



# SMART MATURE RESILIENCE

DISSEMINATION AND COMMUNICATION STRATEGY 1

ICLEI European Secretariat | September 2015

Deliverable	Dissemination and Communication Strategy 1
Deliverable No.	7.1
Work Package	7
Dissemination Level	Public
Author(s)	Grimes, Clara - ICLEI Europe
Co-author(s)	Peleikis, Julia and Terenzi, Alberto - ICLEI Europe
Date	30/09/2015
File Name	D7.1_Dissemination_and_Communication_Strategy_1_ICLEI_2015-09
Status	Complete
Revision	02/10/2015 04/01/2016
Reviewed by (if applicable)	Martina Comes - UIA, Jose Maria Sarriegi - TECNUN

This document has been prepared in the framework of the European project SMR – SMART MATURE RESILIENCE. This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under Grant Agreement no. 653569.

The sole responsibility for the content of this publication lies with the authors. It does not necessarily represent the opinion of the European Union. Neither the REA nor the European Commission is responsible for any use that may be made of the information contained therein.



Funded by the  
Horizon 2020 programme  
of the European Union



# TABLE OF CONTENTS

- 1. **Executive Summary**..... 4
- 2. **Introduction**..... 5
- 3. **Communication Objectives and Goals** ..... 6
- 4. **Situation Analysis**..... 7
- 5. **Key Messages**..... 9
- 6. **Target Audience** ..... 13
  - 6.1 Primary Target Groups ..... 13
  - 6.2 Secondary Target Groups ..... 14
  - 6.3 Projects of Shared Interest ..... 15
- 7. **Tactics** ..... 16
  - 7.1 Project Communication Channels..... 16
  - 7.2 Communication Products..... 18
- 8. **Visual Identity** ..... 20
- 9. **Evaluation of Communication Activities** ..... 23
- 10. **Roles and Responsibilities** ..... 24
- 11. **Timeline** ..... 26
- 12. **Annex 1**..... 27



# 1. EXECUTIVE SUMMARY

Evidence indicates that exposure of persons and assets in all countries has increased faster than vulnerability has decreased, thus generating new risks and a steady rise in disaster-related losses, with a significant economic, social, health, cultural and environmental impact in the short, medium and long term, especially at the local and community levels. The Smart Mature Resilience project responds to the need for enhanced resilience in European cities.

Effective communication is essential to the success of the Smart Mature Resilience project. This document lays out the approach and methods to be employed by the project in external communications. The project's communication primarily aims to raise awareness, to share knowledge and to maximise impact. A situational analysis of the project's communication environment provides a context for expression of the project's identity.

Primary attributes, added value and keywords are defined, as well as a justification and clarification of the project's tagline or claim, "Smart Mature Resilience – for more resilient cities in Europe". The document lays out the project's target groups and the way in which the project will communicate with these groups. The project's tactics are described, that is, the relevant communication channels and communication products that will be utilised. Finally, a timeline and reference tables for the use of communication products and the submission dates for communications-related deliverables is provided.



## 2. INTRODUCTION

Effective communication and dissemination procedures are crucial to the success of the Horizon 2020 project “Smart Mature Resilience”. Dissemination activities are necessary in order to make research outcomes accessible to a wider audience and to ensure that the project’s outputs have a broad impact on the scientific community and on political decision-making. Furthermore, the project’s internal and external communication is essential to the project’s cooperation with its partner cities (San Sebastian, Kristiansand, Glasgow, Riga, Bristol, Rome and Vejle) and to the development of further two groups or ‘tiers’ of cities that will to varying degrees participate in and benefit from the project. These further tiers are namely cities in resilience networks (e.g. UNISDR) and other European cities.

This document sets out a communication strategy for the Smart Mature Resilience project. This lays out a consistent and effective branding, target messaging and defines the appropriate dissemination channels and activities. The strategy defines the project’s target groups and outlines how the project communicates with crucial stakeholders, how different target groups are to be reached and how to foster replication and adoption of the tools and outputs the project develops. The strategy will undergo a mid-term revision and planned activities will be revised if necessary. Key performance indicators will be defined in this revision and will be included in project management reports. The project dissemination material and templates produced by the project to best support communication of its results are listed and advice is included on the suitable use of these products and the channels available for dissemination of these products.

A timetable provides an overview of when relevant communication activities should take place and which partner is responsible for these activities. All consortium partners are invited to use this feature as a guideline and for orientation. The strategy integrates contributions and recommendations by partners gained from a questionnaire which every partner was asked to complete in summer 2015.

The dissemination and communication strategy was prepared under task 7.1, the main responsibility of which lies with the ICLEI European Secretariat (hereafter ICLEI). The communication and dissemination tasks of the project (WP7) will run from month 1 to month 36. The dissemination and communication strategy will undergo a mid-term evaluation and update as applicable (month 24) to respond to the demands of an evolving project. Activities will be documented as part of the Periodic Management report.



### 3. COMMUNICATION OBJECTIVES AND GOALS

The main communication objectives of the Smart Mature Resilience project were derived on the basis of the proposal, Grant Agreement, on the basis of feedback from partners via a communication questionnaire circulated in summer 2015, and based on internal discussion in ICLEI, the work package leader for WP7. The main objectives can be summarised as follows:

- **Raise awareness** of cities' need for resilience<sup>1</sup>  
of cities' maturity levels
- **Share knowledge** of existing approaches and literature  
of project results  
with external stakeholders and cities
- **Maximise impact** with widespread uptake of the project's outputs  
through ongoing dialogue with partners and after project end via an exploitation strategy

---

<sup>1</sup> Project literature distinguishes between the capitalised "CITIES", referring to project cities, and "cities", referring to cities in general.



## 4. SITUATION ANALYSIS

### COMMUNICATION ENVIRONMENT

To maximise the impact and relevance of the project's communication activities, an analysis was carried out of the project's communication environment. We have identified the major communication-related challenges that our chosen communication approach will take into account. Similarly, the project's key strengths and the risks as identified in the Grant Agreement were used as a starting point. This analysis was then informed by information provided by Tecnun, Bristol, DIN, Rome, Strathclyde, Kristiansand and Vejle in a communication questionnaire. This questionnaire was circulated to each partner institution in summer 2015 and each organisation was requested to provide input.

#### Challenges

##### Terminology

As the project focusses on the concept of resilience, the use of the term in project communication is significant. Resilience intersects with political priorities including emergency preparedness, crisis and disaster management, cyber security, and Critical Infrastructure Protection. Additionally, the term 'resilience' is widely used outside of this semantic framework. The existence of conflicting usages necessitates the careful consideration of the project's definition of 'resilience' when using the term in the context of project communication. The term is further clarified at the end of this chapter.

##### Data Availability

The scientific novelty of the field along with the vague and ambiguous definition of underlying concepts brings with it the challenge of limited data which comes from heterogeneous sources and needs to be interpreted in the respective contexts.

##### Standardisation

The project aims to develop transferable, standardised methods to improve European resilience. Since the concept in itself is open and allows for adaptation to emerging challenges and trends, it is not yet possible to precisely define the extent to which standardisation will be possible and its nature in terms of tools, guidelines, or applications. This is in line with the fact that the research conducted is innovative and new grounds will be explored.



## Strengths

### **Holistic Approach**

The field of resilience planning is disproportionately represented by local, isolated measures leading to silo-thinking. Smart Mature Resilience offers a transferable, Europe-wide approach.

---

### **Coherence**

As the project takes into account cities' progress towards resilience maturity, it offers a recognisable frame of reference for cities and builds on existing approaches and assets.

---

### **Innovation**

The project's approach is ambitious and scientifically new.

### **Terminology: Clarification**

The topic call defines resilience as “the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions”. The project is initially proceeding according to this definition, which will evolve during the course of the project.



## 5. KEY MESSAGES

### Claim

➔ SMART MATURE RESILIENCE –  
for more resilient cities in Europe

The claim has been chosen for the characteristics listed opposite.

### Key Messages

The project's key messages will be updated during the course of the project. The first phase entails establishing the website content and the development of the first communication products, which are based on the following central messages:

- ➔ Cities need to become more resilient.
- ➔ Resilience relies on functioning critical infrastructures and dynamic social interactions.
- ➔ A holistic approach can enhance resilience in Europe.
- ➔ The SMR project develops tools to assess and develop cities' resilience.
- ➔ The project results can advise the decision-making process towards enhanced resilience

- ✓ Direct and easy to understand
- ✓ Refers to the enhancement of European cities' current resilience capabilities
- ✓ Refers to the expansion of the number of European cities that can be considered resilient
- ✓ Clearly communicates the project's objectives and purpose
- ✓ Communicates the reason why the project is necessary



### Project Attributes

- Applicable
- Process oriented
- Scalable
- Ambitious
- Cutting edge
- Inter-disciplinary
- Smart

### Added Value

- **European dimension:** The project leverages European cities' collective resilience capabilities. From their individual capacity, the project strives to establish a mutually supportive robust nexus of resilient cities in Europe. While previous approaches develop individual cities' or regions' resilience capacities, this project facilitates integrated and holistic collaborative progress, ultimately leading to more efficient and sustainable use of resources and enhanced resilience in cities. The ultimate goal is the overall improved level of resilience in Europe as a whole, which is not possible exclusively by means of localised methods.
- **Resilience scale:** The concept of a resilience scale for cities and the possibility of objectively evaluating and comparing cities' resilience maturity is scientifically novel.
- **Interdisciplinarity:** Experienced and renowned experts represent theory, practice, standardisation and communication.



## Keywords

The keywords below are recommended for use as thematic categories for online and print dissemination for the project. They are suitable tags for online posts related to the project.

### Fixed EC Keywords

- Risks assessment
- Modelling and impact reduction
- Security
- Crisis management
- Population protection

### Free Keywords

- Resilience Management Guidelines
- Operational Tools
- Policies
- Resilience Diagnosis Monitoring Management
- Maturity Model
- Community Resilience
- Resilience Backbone

## Aspects for additional consideration based on situation analysis

**Terminology:** The term “resilience” needs to be used consistently and coherently in accordance with the definition and clarification laid out in the previous chapter. Material to explain the relation of the SMR definition vis-à-vis alternative approaches will be developed.

**Data availability:** Effective internal communication and the active participation in meetings and workshops by researchers and city representatives will ensure the successful provision of necessary data from cities to researchers. In addition, we will participate in a dialogue with other European research projects dedicated to the related topics.

**Standardisation:** Project communication will not refer to a specific form that standardisation may take so as to accommodate the flexible form that the standardisation scale may take.



**Holistic approach:** The project's Europe-wide and whole-system approach will be diligently emphasised in the project's communication materials.

**Innovation:** The ambitious aims and innovative nature of the project's research will be emphasised.

**Coherence:** Communication with non-partner cities that are potential Tier 3 and Tier 4 cities will clarify that the project can support cities in evaluating their resilience maturity and can build on any existing progress towards resilience. This will contribute to an approachable and practical image and will encourage participation.



## 6. TARGET AUDIENCE

### 6.1 PRIMARY TARGET GROUPS

#### CITIES AND URBAN STAKEHOLDERS

The project's seven partner cities, San Sebastian, Kristiansand, Glasgow, Riga, Bristol, Rome and Vejle, are central to the project's objectives. CITIES also contribute with connections to the following stakeholder groups:

- **Population:** General public and local communities
- **Critical Infrastructures:** City staff and technicians, utilities
- **Media**
- **State-owned enterprises**
- **First responders**

#### THE RESEARCH COMMUNITY

The project will contribute to resilience research and will be highly visible in the research community at conferences and with regular journal publications and dedicated special issues<sup>2</sup>.

#### EU POLICY-MAKERS

As defined in the Description of Work, among the main aims of the SMR dissemination strategy is to ensure that the findings and results of the project will inform relevant European policy processes, such as the mid-term review of the EU Adaptation Strategy due in 2017.<sup>3</sup> Project communication will target

---

<sup>2</sup> Journal Technological Forecasting and Social Change Special Issue

<sup>3</sup> See Description of Work, p. 20



Members of the European Parliament and their advisors with the explicit goal of making project results understandable, transferable and applicable to European Union-level decision-making.

## 6.2 SECONDARY TARGET GROUPS

### PRIVATE BUSINESS

Business will be considered by the project's communication as a focus of the project's communication alongside other CITY stakeholders during the course of the project and as a specific target audience in the exploitation stage. The insurance sector and asset management sector are particularly relevant stakeholders. In addition to the free, open-source tools that the project will develop and offer free of charge to all stakeholders via the project website, the exploitation strategy will provide for two or three different levels of services. Private companies would be a potential audience foreseen to make use of these additional services.<sup>4</sup>

- ➔ Insurance companies: Asset managers
- ➔ SMEs and other businesses

---

<sup>4</sup> See Description of Work Part B, p.21



## 6.3 PROJECTS OF SHARED INTEREST

The following projects share some target groups, stakeholders and are of mutual interest<sup>5</sup>.

- RESILENS: Realising European ReSiliencE for CritlcaL INfraStructure
- IMPROVER: Improved risk evaluation and implementation of resilience concepts to critical infrastructure
- RESOLUTE: RESilience management guidelines and Operationalization appLied to Urban Transport Environment
- DRIVER: Driving Innovation in Crisis Management for European Resilience

Some cooperation with these related projects is foreseen for external dissemination and communication purposes to maximise the projects' impact.

---

<sup>5</sup> Projects are listed in more detail in Annex 1



## 7. TACTICS

### 7.1 PROJECT COMMUNICATION CHANNELS

#### EVENTS

Events are a major communication channel for the project. Events and meetings organised by the project and external events attended by project partners where SMR is represented will be an effective communication channel.

- Project meetings, workshops and webinars
- Stakeholder Dialogue targeted at Tier 2 cities
- Stakeholder Workshop targeted at Tier 3 cities
- Final conference

External events attended by partners will include EU networking events and scientific conferences. External events where the SMR project is currently foreseen to be represented include:

- TIEMS 2015 Annual Conference, Rome, 30 September - 2 October 2015
- Hawaii International Conference on System Sciences, Kauai, 5 - 8 January 2016
- Information Systems for Crisis Response and Management, Rio de Janeiro, 22 – 25 2016
- 8th European Conference on Sustainable Cities & Towns, Bilbao, 27-29 April 2016

#### WEBSITE

A project website has been designed by an external designer, will be developed, implemented and maintained internally by ICLEI and will be hosted at [www.smr-project.eu](http://www.smr-project.eu).<sup>6</sup> The website will primarily

---

<sup>6</sup> The website is in the planning stages at the time of writing and will be made public and available according to the timeline of deliverables, i.e. M6 (end of October 2015).



facilitate external communication and will be the external representation of the project with the widest target group. Web content and news relevant to the project that partners consider suitable for posting on the website are welcome. Partners may send relevant content to the web administrators at ICLEI for posting. General project information including public reports, announcement of events, project outlines and related news will be updated regularly by ICLEI.

## MAILING LIST

A Smart Mature Resilience newsletter will be distributed via email on a quarterly basis to the project mailing list. Subscriptions to the mailing list will be available via the SMR website.

## SOCIAL MEDIA

The project will maintain a LinkedIn page. LinkedIn will focus on networking among city policymakers, city administrative staff and researchers and will also be accessible by the interested public. Additional social media channels (Facebook and Twitter) were considered, but will not be used, as these are effective for communicating with citizens and stakeholders in a private capacity, whereas the project aims to primarily communicate with stakeholders in their professional capacity.

## PARTNERS' COMMUNICATION CHANNELS

The following local and specialised communication channels are available through partners' immediate contacts:

- Local television
- Local radio
- Local newspapers
- Partner institutions' communication departments



## 7.2 COMMUNICATION PRODUCTS

### TEMPLATES FOR PROJECT REPORTS

A generic project reporting template for Microsoft Word has been developed by ICLEI through an external designer. This will be made available for download to all partners and will be a standard template for project reports for internal submission, submissions to the European Commission and for the business plan for the CEN Workshop Agreement.

### POWERPOINT TEMPLATE

A generic project template for PowerPoint presentations has been developed by ICLEI through an external designer and will be made available for download to all project partners. This template can be used for any presentations representing the project at conferences or other meetings.

### LEAFLET

A project leaflet providing the primary points about the project has been developed by ICLEI through an external designer and will be made available for distribution. This template will be revised at the end of the project to serve as a flyer summarizing the project's main results for distribution at the final conference.

### BANNER

A branded banner representing the project has been developed by ICLEI through an external designer.

### NEWSLETTER

An e-newsletter will be distributed to the project mailing list on a quarterly basis. The design for the newsletter is consistent with the other design products.

### BROCHURE

A brochure template for publications targeted at external stakeholders, for example the policy briefs (which are one of the project's deliverables), has been developed by ICLEI through an external designer. This brochure will be produced by ICLEI as part of Work Package 7.

Media	Channel	Target Groups	Content	Month
Print	Project leaflet	CITIES	Main project information during project	8
		Tier 3 and Tier 4 CITIES	Main project results at final conference	36
Print/ Electronic	Magazines and websites	CITIES	Results obtained and activities developed in the project	12/24/36
Electronic	Project website	General public, CITIES	Project progress, results, deliverables, dissemination materials	6-36
Social Media	LinkedIn	General public	Activities carried out, results obtained, project news	6-36
Print/ Electronic	Scientific journals	Scientific Community	Research articles explaining the research methodologies applied and the results obtained	24/30/36
Presentations/ oral	Research conferences	Scientific Community	Conference presentations, co-development of sessions	24/36
Electronic	Project newsletter	Tier 3 and Tier 4 CITIES, multi-level governance	Activities carried out, results obtained, project news	12/24/36
Electronic	Policy briefs	European policy level	Policy-relevant project results	24/35
Oral	Standardization Workshop	City representatives and relevant stakeholders	Discussion of standardization potential within the project	24
Print	CWA business plan	Relevant stakeholders	Description of the planned standard	26
Conference presentation	Final conference	Tier 1, Tier 2, Tier 3, Tier 4 CITIES	Sessions on main results of the project	36



## 8. VISUAL IDENTITY

A visual identity has been developed for the project by a professional designer as part of Deliverable 7.1. A logo and colour scheme has been designed for the Smart Mature Resilience project to be used in all communications products and in official documents. The design of the logo, website and document templates including headers and tables are corresponding and apply the same colours, angles, lines and fonts, ensuring a recognisable and coherent visual identity for the project.

### LOGO



Image 7.1 SMR logo



The logo consists of three main parts:

### **Isotype**

The isotype is a symbol representing a combination of challenges and solutions. The blue element stands for critical infrastructure, green for climate change and sustainability planning and orange represents societal and systemic challenges and solutions. The symbol represents both physically robust infrastructures, as it forms a shape resembling a spanner or cog system, and also resembles vertebrae of a spinal column, referring to the project's theme of a resilience 'backbone'.

The shapes are interlinked, forming an upwards-facing arrow, indicating growth, development and the evolution towards adaptation maturity.

The colours are not divided by lines or arrow shapes but blend together in a gradient, as the issues and challenges are interdependent and interconnected, as are the solutions and structures that address them. This reflects the project's holistic approach.

The central node can also be interpreted to represent any given city working towards resilience, as each city is supported by other cities' resilience development. Further, it represents the mutual benefits of European cities developing their adaptation maturity, as this helps to support and maintain other cities' resilience development.

### **Structure**

The structure is the shape of a city skyline, as cities are central to the project; as active partners, subjects of study, objects of pilot testing and a primary target group. The overall shape mirrors the upward-facing arrow of the logo, again indicating progress and development. The shape includes trees and open space rather than only a blocked skyline, referring to the multi-functionality of resilience approaches that combine climate change mitigation measures and adaptation measures.



**Text**

The logo integrates the project's acronym SMR written in graphic bold (SMR grey) and the full name, Smart Mature Resilience, in graphic light.



Image 7.2 Black and white logo version

**COLOUR SCHEME**





## 9. EVALUATION OF COMMUNICATION ACTIVITIES

ICLEI will conduct internal evaluation and revision where necessary of the following aspects of the communication activities:

- ➔ Website user experience
- ➔ Event organisation

Evaluation will be conducted for each event organised by ICLEI and following major website updates, for example the addition of new online tools. Feedback will be applied to change or update processes where deemed necessary. Key Performance Indicators and evaluations of the reach and impact of the project's communication activities will be included in the Periodic Management Reports and will be added to the Dissemination and Communication Strategy 2.



## 10. ROLES AND RESPONSIBILITIES

All partners will be involved in awareness-raising activities within their specific networks and areas of influence.

The following deliverables are required to be produced as part of WP7<sup>7</sup>:

- **Dissemination and communication strategy**
- **Project website**
- **Two policy briefs**
- **Report on Stakeholder Dialogue**
- **Report on Stakeholder Workshop**
- **Exploitation strategy**
- **Report on Final Conference**

---

<sup>7</sup> See Description of Work, Annex 1 p.7-8



ICLEI as a work package leader will coordinate and is in charge of the following tasks<sup>8</sup>:

Task	Name	Contributing partners
T 7.1	Dissemination and communication strategy and dissemination material	n/a
T 7.2	Project website	n/a
T 7.3	Involvement of a tier-2 'Circle of Sharing and Learning'	TECNUN, CIEM, Strath, LiU
T 7.4	Advocacy and networking with relevant stakeholders	TECNUN, CIEM, Strath, LiU, Donostia, Kristiansand, Glasgow, Vejle, Bristol, Rome, Riga, DIN
T 7.5	Exploitation of project results	TECNUN, CIEM, Strath, LiU, DIN
T 7.6	Final Conference	TECNUN, CIEM, Strath, LiU, Donostia, Kristiansand, Glasgow, Vejle, Bristol, Rome, Riga, DIN

---

<sup>8</sup> See Description of Work, p.34-35

## 11. TIMELINE

	Deliverable Title	Type	Due Date	Milestone
D7.1	Dissemination and Communication Strategy 1	Report	M4	MS25
D7.2	Project website	Website	M6	MS26
D7.3	First policy brief	Report	M24	
D7.4	Dissemination and Communication Strategy 2	Report	M24	
D7.5	Report on Stakeholder Dialogue	Report	M30	MS27
D7.6	Report on Stakeholder Workshop	Report	M33	MS28
D7.7	Second policy brief	Report	M35	
D7.8	Exploitation strategy	Report	M33	MS29
D7.9	Report on Final conference	Report	M36	MS30

## 12. ANNEX 1

### RELEVANT PROJECTS

Abbreviation	Full name	Funding body
SEC	Risk Assessment and Mapping Guidelines for Disaster Assessment	European Commission
Disaster 2.0	Disaster 2.0: Using Web 2.0 applications and Semantic Technologies to strengthen public resilience to disasters	CIPS
CRISADMIN	Critical Infrastructure Simulation of ADvanced Models on Interconnected Networks Resilience	CIPS
emBRACE	Building Resilience Amongst Communities in Europe	FP 7
HARMONISE	A Holistic Approach to Resilience and Systematic Actions to Make Large Scale Urban Built Infrastructure Secure	FP7
PEP	Public Empowerment Policies for Crisis Management	FP 7
ENHANCE	Enhancing risk management partnerships for catastrophic natural disasters in Europe	FP 7
ACRIMAS	Aftermath Crisis Management System-of-systems Demonstration	FP 7
DRIVER	Driving Innovation in Crisis Management for European Resilience	FP 7
TURAS	Transitioning towards Urban Resilience and Sustainability	FP 7
RESILENS	Realising European Resilience for Critical Infrastructure	H2020
IMPROVER	Improved risk evaluation and implementation of resilience concepts to critical infrastructure	H2020



RESOLUTE	RESilience management guidelines and Operationalization appLied to Urban Transport Environment	H2020
RESIN	Climate Resilient Cities and Infrastructures	H2020

## OTHER RELEVANT BODIES AND APPROACHES

Abbreviation	Full name	Funding body
SEC	Risk Assessment and Mapping Guidelines for Disaster Assessment	European Commission
Disaster 2.0	Disaster 2.0: Using Web 2.0 applications and Semantic Technologies to strengthen public resilience to disasters	CIPS