)	
4.3 Local electronic newsletters	
Do you plan a local electronic newsletter with regards to MOVE21?	**Yes/No**
Who will this be addressed to?	
Likely topics of the news items:	
Specific target groups to address:	
4.4 Stakeholder workshops	
Do you plan local stakeholder workshops with regards to MOVE21?	**Yes**
Topic, period/date, place, and audience of the meeting? • … • …	
4.5 Local press and media work	
Do you plan a press conference with regards to MOVE21?	**Yes**
Who will this be addressed to?	
How many press releases do you plan with regards to MOVE21?	

Topic, period/date, place, and audience of the meeting?	
Who will this be addressed to?	
4.6 Local social media use	
Which social media are you using? Please, answer below and add the link.	
Twitter	**Yes/No**
Facebook	**Yes/No**
Instagram	**Yes/No**
LinkedIn	**Yes/No**
Google +	**Yes/No**
YouTube	**Yes/No**
Pinterest	**Yes/No**
WhatsApp	**Yes/No**
Viber	**Yes/No**
Others (please indicate)	**Yes/No**
Do you use the general hashtag #MOVE21 for all your social media (i.e., Twitter, Facebook, LinkedIn, etc.?)	**Yes/No**
Are you using visuals (images, pictures, GIFs, etc.) when posting on social media?	**Yes/No**
Do you include links for more info (the project website when necessary) to your posts on social media?	**Yes/No**
Do you post regularly on social media? (i.e., at least twice a week?)	**Yes/No**
Do you follow other pages / organisations involved in innovation in sustainable urban mobility, shared mobility, city logistics and new mobility services on social media? If not, do you need advice on which organisations / pages /NGOs to follow?	**Yes/No**
Do you plan to develop a tool to communicate with residents to share quick updates?	**Yes/No**
5. Other issues	
Do you need further support from Polis with regards to local communication processes? See topics below:	**Yes/No**
- Defining local target groups	**Yes/No**
- Defining communication objectives	**Yes/No**
- Interreg communication requirements	**Yes/No**
- Project identity	**Yes/No**
- How to write a press release?	**Yes/No**
- How to prepare an e-newsletter?	**Yes/No**
- How to organize a press conference?	**Yes/No**
- Local social media use	**Yes/No**
- How to set up a local webpage or website?	**Yes/No**
Other communication activities planned	**Yes/No**

Do you plan any other communication and promotion activities besides the ones listed in the previous sections?	**Yes/No**
	Yes/No