



*"Linked Open Apps Ecosystem to open up innovation in smart cities"*

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#### **Statement of originality**

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

#### **Summary**

This document aims to present the WP2 activities for the identification, motivation and engagement of stakeholders that has taken place since the start of the project. The document includes an overview of the bootstrapping methodology, as well as the iCity 3H engagement methodology from the rational to the motivational stage. WP2 is about to start its activity for the motivational activity of engagement to achieve the expected involvement of the stakeholders of the four cities. This WP2 activity is going to be reviewed within the D.2.4 Methodology.

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## Executive Summary

The iCity evaluation report of cocreation bootstrapping main aim is to describe how the engagement methodology has been applied in the four participant cities: Genoa, London, Bologna and Barcelona. Furthermore, the document provides recommendations on how city teams can dynamize their ecosystems linked to the iCity project during the current stage.

WP2 has faced a strong difficulty to apply a methodology based on living lab and user driven innovation. The linked open apps ecosystem to develop services of public interest depends on the infrastructures released by cities. It is extremely difficult to open those infrastructures both at a legal and operative levels. Therefore WP2 had to deal with the difficulties cities are finding once they try to open them and also the difficulties in promoting the engagement process among stakeholders over a platform and resources still to be defined.

The 3H (Head, Heart, Hands) methodology that has been codesigned for the iCity project by its partners. WP2 has selected and adapted a set of tools and approaches that have been refined in order to maximize the impact and therefore amending deviations. The 3H engagement methodology applied has been described. This methodology uses a human metaphor. The Head describes the rational process. During that stage the cities had to search their innovation ecosystem. Once done that, they had to identify the relevant actors within it. And ultimately they had to understand their motivations and background regarding smart cities, service providing and cocreation processes. The action is described on the deliverable "Stakeholders requirement", which will be refined and delivered during the second year.

The Heart stage describes current activities carried out for the actual involvement of stakeholders. Every city has its own context that must be dynamized with effective activity. This activity will use the cities existing networking tools and platforms to extend the iCity network. The iCity project is currently on this stage, which is crucial.

The Hands on activity has to do with the practical cocreation. Both parts have agreed in collaborate to develop services of public interest based on provided infrastructure by the iCity platform. WP2 has proposed three kinds of activities:



The above mentioned activities will be developed during WP5.

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# 1. General iCity Methodology Bootstrapping

## 1.1 Summary and overview on the bootstrapping methodology

This document aims to present the WP2 activities for the identification, motivation and engagement of stakeholders that has taken place since the start of the project. The document includes an overview of the bootstrapping methodology, as well as the iCity 3H engagement methodology from the rational to the motivational stage. WP2 is about to start its activity for the motivational activity of engagement to achieve the expected involvement of the stakeholders of the four cities. This WP2 activity is going to be reviewed within the D.2.4 Methodology.

At the moment, iCity has identified and contacted 329 stakeholders from a limited number of events for promoting the iCity project. So far, over 15 events involving iCity have taken place during 2012 and the iCity project is familiar to a growing number of agents.

The main focus for WP2 now is to strengthen its relations with the stakeholders that have been identified to date so they become full iCity members and start proposing services of public interest that can be developed on the iCity platform going forward.

In the following document we will present ways to do it, best practices, strategies and iCity will review the efforts done so far, analysing whether they were positive or negative.

This document also covers how the iCity communication plan can be aligned with the existing general communication platforms and protocols of the participating cities. The aim of this is to maximize the potential engagement of stakeholders and to determine which of the channels offers the best opportunities for further promotion of the iCity project.

Finally there is a review of past events that have either taken place within the four participating cities or have been specifically organised by the cities to promote the iCity project. The document also provides information on the future events within the cities, which will take place before the end of 2012.

### **Overview of engagement methodology**

So far, city efforts to promote iCity have been constrained by one important concern. Prior to the intense promotion of the iCity project the four cities need to understand how their local ecosystem operate in relation to their stakeholders and the potential infrastructures of the cities which will be made available for developers.

The vision of the iCity team was that the strategies of each of the participating cities acts as the starting point to define what the iCity platform should provide. The vision and requirements of the governments of the cities on the iCity platform is mandatory. WP2 could only involve stakeholders once the cities had identified which of their infrastructures would be made available to the iCity Project.

It was felt that knowing the infrastructures that would be available in the participating cities would make it easier to explain to the iCity ecosystem the functions of the new infrastructures and also to respond to any question that could arise.

The engagement of specific circuits of stakeholders can start once each city has decided which infrastructures they wanted to open and the types of functionalities the platform should ensure. This work is developed in WP3 by cities and technical partners.

One of the main lessons from the iCity Project is that it is easy to underestimate how complex it is for city councils to determine which of their infrastructures could and should be made available to the platform. The city Project Partners have had to build relationships with

several different sides of their internal structures, for example, the political Leadership and the technical service delivery teams.

For London, the Greater London Authority does not actually own the infrastructure used to run the city and relationships have been built with London Boroughs and Transport for London who do actually own and run the infrastructure. The iCity partners have learnt that opening up city infrastructures is a complicated process and cities will continue to work for the duration of the Project to identify and gain access to the infrastructures that each city is going to open for the iCity platform.

Part of the engagement work of WP2 is to align the uses and the circuits of stakeholders (government, companies, developers, researchers) related to different development scenarios and its final users. The goal is to involve and generate interest among them. The experience of the Project so far has demonstrated that the concept of Open Infrastructure is more restricted than Open Data with the consequence that the expectations of the Project participants and stakeholders will need to be carefully managed. Therefore, WP2 cannot simply announce that cities are opening their infrastructures as has happened previously with the open data process. But at the same time the iCity project needs to encourage stakeholders to start to consider what opportunities arise from opening up city infrastructures for them and for them to begin proposing potential development ideas and Apps.

As it has proven more difficult than original envisaged for each of the cities to determine which of their infrastructures would be made available to the iCity project this has lead to slippages with the potential engagement opportunities for stakeholders. Therefore the number of events that have taken place are lower than the number initially planned. For the events that have taken place the cities have been able to target a wider range of audience than the specific ones originally targeted. These events will be discussed in more detail later.

The main effort so far has been on the mapping of the key stakeholders for each city following the four helix model. This work was done with the support of questionnaires, exploring the networks and working with the inside knowledge of the cities and their resources to engage our targeted stakeholders.

Now that WP3 has gathered together a provisional list of the open infrastructures being offered by each of the Cities WP2 can start the next stage of ecosystem dynamization.

1.2 Stakeholder involvement methodology bootstrapping

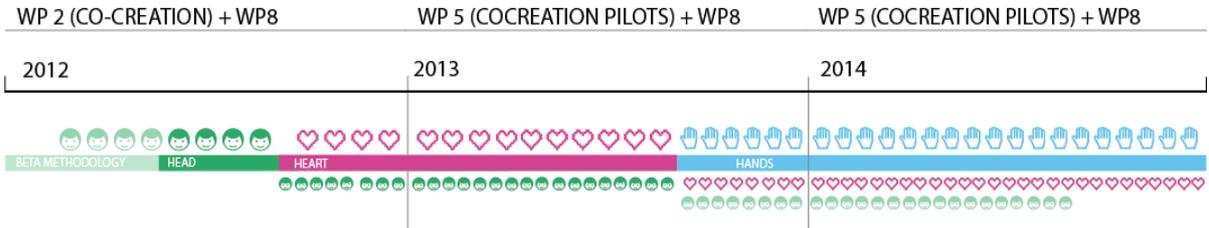


Fig. 1 Display of the different motivational stages for stakeholders.

### 1.2.1 Head, Heart, Hands on methodology stages

WP2 recommends the HHH as the iCity engagement methodology. It provides a set of recommended engagement approach and methods that will guide the participant cities through the processes required in order to foster the co-creation of smart services of public interest with third parties.

This methodology is been co-designed, adapted at the local level where required and adopted by WP2 and the four city teams in Barcelona, Bologna, Genoa and London to engage and work with their open innovation ecosystems.

The HHH methodology divides the process into three main types of activities. It uses a human metaphor, naming each type of activity as Head, Heart or Hands based. Head activities are rational and identify and map the potential open innovation ecosystems. Heart are activities which motivate stakeholder and Hands on activities, during WP5, are those which goal is to get the expected open infrastructure public interest services Apps development.

During the stakeholders engagement process and project consolidation WP2 foresees different stages whose success is key to the further development of the project.

#### **Head stage**

The *Head* stage or rational mapping, whose focus was to map and understand the innovation ecosystem of each city<sup>1</sup>, has successfully identified 391 stakeholders. At this level first introductory meetings, conversations and surveys were important.

During the stakeholders engagement process and project consolidation WP2 foresees different stages whose success is key to the further development of the project.

In order to have a better understanding of the four cities ecosystem, WP2 created four questionnaire types. The questionnaires asked for personal data, the stakeholder implication in the smart city strategy and area strategy to develop smart public and smart public interest services. The questionnaire action was carried out to have a better understanding of the state of the art of public services and public interest services operating on each city. Finally WP2 asked for the requirements for engagement. Specifically, about their engagement preferences, relation channels and their knowledge, motivations and barriers to participate on co-design and co-creation activities.

The task 2.1 "Stakeholders identification and Living lab dynamic" is the core activity of WP2. Thanks to this task WP2 gathered information about the four main stakeholders involved in the iCity Project: government agencies, companies willing to provide public interest services, researchers and citizens. They represent the four helix model<sup>2</sup>. To understand how the above mentioned groups operate is key to explore the innovation ecosystem of each city.

One of the steps in this direction was to create 4 types of questionnaires to address those stakeholders groups in the four participant cities: Barcelona, Genoa, London and Bologna. In

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<sup>1</sup> Arnkil, Jaävensivu, Koski and Piirainen paper on the Quadruple Helix model use the Triple Helix model definition by Etzkowitz which states that it is "initially derived from an analysis of the renewal of the Boston economy, through a university–industry–government collaboration for firm-formation." Then they propose that, in that innovation model academia R. Arnkil, A. Järvensivu, P. Koski and T. Piirainen, "Exploring quadruple helix – outlining user-oriented innovation models". Work Research Center, University of Tampere, 2010.

<sup>2</sup> Consulted at:  
[http://www.ciipproject.eu/en/activities/research/quadruple\\_helix\\_research/?id=127&folderId=175&fileId=1012&key=adb812d8e220ec363aac5e1c3a83edf3](http://www.ciipproject.eu/en/activities/research/quadruple_helix_research/?id=127&folderId=175&fileId=1012&key=adb812d8e220ec363aac5e1c3a83edf3)

total, 329 (the exact figures of the obtained results are provided below) questionnaires have been sent.

<u>Governance Stakeholders</u>			<u>Business Stakeholders</u>			<u>Research Stakeholders</u>			<b>TOTAL</b>		
<b>I</b>	<b>S</b>	<b>C</b>	<b>I</b>	<b>S</b>	<b>C</b>	<b>I</b>	<b>S</b>	<b>C</b>	<b>I</b>	<b>S</b>	<b>C</b>
120	120	<b>83</b>	116	116	73	93	93	44	329	329	<b>200</b>

**I: Identified S: Send C: Collected**

*Fig. 2 Table displaying the number of questionnaires sent.*

iCity first questionnaire covered in depth three different areas of concern: the first one dealt with Smart City and innovation projects developed on the cities. The purpose was to find out as much information as possible about stakeholders past experience on the above mentioned kind of projects.

Another section asked a set of questions on their experience as public service and public interest service providers. Last but not least, the questionnaire included a section, which aimed to find out what were the preferred tools in terms of engagement and their previous experience on co-creation processes. Finally, they were asked about previous experience on project development.

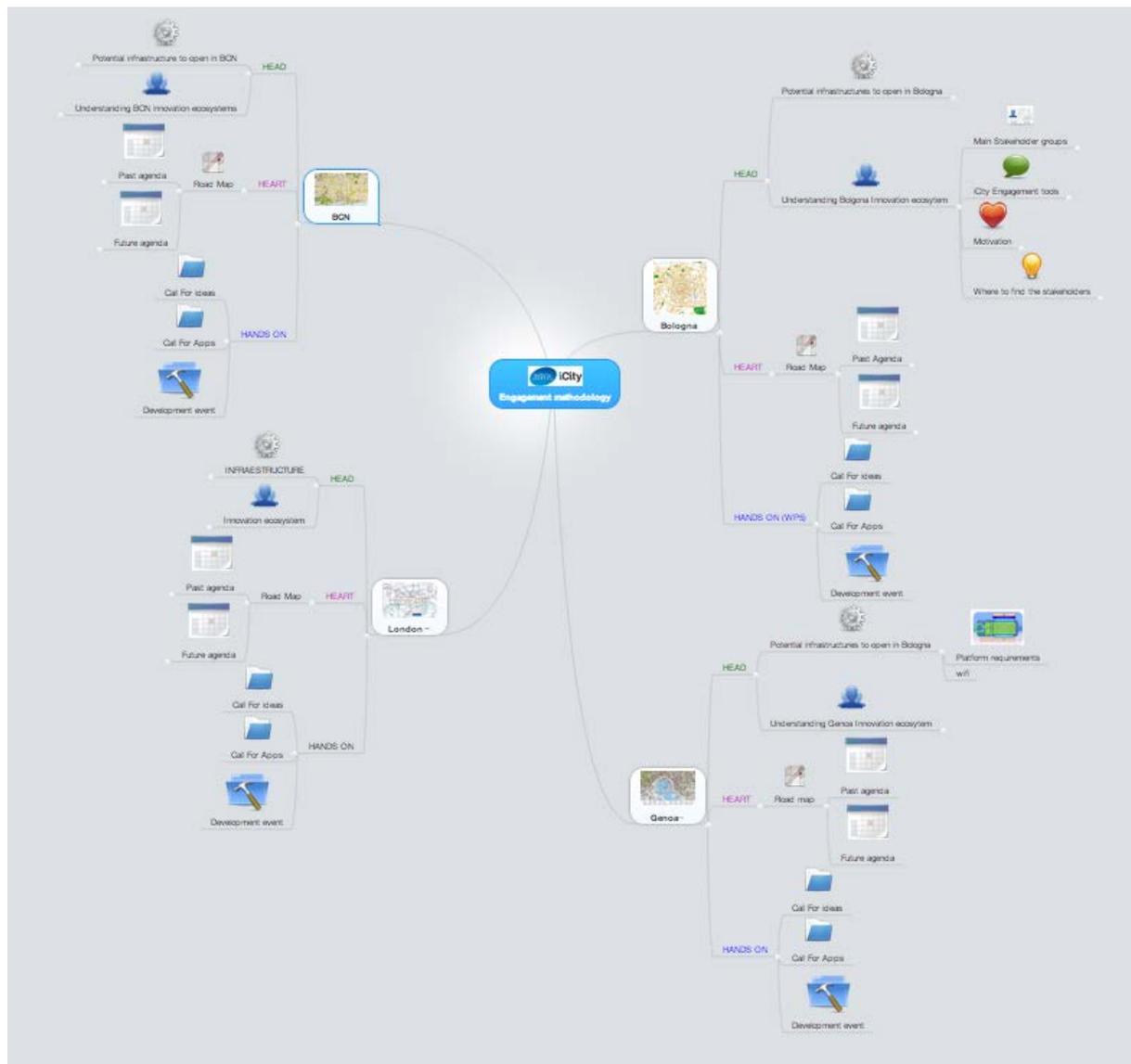
After obtaining the results, WP2 understood that those first questionnaires were too long and complex. A high number of stakeholders answered the questionnaires providing their data but only 200 replied questions other than those concerning their identification.

On the one hand WP2 did not consider enough beforehand the stakeholder lack of time, lack of interest, and lack of knowledge regarding the iCity project on that stage. On the other hand, the protocol to follow the action lacked closer supervision. After exploring this issues in more detail with city teams, WP2 redesigned their engagement road map.

To date the final report of the questionnaires has yet to be refined but it can't be done before WP2 reaches its engagement indicators. The questionnaire must be simpler to fill to avoid becoming too time consuming and therefore potentially off-putting to iCity new stakeholders. WP2 will provide a simpler version of questionnaires forms within the D.2.4 iCity Methodology.

After the questionnaire task WP2 reinforced its top down work with the municipality teams on the internal and external ecosystem to extend and complete the innovation map on each territory. WP2 worked with their city partners (Barcelona, Genoa, Bologna and London) to develop a list of stakeholder types to be addressed by WP2 during the engagement process.

WP2 has helped cities providing a list of past innovation European projects developed in Barcelona, Bologna, Genoa and London and has explored their open source communities and most important events related to smart cities and app development.



**Fig. 3**  
**Four cities HHH mind map**

An iCity GoogleMap tool for each city was presented in the Genoa first meeting. Its purpose is to represent each city ecosystem by displaying all the participants, once they are involved.

The identification of onsite activities in the four cities will be extremely helpful to obtain feedback thanks to interaction between organizers, iCity representatives and participants.

Aside from the feedback obtained thanks to onsite activities iCity needs technical feedback. To get it WP2 will achieve 30 letters of App of public interest service proposals that can be linked to the infrastructures that each city has decided to open. This is the 2.5 task described on WP2 task breakdown. It isn't linked to any deliverable but WP2 will have the first technical feedback from its stakeholders from the app proposal letters.

Although WP2 has worked with cities and technical partners in a form to get feedback from online developer communities, any further inquiry to the developers will be done after WP2 has got its impact indicators. The how of those actions will be described in the D.2.4 iCity Methodology deliverable.

Although the questionnaire assessment is not completed yet WP2 has achieved a significant list of stakeholders that allows the start of the engagement process. WP2 needs to reach its engagement indicators. The action to do this is described on the Heart Stage Activity in the next section of this document.

### **Heart stage**

WP2 assessments of the stakeholder will continue in different forms, (online questions, on-site conversations, etc.). All of these actions will help WP2 to develop and adjust the WP2 road-map and guide proposed in this document during the Heart activity stage.

Smart city public interest services are not yet a consolidated market so iCity has to generate awareness of the possibilities that iCity provides and foster interest of different stakeholders to deliver the project.

The iCity motivational stage has just begun and there are still some unknowns. There are many more potential stakeholders who at the moment are unaware of the iCity project. This document from WP2 will provide a road map for WP8 to change this situation. The intention is to provide a guide for Barcelona, Genova, London and Bologna to meet two main indicators: the expected number of engaged stakeholders (50) and the expected number of public interest App proposals (30). Whole Heart activity works in this direction.

Every local iCity team has its own context that has to be dynamized with effective activity. This activity will use the cities existing networking tools and platforms to extend the iCity network in order to obtain the maximum impact.

During the previous stage all cities have identified and mapped their existing innovation ecosystems. The next stage is to provide an adapted strategy for the motivation activity at each territory.

### **Proposed motivation activities for each City**

One of the important goals of the proposed work is to continue the engagement process by strengthening the relations between the existing identified innovators of each city. The basic ingredients to build the required trust to foster cocreation are clear communication processes and permanent interaction. This kind of trust is a previous condition to bring the stakeholder towards the Hands on stage in order to reach the ultimate iCity goal that is the effective development of Apps of public interest services. To ensure the future involvement of the stakeholders, all cities need to maximize the engagement activity that is introduced over the next sections of this document.

For WP2, user centred design approaches are relevant tools to involve stakeholders from an early stage of the project. If this process is performed well then iCity will be well positioned to set the required conditions to start the Hands on activity. It is crucial to set an operative framework that fulfils their requirements to enable the bases for building co-creation and co-production processes.

From October 2012 the engagement activity around motivation starts. The strategy plans proposes three different iterations that will set a common ground to work with engaged stakeholders.

### Getting the expected impact

Long term actions will provide results later on but at this stage of the project it is very important to achieve the expected indicators on time. For that reason, WP2 has designed a contingency plan agreed by WP1 and all the involved partners. Two indicators have to be achieved by these actions therefore WP2 has created a work agenda for the cities.

Indicator No.	Indicator Name	Expected Progress	Status
3	Open Innovation Stakeholder Identified and Contacted	50	<ul style="list-style-type: none"> <li>The four involved cities must create a database with their stakeholder contacts and its contact information to start the engagement action.</li> <li>WP2 and WP8 created a template of the letter for formal engagement.</li> <li>Cities have to contact directly with the stakeholders. First by e-mail, then by phone and, if necessary, they will arrange face to face meetings in order to clarify any doubt that the stakeholders may have. Its goal is to encourage the stakeholder ratification of interest by a formal letter.</li> </ul> <p>If by <i>31th of October</i> the expected indicators aren't achieved WP2 will consider to activate a contingency plan. A weekly meeting will be arranged in order to validate the actions and take decisions if necessary. We need to obtain 15 stakeholders for city.</p>
7	Open Innovation Stakeholders Identified developing applications	30	<p>Each city has detected from their stakeholder Database what stakeholders are potential developers and each city team will work applying the previous procedure to obtain a formal letter with their App proposals from those potential developer stakeholders.</p> <p>If by <i>15th of November</i> the expected indicators aren't achieved WP2 will consider to activate a contingency plan. A weekly meeting will be arranged in order to validate the actions and take decisions if necessary. We need to obtain 10 stakeholders for city.</p>

**Fig 4 Contingency plan**

The next iCity iterations belonging to the motivational stage are: First, going from ecosystem mapping to activation of users. Then going from a wide innovation ecosystems to circuits of stakeholders related to a specific public interest service App development. And finally, going from circuits to a strategic plan to develop the App.

Each iteration will transfer important knowledge from stakeholders to the project, while obtaining their motivations and their different specialties to foster future co-creation.

WP2 is also going to develop direct actions with the stakeholders that have already been identified to ensure that WP2 achieves the expected impact during the *Hands on* stage, whose main goal is to co-create public interest services apps during the second and third year of the project within the pilots of WP5.

## Past general on site events activity to foster the involvement of iCity stakeholders

### Workshops for cities and policy makers

WP2 encourages the four cities involved in the promotion of the project to participate in as many events as possible to extend the stakeholder engagement. There are many events held by city councils and local authorities in which iCity can be presented to general public. The more local engagement managers talk about iCity, the more familiar the project and its terminology will be to people. iCity should be at the core of the four city council government agenda and thus should be promoted at any chance. But there is also a need to establish a clear procedure and engagement channels to foster local stakeholders involvement.

Dates	Activity	Action
February	Visits to Brugge and Gent	Links with Eurocities, (CIS).
February, 6-9	Abertis Smartzone <sup>3</sup>	Several visits including 5 Spanish major cities (RET)
February	Mobile World Congress <sup>4</sup>	Stand of Abertis Telecom (RET). The event received more than 6000 delegates from all over the world.
February, 16	IPA Meeting <sup>5</sup>	With Information -Technology Promotion Agency (IPA) Japan at Fraunhofer FOKUS (Fraunhofer)
March, 6-10	CeBit <sup>6</sup>	Part of presentation on Open Government (Fraunhofer)
March, 3	Open Data <sup>7</sup>	Workshop with City of Cologne (Fraunhofer)

**Fig. 5 Table displaying the past agenda events.**

### Future general on site events activity to foster the involvement of iCity stakeholders

Here WP2 presents a general road map to activate its strategy by organizing a set of work-meetings in each city. The cities have to invite the mapped stakeholders to a meeting taking in consideration their preferences on the different iCity scenarios at each city. Then, WP2 will organize a series of meetings and will create the iCity General Commission, Smart city Area related sub-commissions, and Development-groups during the four iterations meetings in order to foster Public Interest App's development from the iCity potential scenarios.

The sub-commission's objective is to involve stakeholders and to foster that they propose

<sup>3</sup> <http://www.abertistelecom.com/es/sala-de-prensa.php?id=4028>

<sup>4</sup> <http://www.mobileworldcongress.com/>

<sup>5</sup> <http://www.ipa.go.jp/english/about/map.html>

<sup>6</sup> <http://www.cebit.de/home>

<sup>7</sup> [http://www.fokus.fraunhofer.de/en/elan/\\_elannews/2012\\_03\\_20\\_open\\_data\\_workshop.html](http://www.fokus.fraunhofer.de/en/elan/_elannews/2012_03_20_open_data_workshop.html)

App ideas, and then to explore their further development within the WP5.

The how to organize the different iteration of meeting, will be covered in the 2.4 iCity Methodology deliverable but here WP2 detailed its four iterations.

Activity	Brief description of activity
<p>iCity Day, <b>First iteration meeting</b></p>	<p>iCity strongly recommends the organisation of an iCity thematic day in every partner city. This activity, organized by each city council on the same day to gain more impact through Europe, should combine the information and communication of the project with recreational activities in which citizens, developers, academics and companies could participate.</p> <p>A special commissions integrated by representatives of the four cities could plan and design the “iCity day”. The activity should be organized on site in the cities in as many places as possible: city council facilities, museums, parks, business parks and research centers thus bringing the activity to the natural territory where the four helix model representatives operate. One of the main objectives of the activity is reaching as many people as possible so the event should be very present on the streets.</p> <p>The stakeholders implication is vital for the success of the action. The ones who have already signed the Special Interest Group letter could participate themselves proposing activities or hosting events at their headquarters. It will also be an opportunity for citizens to know who is who in their cities and start networking.</p> <p>Regarding recreational activities. WP2 noticed during the preparation of the D.2.1 Stakeholders requirements the stakeholders poor or lack of involvement in activities such as: roadmap workshops, future workshops, co-creation workshop, co-creation or co-design contest, app jam and hackathon. The iCity day should try to programme these kind of activities so stakeholders become familiar with them.</p>
<p><b>Second iteration meeting</b> (Going from the ecosystem mapping to activation of users)</p>	<p>Once uses and users have been identified, we will characterize the different actors involved in this area of activity, define their roles, identify and assess the need to bring in new players to complement their current capabilities. The ultimate goal is to engage and mobilize those stakeholders that can benefit from the intended uses and those who can help them to take advantage of this opportunity.</p>
<p><b>Third iteration meeting:</b> (From circuits to strategic plan)</p>	<p>The ultimate engagement goal of WP2 for the first year is to have a minimum of 30 participants considering the four cities. That means that these developer stakeholders have been identified and contacted and have express their willingness to develop applications.</p> <p>Once the potential interest of each circuit and iCity access capabilities have been assessed, and circuits have been developed as a way to activate the ecosystem, the next iteration will begin to define strategic plans with the working groups. Each group should develop their own work plan targeting their own objectives, aligned with iCity purposes. This is the main goal of this iteration.</p>

Fig.6 Table displaying the recommended actions for the stakeholder involvement.

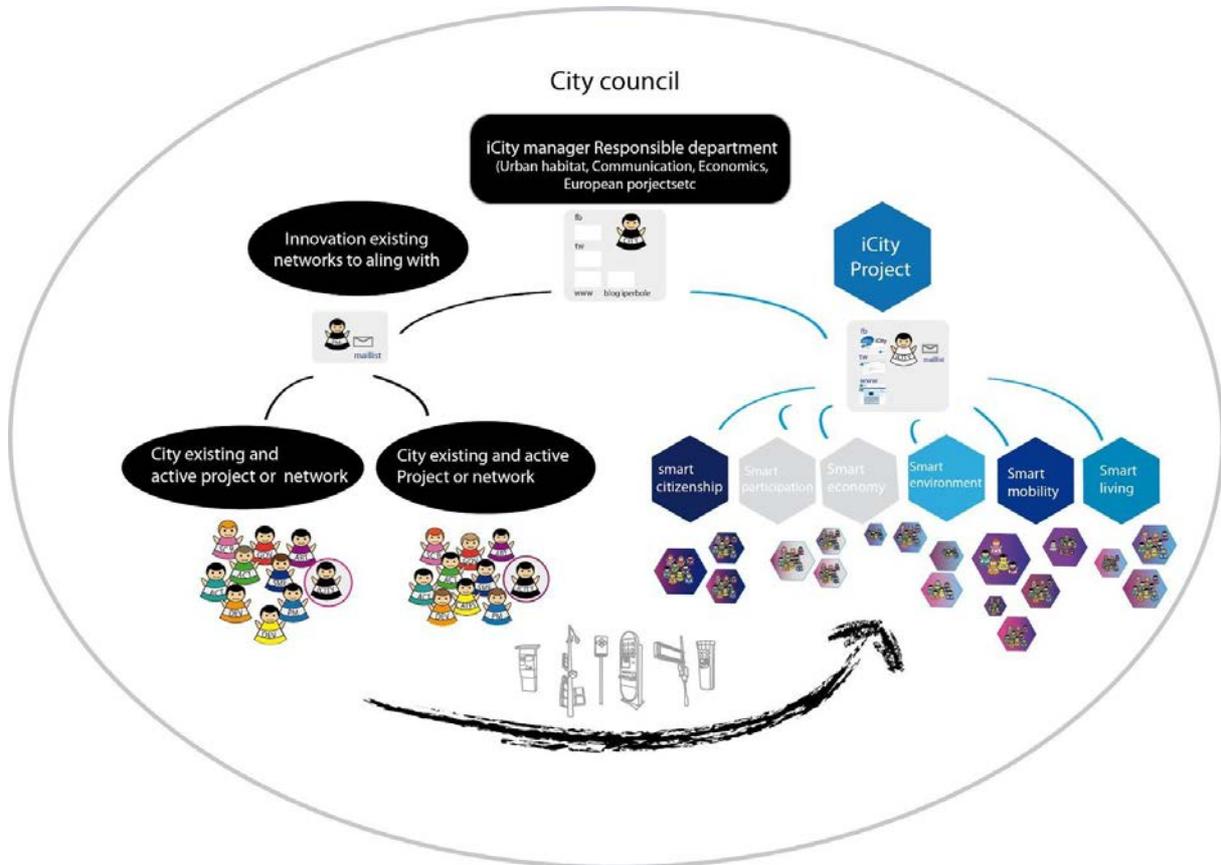
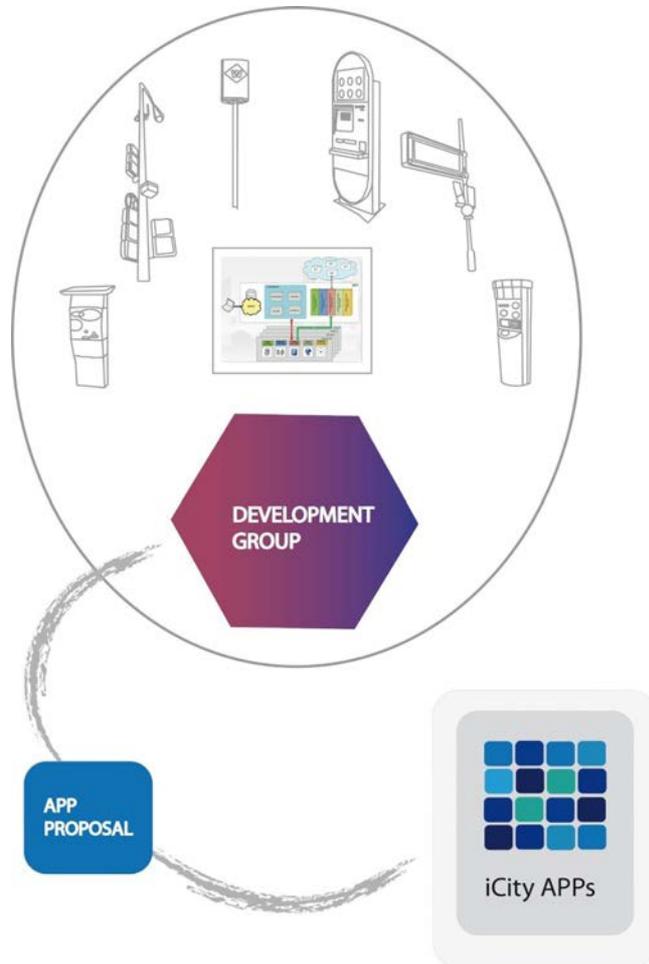


Fig. 7 iCity innovation ecosystem.

	<p>Stakeholders choose and configure the Commission and the Sub-commissions.</p>
<p>City existing and active project or network</p> 	<p>Each smart city area of interest (health, environment, living....) defines a general Sub-commission. The stakeholders will choose the Sub-commissions they want to become members of.</p>
	<p>Sub-commissions can hold different Development-groups that iCity has engage from the innovation network work groups.</p>

**Fig.8 Use case scenario**

By “**scenario**” iCity understands the structure on which a sub-commission host a different set of work-groups that have different interests, goals and needs and that will develop different development projects.

**Fig. 9 App Proposal circuit.**

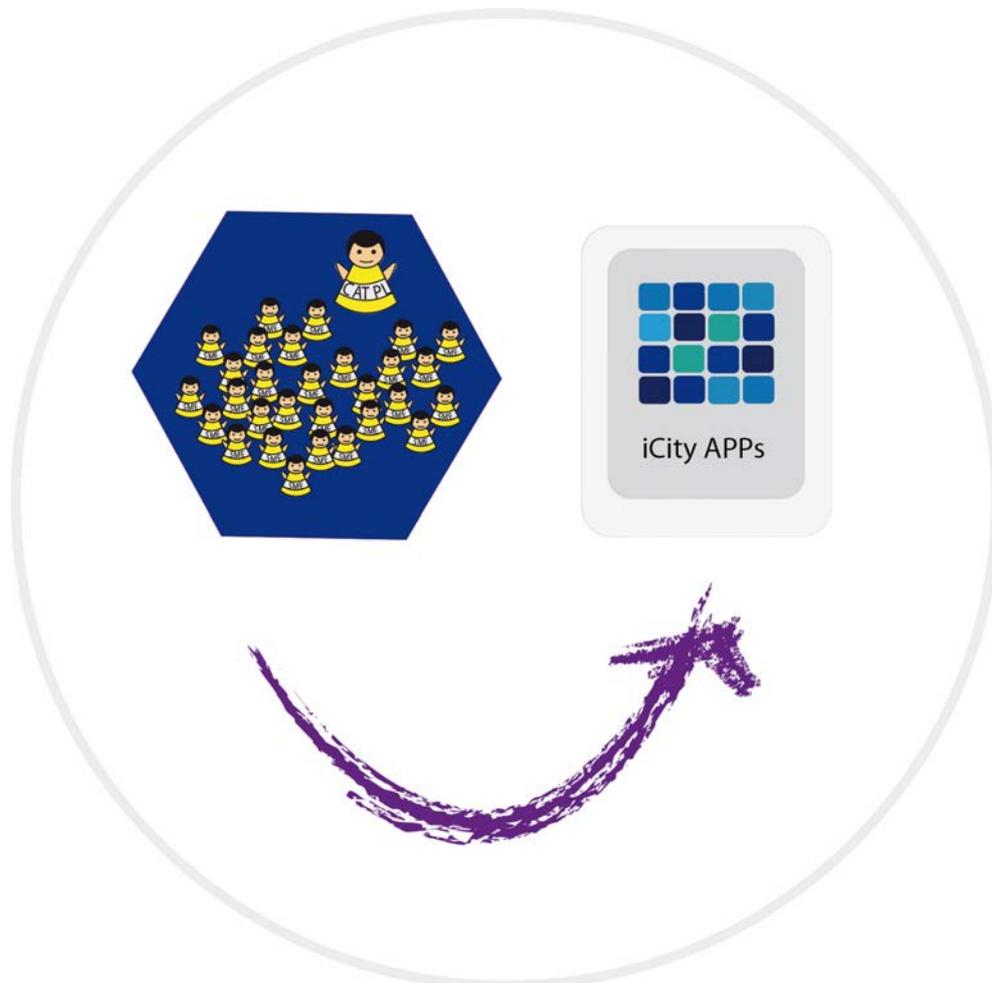
By “**use case**” WP2 understands the development of a public interest app project that uses one or more iCity opened infrastructures.

Each Development group can use one or more infrastructures.

Development groups propose its own public interest APPs that can use one or more iCity opened infrastructures.

By “**consortium**” WP2 defines a group of stakeholders that are part of a Development group from a group or individual stakeholders that decides to work in a partnership to develop a public interest app.

Each use case will point to a circuit. By “**circuit**” WP2 understands the related stakeholders of the use cases proposed by the Development group. The members of the Development group will map both the related stakeholders and its final users, as they are an important target group in iCity living lab approach.



**Fig. 10** some actors, because of their relevant position, will bring more actors of their own ecosystem to participate in the project.

**Hands on activity**

WP2 is going to develop direct actions with the already contacted stakeholders to ensure that WP2 achieve the expected impact during the *Hands on* stage which main goal is to co-create public interest services apps during the second and third year of the project within the pilots at the WP5.

To be able to ensure a smooth development, motivational stage is a key step.

Activity Nr.	Brief description of activity
<b>Call for ideas</b>	In this first stage the iCity platform doesn't exist yet. So a first action is carried out in form of call for ideas on the general iCity goals, where participants will propose potentials ideas. Stakeholders who want to propose ideas must adhere to our SIG (Special Interest Group), which is experimenting a steady growing and remains open during <b>WP5</b> .

<b>Call for Apps</b>	The engagement of stakeholders is still active. Once the iCity platform is released the call for Apps is activated. The developers will have technical information and protocols in order to start developing. To become more engaging an app contest will be programmed. The final objective is to achieve the scored and planned indicators on the iCity project. This activity will take place as of M10 and from WP5 (Pan European Pilots)
<b>Development Events</b>	During the 3rd activity an Open Development Day must be to develop the expected iCity Apps. This event will be open both to stakeholders who have passed through any of the above-mentioned activities, and to those stakeholders news to the iCity project. In this activity the process of Co-creation is very important. Is at this stage when the Co-creation is more active. Stakeholders and the participating cities must joint efforts to develop Apps together.

**Fig. 11 Table displaying the different actions planned to ensure the permanent and active engagement of already involved stakeholders.**

All information of the development of activities can be found on the deliverable D2.4 iCity Methodology

### 1.2.2 iCity communication tools for the stakeholder engagement

From the ecosystem to the motivation and activation of their stakeholders.

**From infrastructures to uses:** From a detailed knowledge of the type, affordances and coverage of the infrastructures to be opened up by each city, research and ideation processes will lead to a proposal of uses for each infrastructure or a combination of these infrastructures.

The ultimate goal is to produce a concept map linking coverage, features and availability of infrastructure typologies along with uses and users.

**From uses to ecosystems:** Once uses and users have been identified, we will characterize the different actors involved in this area of activity, define their roles, identify and assess the need to bring in new players to complement their current capabilities. The ultimate goal is to have a map of those agents that can benefit from the intended uses and those who can help them to take advantage of this opportunity.

**From innovation ecosystems to specific stakeholder circuits:** The strategy for the activation of the App proposals should rely on the use of the existing circuits of co-creation that are defined by each area of development activity and its group of identified agents.

WP2 proposes to identify the circuits (events, sites, publications...) of co-creation in each activity and understand the drawing power, impact, operation and access roads to assess their integration in the our strategy of activation.

**From circuits to specific strategies:** Once the potential interest of each circuit and iCity access capabilities have been assessed, we will propose circuits to be joined, possible ways to access them and other agents who can help to do this. In those cases where the

combination of agents required is not structured or is not functional, we will propose the formats that need to be developed so as to activate the ecosystem.

### **iCity dissemination and communication plan D82 analysis**

In June 2012 the iCity dissemination and communication plan was released. The road map establishes a basic plan for guiding the dissemination and communication activities that the iCity project should use to correctly communicate its key messages. It contains the dissemination and communication strategy, activities and tools to be used by partners.

The document is open to a further review and the second edition is due to be released in the second year of the project. iCity will implement its strategies but will monitor progress and where required also introduce new ones depending on how the engagement process is developing.

The D82 has identified the following groups as focus of iCity messages:

- Developers and other interested stakeholders (SME, start-ups, researchers, entrepreneurs)
- Citizens and civic innovators
- Cities outside the project
- Mass media

The message for each group is already defined. The document establishes that a Special Interest Group (SIG) of stakeholders will facilitate the communication with potential users. The SIG was created during the proposal phase of the project.

The engagement process has to be developed from the SIG, however the number of contacted and interested stakeholder that are at the iCity SIG should be increased throughout the engagement process.

To ensure a more effective engagement WP2 assume that all cities communication departments get involved in the iCity project and its dissemination activities from connecting those online platform in which they are active. A key factor of success is for the iCity project to be known and understood by the four potential groups of stakeholders involved: citizens, universities and research centres and companies.

The publication and announcement of iCity related events on social networks such as Twitter and Facebook is crucial. Cities social networks managers require a global picture of the stakeholders that are aligned or soon to be aligned with the project, explore whether they are using social networks and then having been in contact with them, start a dialogue.

WP2 considers that the communication between cities and potential stakeholders should be on the basis that the iCity representative speaks the "same language" as the stakeholders. In other words, when addressing an engineering company, the iCity representative should be an engineer, when addressing a scholar, the iCity representative should be familiar with the academic sector, when addressing citizens, the iCity representative should have experience in dealing with civic associations and so on.

WP2 considers that by doing the communication process of the engagement activity in this way the engagement will be more effective. The goal is to achieve a dialogue, not a one-way communication. Stakeholders won't get involved unless they understand the language, priorities and relationships established between iCity and the sector and interest they are working for.

The traditional and old-fashioned one way direction won't apply to iCity. We are dealing with companies representatives, academic representatives and civic association representatives. All of them use a particular language, interest and ways of working. iCity should address them using their own language and understanding of their vision. For each area, iCity needs a representative communication expert to be consulted by local managers.

The online strategy is effective but iCity is aware of its limitations. It can work as a loudspeaker of iCity actions and decisions and progress but the real engagement has to be done in face to face on on-site meetings, conferences, workshops and meetings with the stakeholders.

iCity encourages the cities involved in the project to programme as many on-site events as possible and to hold them in different locations to try to congregate people from different backgrounds. Workshops, conferences, hackathons, lectures, festivals, concerts, contests are ways to reach people and bring them information. Libraries, parks, public buildings, museums and so on in as many districts as possible are perfect ways to share the iCity project with citizens.

### **Activation and dynamization of a Special Interest Group (SIG)**

This is a crucial task for the iCity engagement process. The activation and optimum dynamisation of a Special Interest Group is a key strategy to gain more people and companies willing to participate in the project. As of July, the SIG has reached 100 members, mainly from Barcelona. It started with 30 who signed a support letter.

It is now clear that the SIG has to be broad and has to be representative of the four cities. The SIG should represent a similar number of civic associations, companies and academics. The more stakeholders the project has the more widespread and powerful it can become.

However, before sending more support letters, the description of the project and its implication need to be more precise and tailored than it was at the beginning. iCity is now ahead of its first stage, *Heart* stage methodologies is time to show and explain some real actions and the implications and benefits the project will have for its participants.

There are two important tasks ahead. One is to continue the engagement process with the initial stakeholders, keeping them informed and trying to have face to face meeting so they realize the project is developing. The other is to start with a second wave of stakeholder involvement, particularly in those cities where the number of them is still low.

iCity is aware that companies are easy to reach for this project but we should pay the same attention to academics and civic associations. They will have a vital role within the project.

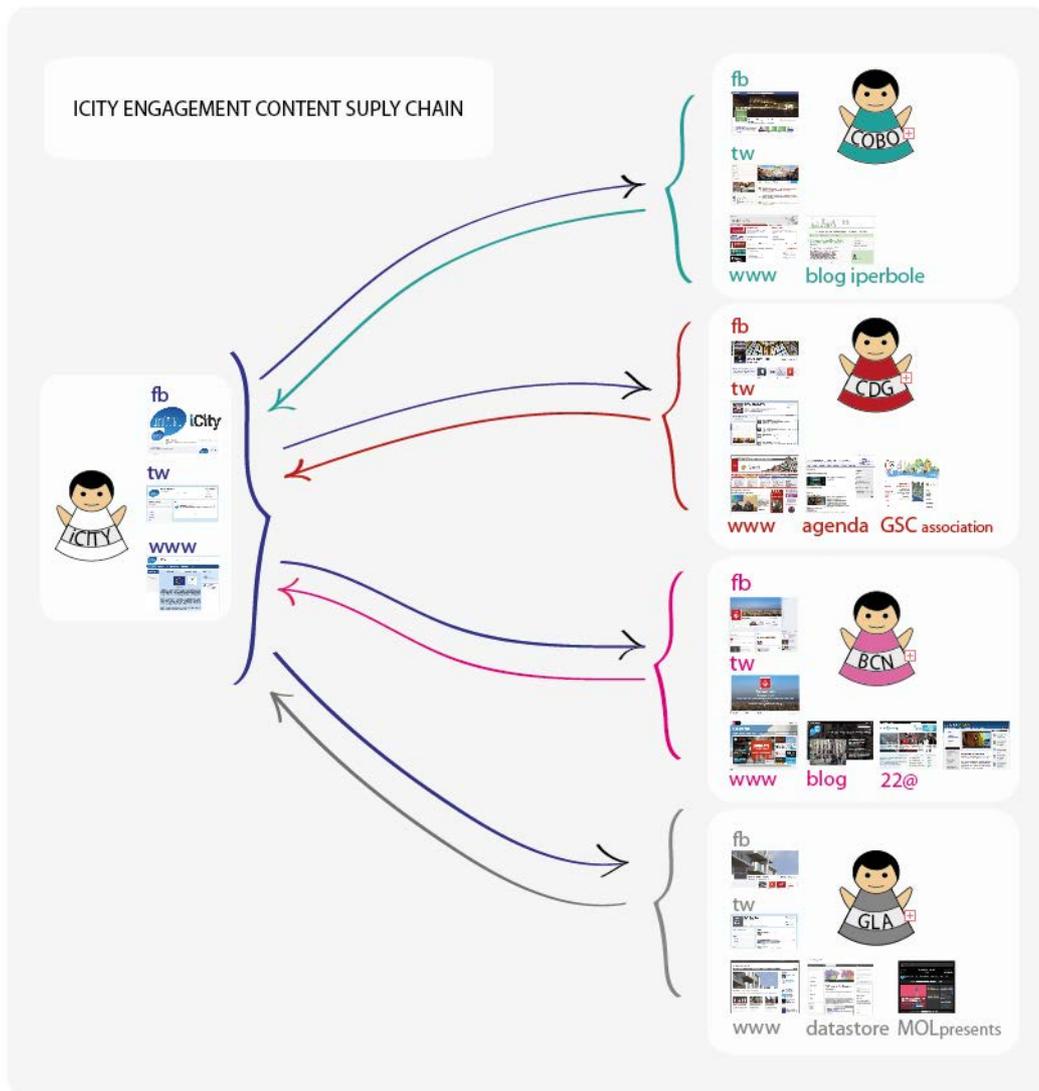
## **2. Engagement tools procedure between cities and iCity project content managers**

Today the web is one, if not the main, channel of access to the public administration for citizens. WP2 considers that the engagement strategy for iCity will be extremely effective and will reach many people if it is web based and uses the social networks of the four participant cities with relevant, attractive and engaging content.

This permanently distributed content is a key tool to generate and to maintain the necessary motivation for the Heart stage of the iCity methodology bootstrapping.

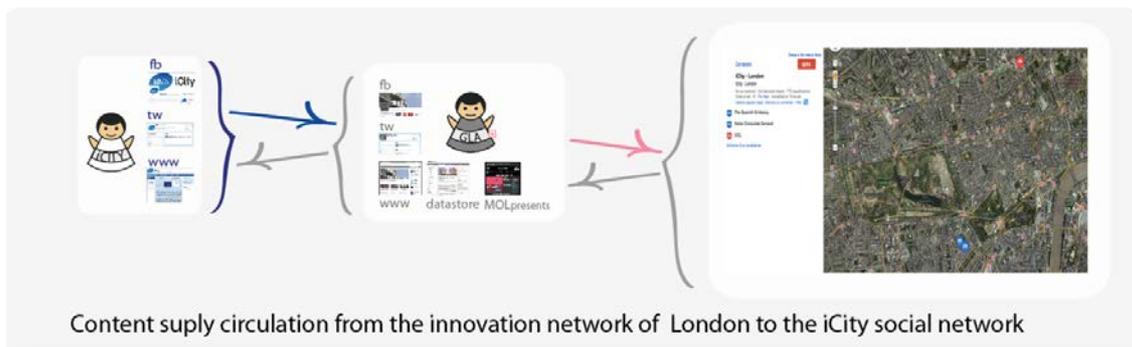
Some procedures must be set up for the content circulation between cities and the project itself and it is extremely important that these rules are followed. These rules apply to the four participant cities and will be described in each city section.

For all the content exchange to be published online, a content supply chain must be established between the iCity communication and engagement manager and the four cities: Barcelona, London, Genoa and Bologna communication and engagement managers. Any time there is content about the: how, when, etc in any iCity related channel the two communication and engagement managers should be synchronized.



**Fig. 12 iCity engagement content supply chain displaying the iCity project manager and the cities web and social networks managers permanent exchange of content and iCity related news and events to feed their respective publishing platforms.**

Once the stakeholders know the project and are familiar with it, WP2 recommends regular communications. A circuit can be set up between stakeholders, and content managers in the cities and the iCity project. Any time a stakeholder wants to share some iCity related news such as development, new apps and new contract signs. The stakeholders should have direct access to their local iCity Communication and engagement manager as well as the iCity ones. It has to be easy for them to disseminate the iCity related new, claims or proposals, and they have to get fast feedback too.



**Fig. 13 iCity content supply circulation from the innovation network of London to the iCity social networks. The innovation network activities on every city help to feed with content the iCity project.**

### Cities websites recommendations for the stakeholder engagement

As for the rest of the cities, WP2 considers that the web project<sup>8</sup> must gain visibility on the four iCity members city websites and thus recommends them to add a banner displaying the iCity logo (linking to its website) thus enabling web users to get easy and quick access to it.

A simple banner displaying the plain logo won't be engaging enough. To become more attractive to web users WP2 suggest the display of the logo alongside a catching sentence embedded on it stating: "Do you want to participate?".

The project is about engaging the largest number of developers, citizens, civic innovators, researchers, mass media, other cities and companies. Therefore its message should be clear, communicate openness and should ask for participation. The logo, presented in that way, will grab the attention of web users and will be considered as an open invitation to click, to read more, to find out what is it behind that "Do you want to participate" sentence.

–By October 2012- there is no single city council website of the four partner cities displaying the iCity logo and this issue should be settled as soon as possible.

Aside from the logo display, WP2 also recommends the four participant cities add the iCity public documentation to their websites in a way that is accessible and easy to understand.

It is up to each city to decide in which section of their local website the iCity documentation should be included. If there is no section on the city websites to add it, WP2 proposes a new one under the name "Projects" or "Undergoing Projects".

This section can host the iCity documentation and the project overall progress. The main public document available for the engagement of website users is the iCity Master presentation (Linked Open Apps Ecosystem to open up innovation in smart cities). To this date the document is only in english so it should be translated into Catalan, Spanish and Italian. Inside the Pdf (portable document format), readers will find a link to the "Engagement Form" for all of them who could be interested in participating. This is the starting level of engagement.

<sup>8</sup> <http://icityproject.com/>

Besides the iCity logo and link to the iCity project website, the short description of the project and the “Linked Open Apps Ecosystem to open up innovation in smart cities document” in pdf format, it is vital for the web user engagement the publication of a form to allow web users to become members of the Special Interest Group (SIG) on the same page. Allowing this function means that potential members can spontaneously and easily submit their interest via an “**Engagement form**”. Gathering the form results iCity project will have much more information on the possible participants and their area of interest within the Smart City project. Content is ubiquitous so the engagement form should be included as a link on any content unit (website, social networks...). The “**Engagement form**” should be published alongside any iCity content so it is always visible and accessible.

The iCity documentation should be displayed along the iCity website link, pdf presentation, form and, when possible, a list displaying the names of the already involved stakeholders in the four involved cities. The more information the citizens and web users have the easier it is to reach them encourages their participation in the project.

Displaying the names and websites of the participants or SIG members is an engagement strategy. WP2 considers that potential participants will be more ready to become stakeholders if they are aware of other’s involvement. Specifically if they work in the same area. The feeling of becoming part of a community, of an ecosystem brings more strength and commitment to the project.

There are two good examples of this action -the display of the already interested members logos- on the Genoa Smart City Association website<sup>9</sup> and on the iCity project website.



*Fig. 14 Display of members of interest on the Smart City project website*

<sup>9</sup> <http://www.genovasmartcity.it>



Fig. 15 Display of Genova Smart City Association partners on the Smart City Association website.

### Join the Special Interest Group!

[RETURN TO TOP](#)

The iCity project has activated a Special Interest Group for any parties interested in following the development of the project and collaborating in its activities.

Advantages for developers:

- Receive privileged information about the project and its related activities.
- Be invited to provide proposals and technical feedback for the iCity platform.
- Participate in the creation and deployment of Services of Public Interest through the iCity platform.

Advantages for cities:

- Provide external advice for the replication and rapid take-up of the Open Urban Service Delivery Platform.
- Contribute to the dissemination and dynamization of the project and its related activities.

Being a member of the SIG means that you will receive direct privileged information of the progress of the project via email and you will be invited to participate in its diverse activities.

To join the Special Interest Group simply fill this **form**.

Fig. 16 Special Interest Group Form

### Full list of the Special Interest Group members

[JOIN US!](#)

Apparati Effimeri snc		Lepida SpA	
Bdigital		Linguaserve	
Berlin City Council		Loop Srl	
Biapum		Lottarox Agency London	
Bitcarrier		Major Cities of Europe	
Blinzy		Mavigex srl	
CatPL		MoodWatcher	
Centauro Srl		Netribe	
Comunicatek		Nubalia	
Cornellà City Council		O-one srl	

Fig. 17 Display of the Special Interest Group members on the iCity project website.

## **iCity website**

The iCity project website was launched during M3 and Barcelona was the main contributor. The website uses an easy and accessible layout with blue as a corporate colour. The user will find all the initial information that needs to be informed about the project: the iCity project description and its main funders, a “Who we are” section with the main consortium partners, a full list of the special interest groups members with an attached form for those who are willing to join, news & events and contact.

On the homepage right hand side there are social network feeds (Twitter and Facebook) so users can both follow the iCity project twitter account and click “I like” on Facebook, thus becoming friends of the project.

The iCity project website is only one of the main gates to access iCity project information. It is though an important one because for online users it will be the first contact with the project.

At this stage of the project –October 2012- the website lacks information of the events related to the project which have taken place so far. The user will only find on “News and Events” a couple of news: the presentation of iCity in Bologna last march and the presentation of the project on the Fabra i Coats (Barcelona) last October.

There is much work to do on the website. It should contain more content and it should be updated much more frequently. If the content is attractive and is updated more often the website will get more traffic and will be visited by more people thus reaching bigger audiences.

There have been quite a few iCity related events so far and all of them should have been described on the website as well as the celebration of conferences and meetings. The more active the website is, the more active the users will consider the project.

From now on WP2 strongly recommends a much more active website. The information should be updated weekly or whenever an event takes places. There is a need to establish a content production chain (news and events). The website is only managed by Barcelona. The content manager in Barcelona must set up a communication protocol with the rest of the partners in the four cities. Whenever a city program an event or news iCity related occur, there should be a smooth communication so this information passes to the iCity website manager and is therefore published.

The website could be feed by representatives of the four cities with contributions at least every week so at the end of the month there are news covering the current situation in the four cities. Aside from these news on each city it is necessary to write news regarding the project as a whole. The iCity project website must become the news feeder.

### **iCity Social networks recommendations for stakeholder engagement**

iCity is active on Facebook<sup>10</sup> and Twitter<sup>11</sup>

The social network statistics are a good indicator of the internet engaging process.

To this date -September 2012- there are only 25 “I like” on the iCity Facebook page and 15 followers on Twitter which is an extremely low figure considering that the project involves four cities with millions of inhabitants and a potential big audience with strong internet users such as academics, civic society and companies.

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<sup>10</sup> <http://on.fb.me/QneTcX>

<sup>11</sup> <https://twitter.com/icityproject>

Again, WP2 considers that a more active website with more content will supply the social networks and thus will be easier to contact and interact with more people. There is a need to establish a content production chain (news and events) that will ultimately feed with content the social networks.

With the future increasing activity related to the project, iCity strongly recommends the appointment of a Community Manager who should update with content the iCity website and manage the iCity Facebook and Twitter profiles.

As for the website the content manager will coordinate the iCity representatives of the four cities to start a content production chain and dissemination on social networks.

WP2 suggest later in this document that the four partner cities must recommend and give visibility to the iCity project website and social networks using their own channels. The iCity logo and documentation must be visible on the four city council websites and there should be interactions between social networks on both sides.

The content produced must be engaging, attractive and must catch the attention of both citizens and experts (programmers, developers, company CEO...). There will be a large number of events and they should be announced in an engaging way. The more people participate in them, the more successful the project can be because it will attract and involve more people.

#### **a) Twitter**

Twitter is a contact platform for both local contacts and international contacts. People who don't know each other follow conversation on specific topics that are of their interest.

WP2 strongly recommends every city account to follow the iCity project account @icityproject and interact with it when possible in order to establish a link between both of them. By interaction we mean the following: Retweet tweets, mention relevant tweets, reply tweets establishing a conversation, Follow Friday FF (#followfriday is a game in which people suggest who to follow on Twitter. It helps everyone find interesting Twitter users. You list the users you recommend following and add "#followfriday" anywhere in the Tweet so others can find it. Every city should assimilate the iCity as their own project and try to make it visible to their citizens taking advantage of their powerful and consolidated channels.

The twitter account of each city can become an important tool for the communication of iCity events taking place on the four cities and iCity activities should be spread on those channels when possible.

The four cities official twitter accounts should reflect iCity related activity on each city. Any meeting, conference, contest, workshop, video, picture or agenda event involving iCity should be announced on the official Twitter accounts. The official iCity twitter account will announce activities in the four cities but it will be the individual city's responsibility to retweet that information to get a bigger impact in their city.

iCity recommended on the D8.2 Dissemination and Communication plan the use of the hastag #icityproject whenever the project is mentioned so users will get familiar with the project.

*For example*, through the London Data Store account the iCity project can be introduced to local people but at the same time it can also reach people interested in global topics such as #smart cities, #open data, #IOT, #big data, #data visualization, #hacking, #open source. How? Using the #hashtag feature, and then bring them to the @icityproject twitter account.

iCity encourages the four participant cities to monitor social networks. The interaction with iCity ecosystem members will be face to face meetings, workshops and conferences as well as online but it is important to identify those Twitter accounts belonging to potential stakeholders. Engage them in the iCity process and thus engage their followers.

#### **b. Facebook**

The engagement potential of Facebook is enormous and WP2 should act accordingly. Any news, agenda event or invitation published on Facebook will be seen by much more people than if it was published just on the website. iCity should take advantage of the benefits of social networks viral power.

WP2 recommends that the four cities publish the iCity engagement related content on their Facebook pages when possible. The Facebook pages must post all relevant iCity news taking place in the cities, events, agenda, plans or decisions regarding the cities involvement in the project as well as goals achieved.

The content published on Facebook should not be limited to news regarding the iCity project. It should be engaging: polls, questions to the audience, invitation to events, persuasion, witty pictures on infrastructures or smart buildings...

#### **iCity Youtube channel recommendations for the stakeholder engagement**

The D8.2 Dissemination and Communication plan describes the iCity project plan to open a Youtube channel. When active, it could be a source of content for the four involved cities Youtube channels. The exchange of content between cities and iCity content manager should refer to the Content Supply chain.

The potential of Youtube as a video content distributor is enormous. This is not about the audience, as Facebook gets much more traffic, but about the content. A video launched on Youtube can be embedded on different platforms, it is ubiquitous.

A video view generates more impact on the viewer than plain text. Releasing a video, the provider generates what's called "build trust". If the user views on a video a process taking place in real life they are more likely to believe in the process than if the process was just described in text. If he can see it then he can believe it.

The video is also a more engaging experience for the user. This is just about seeing something or someone apparently talking to you on the screen rather than reading something, which could be long and can demand much more attention and concentration. The user clearly spends less energy viewing a video than reading a text. The oral transmission of a sophisticated process is also more appealing than a written one.

WP2 considers the most interesting of the iCity meetings should be recorded and released for its publication on the four cities Youtube channels. The project will gain much more visibility if the content of those meetings is available.

Besides, the video should document the engagement activities planned: contest, hackathons, developer days and workshops...

The videos can be sent to potential members of the project so they understand the way iCity works, its participating dynamics and how people from different fields are involved with the same commitment.

**iCity Mail and mail list recommendations for the stakeholder engagement**

The mail list is the most effective communicative tool to deal with large groups of people. It is crucial to build up a mail list with all the meeting assistants who agree their participation on the project.

The mail list should be centralized and subgroups of mail directions should be made according to the stakeholders area interest. The general emails regarding iCity events, news or agenda will be sent to the whole list but the most specific ones area-related will only target those on area interest list.

The mail list should be available for the four cities and constantly updated. The more information available about the stakeholders, the more effective iCity will be able to communicate with them. It is mandatory to reply within the shortest amount of time to any feedback received from stakeholders via email.

It is anticipated that there will be large amount of emails once meetings are scheduled and there should be a quick and effective way to deal with these communications.

## 3.Engagement methodology bootstrapping in Genoa, Bologna, London and Barcelona

### 3.1 Genoa: Engagement methodology bootstrapping

The actions to activate the open innovation ecosystem in Genoa start with using the online tools (website and social networks) the city of Genoa has at its disposal. Once the first online engagement process takes shape the second engagement process is activated. How? With the organization of events planned on the future agenda that will bring the online planned strategy to real action. The social networks give visibility to the agenda while the events feed with content the social networks that will foster the engagement process.

#### 3.1.1 Head, Heart, Hands on methodology road map in Genoa

##### Head stage

The first stage of the iCity engagement methodology at Genoa was reported after the first questionnaire campaign, where 126 stakeholder were localized and contacted. The questionnaire was used to map smart city stakeholders at Genoa, as well as their experience on co-creation processes. It also asked what were their preferred communication channels for participation. From the results WP2 understood that social networks were an potential tool to be used and that e-mail and direct conversation were considered useful too.

From the feedback obtained via questionnaires and subsequent activity of research at city level Genoa extended its list of potential stakeholders. WP2 and Genoa's iCity project team shared the opinion that Genoa Smart City Association as well as the stakeholders that have been involved in previous European innovation projects developed in Genoa are the most important groups of stakeholder to start the engagement process with. Genoa has developed so far the Google Map visualization tool with their stakeholders.

Genoa has developed the Google Map visualization tool with their stakeholders. Their next action was to identify the most relevant events -taking place from now until the end of the year- in which the iCity project can be presented. The purpose is to contact and engage stakeholders. WP2 will present the road map of Genoa where these events are fully detailed at the end of the section: On site events activity to foster the involvement of iCity stakeholders at Genoa.

##### Heart stage

In order to catch up on delays acquired during the first quarter of the iCity Project, WP2 will apply a contingency plan.

Within the contingency plan WP2 includes in this report recommendations on how to align the programme of engagement events that will be held in Genoa. It also covers the online engagement activity that the Genoa's iCity Community manager, as well as the Central iCity Community Manager will spread over all the digital and online tools that iCity has enabled from WP8. WP2 needs these tools to activate and to promote networking and to increase the stakeholder's involvement.

The first level of involvement of Genoa's stakeholders is to inform them of the iCity platform how this will allow them access and interaction with several city infrastructures such as Wi-Fi, fibre, sensor, kiosks, bollards, displays or data sets among a wider list of potential resources to foster the development of Apps of public interest services in the city of Genoa.

The second level is called “discovering”. During this phase WP2 will use the same communication tools to deliver engaging content to the stakeholders, as well as call for actions and feedback to power-up their motivation.

WP2 will give specific recommendations after this section of the document to encourage the involvement of the stakeholders while keeping them informed. It is crucial to establish a two way communication channel to inform and give continued feedback of the project progress to sustain their interest.

The Genoa team assigned to WP2 should carry out two campaigns at Genoa during the heart stage. The first one should focus on confirming the interest of stakeholders who have already been contacted by a formal letter.

The second campaign is focused on getting as many proposals as possible for developing Apps over the iCity platform. To achieve these indicators, the iCity Genoa’s team will start from the already contacted stakeholders during the first questionnaire and then extending this campaign to the partners of the *Genoa Smart City Association*.

Genoa should get a minimum of 15 ratifying letters of interest and 10 letters proposing developing Apps. This action will be made sending information to the previously configured agenda of contacts and establishing conversation with those stakeholders to explain in detail the project to encourage their active contribution.

### **Heart Activity**

During the second Genoa meeting the agenda definition was agreed by the four involved cities. The cities agreed to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

Bologna agreed during the second Genoa meeting to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

### **Past Agenda**

<b>Dates</b>	<b>Activity</b>	<b>Action</b>
	2012 Information Day CIP-ICT-PSP 2012, Rome	The Project Manager of European Projects Alessandra Risso presented the iCity project during the National informative day about CIP-ICT PSP, which took place in Rome (Italy) and was organized by the Agency for European research (APRE).
March	Safecity 2012. Magazzini del cotone	Alessandra Risso presented the iCity project during this international second edition workshop. There were 300 experts from 16 different countries to discuss about urban security, sustainable infrastructures, youth gang and migration, project financing PPP, policies, resources and technologies.

*Fig. 18 Table displaying Genoa’s past agenda events*

**Future agenda**

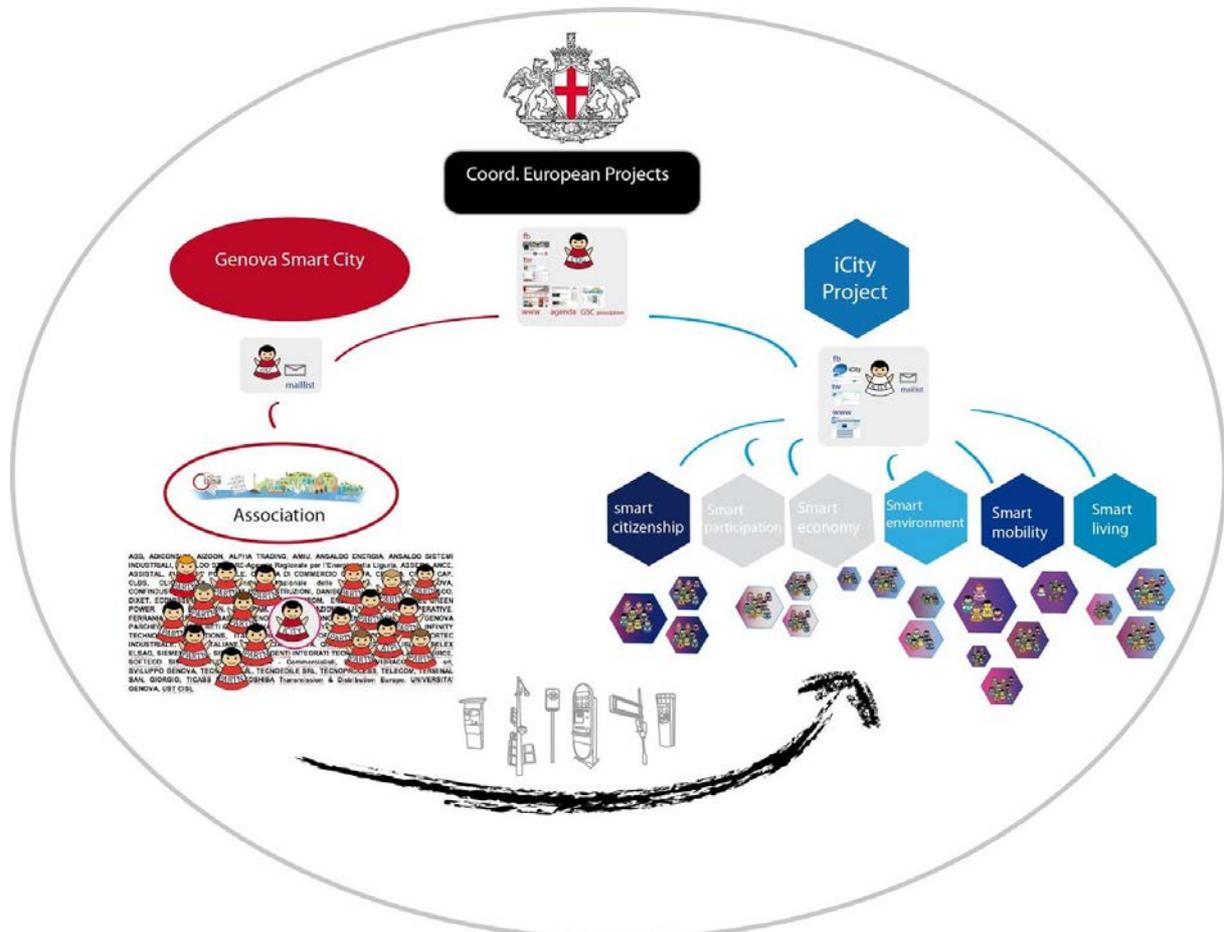
Dates	Activity	Action
October	Genoa, Science Festival	During the science festival, that is a very important yearly festival since 2003, there will be a public event about a project Illuminate, which is a European project coordinated by City of Genoa. In this meeting will be possible to present the others projects in which the City of Genoa takes part, and it will be presented the iCity project also.  At the moment the program of the Festival is under construction, but the event for European projects will be 25th or 26th October

*Fig. 19 Table displaying Genoa's past agenda events*

**Recommendation AGENDA**

The iCity project should be spread and discussed whenever a municipal project regarding digital agendas, social changes or municipal news are presented.

During WP2 the cities should organize or participate in at least one event per month in order to make public the project.



*Fig. 20 Genoa's iCity innovation ecosystem.*

**Hands on**

Includes all the activity to foster the practical co-creation. WP2 will provide guidance in the organization of co-creation actions within the iCity methodology delivered in M12. This activity will be developed within the WP5. (See Fig.11)

**3.1.2 iCity communication tools for the stakeholder engagement in Genoa****Genoa communication protocol analysis**

iCity project, after assessing Genoa stakeholders with the first questionnaire, has asked the iCity Genoa team to provide their city communication protocol. WP2 considers that it is necessary to align iCity online engagement with the city communication and engagement strategies.

The Genoa Communication protocol considers that thanks to the web the user (citizen) nowadays is not only a passive information receiver but also a potential sender of messages. The user is not passive and is actively looking for information he is interested in.

According to the protocol web usage has dramatically changed the way the city council communicates. The document is divided into two main areas: "Goals" and "The experience of the municipality of Genoa".

**Goals:**

Visibility and Interactivity are the main goals of Genoa city council when it comes to dissemination. Visibility of information will allow users to find whatever they are looking for while interactivity will allow them to provide some feedback, which will be very useful for authorities.

Genoa considers that web content should be attractive and measures it constantly to find out whether it is read or not.

Regarding visibility, Genoa states how important is to allow users to provide their feedback regardless the importance of the information rated. According to Genoa's officials this is the true revolution of the web.

The finalizations of these goals are also expressed in the document. Genoa considers visibility for public content must act in two directions

1. Bringing content to users (palatability): bring interesting and useful content avoid poisoning users with unwanted content or propaganda. Genoa considers that in order to create useful content, the secret of good palatability is an accurate understanding of social reality and then following a policy goal.
2. Marketing: those strategies implemented to increase awareness of channels administration. Genoa considers that the best strategy is to use the web as a container for administrative services useful to citizens. The other is the use of social networks due to its huge communicative viral effect. The last mentioned strategy is bringing physical events to open public spaces.

Genoa's communication protocol analyses also the different aspects of interactivity.

The protocol acknowledges that the citizen is at the center of its communication process and is also aware that the more information provided to the citizen the better. However the

protocol does not specify any other communication channel rather than information displayed on the web. It focuses too much on the digital strategy.

### **Genoa's approach to manage the Interactions of Communication:**

Allows users to comment. States a policy of feedback management that allows criticism (if it's in a polite way). Tries to reply to as many questions and issues as possible. If the citizen feels his questions were taken into consideration will trust much more the administration.

#### **a. Interactivity of Public**

It is considered a structural problem within the administration. The document considers that the work to improve the connectivity with citizens and to address their demands real time is only at the beginning. It also lacks a policy. The costs are also considered very high.

#### **b. Genoa's experience on their communication approach**

The last part of the Genoa's communication protocol deals with the Genoa's own experience on the above mentioned matters. It considers itself "very active" in terms of new communication media. According to the document the City of Genoa is on the most important social networks and is building a new network of sites.

**Visibility experience.** According to the document, the administration enjoys more visibility than ever but lacks a marketing strategy and a more appealing content. They feel they should try to bring the citizens newsrooms around the territory, creating competitions, using exhibition spaces during important events, opening editorial units.

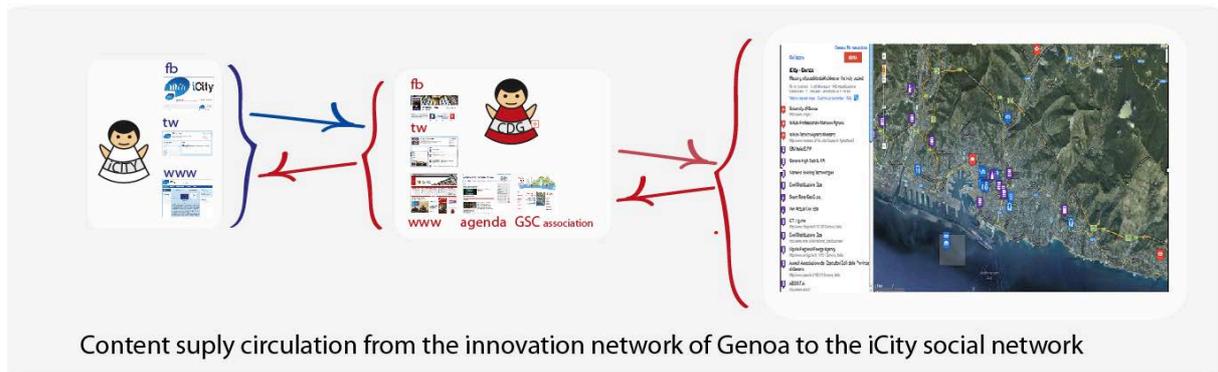
**Interactivity.** It is considered a structural problem within the administration. The document considers that the work to improve the connectivity with citizens and to address their demands real time is only at the beginning. It also lacks a policy. The costs are also considered very high.

### **Content supply chain recommendations for the stakeholder engagement**

Some recommendations have been described in the general section for the content circulation between cities and the project itself and it is extremely important that these rules are followed. These rules apply to the four participant cities and will be described on each city section.

For all the content exchange to be published online, a content supply chain must be established between the iCity website manager based in Barcelona and the Genoa's city council website manager so any time there is content involving Genoa the two websites managers align their communication strategy (how, when, where -Facebook, Twitter, Blog).

Once the Genoas stakeholders become fully aware of the project and are familiar with it, WP2 asks Genoa's communication manager to keep the communications circulations with the iCity project manager active. A circuit should be set up between Genoa's stakeholders, and content managers in the cities and the iCity project content manager. Any time a stakeholder wants to share some news iCity related: development, new apps, new contract signs...it should be easy for them to contact and inform Genoa content managers so local news can be published and announced on both the city council and iCity project website and social networks. (See picture below)



**Fig.21 iCity content supply circulation from the innovation network of Genoa to the iCity social networks. The innovation network activities on every city help to feed with content the iCity project.**

### **Genoa Web sites tools recommendations for the stakeholder engagement**

For the General Recommendations regarding the web please refer to Cities websites recommendation for the stakeholder engagement (Pag.22) Genoa's city council website<sup>12</sup> layout allows the publication of Genoa's city news on its homepage. There are two main sections with big headlines linking to current news and a secondary section with smaller ones, probably older. The website allows the publication of over 25 news on the homepage. WP2 considers that the iCity project can benefit of this news publication flexibility.

<sup>12</sup> <http://www.comune.genova.it/>

Fig. 22 Genoa's city council homepage.

WP2 suggest that any time a Smart City project news or act relevant enough is going to take place in Genoa, the city council website should publish it on its home page. The same applies for “calls for engagement” with information on the iCity project development, “calls for ideas” for developing applications of public interest services and for “call for actions” such as contest, workshops, hackathons or app jams that can be programmed. The content will be mainly provided by the iCity project website manager. It is not necessary for the Genoa website manager to write it (refer to content supply chain graphic).

As a general recommendation WP2 suggest that the iCity website manager should send to four website managers in Genoa, Barcelona, London and Bologna the content published on the iCity web so it can be reused for the different city websites when possible.

WP2 considers that the permanent publication of news iCity related on the *Commune di Genova* website alongside the publication of iCity logo, form and documentation will raise awareness of the project development among citizens and will transform the iCity name into a familiar concept for Genoa web users.

### a. Genoa Smart City website

There is another web platform where iCity project related content can be regularly published and updated: the *Genova Smart City website*, accessible from the *Comune di Genova* website and on the following URL <sup>13</sup>

The Genova Smart City website is an excellent source of information on everything regarding Genoa's intention of becoming a smart city. The user finds information on the Genova commitment to become a smart city, what is the real meaning of being smart, the projects involving smart ideas and general information on the association itself.

To this day, though, the bridge between this website and the actual iCity project has not been built. The user navigating the web won't be able to find any information linking the Genoa's smart city concept to the iCity project involvement although their relation and the potential of a partnership between the two of them is quite obvious.



Fig. 23 Genova Smart City Association website homepage.

WP2 suggests, as on the city council website, the inclusion on the Genova Smart City website of the iCity customized logo, website link, the Engagement Form and documentation. After all, both projects can benefit from each other and the participation of Genoa on the iCity project is a direct consequence of its commitment to become a smart city.

### b. Agenda of events website

Visibility is the key for any project development. iCity will organize over the next months different engaging activities that will need public involvement and audiences to succeed. For this reason it is important to spread through as many channels and platforms as possible all iCity related activities happening in the cities. Both the Genoa city council website and the Smart City website should announce them and highlight them when they take place.

<sup>13</sup> <http://www.genovasmartcity.it/>

Within the Genoa websites there are different microsities linked to the city council. One of them is particularly suitable for the iCity engagement process because it will facilitate the task of announcing iCity related event on the city. The website is Eventi di Genova <sup>14</sup> where the Genoa agenda is regularly updated. It can be an excellent platform for the publication of iCity events programmed in Genoa.

**Fig. 24** Genoa's agenda degli eventi website homepage.

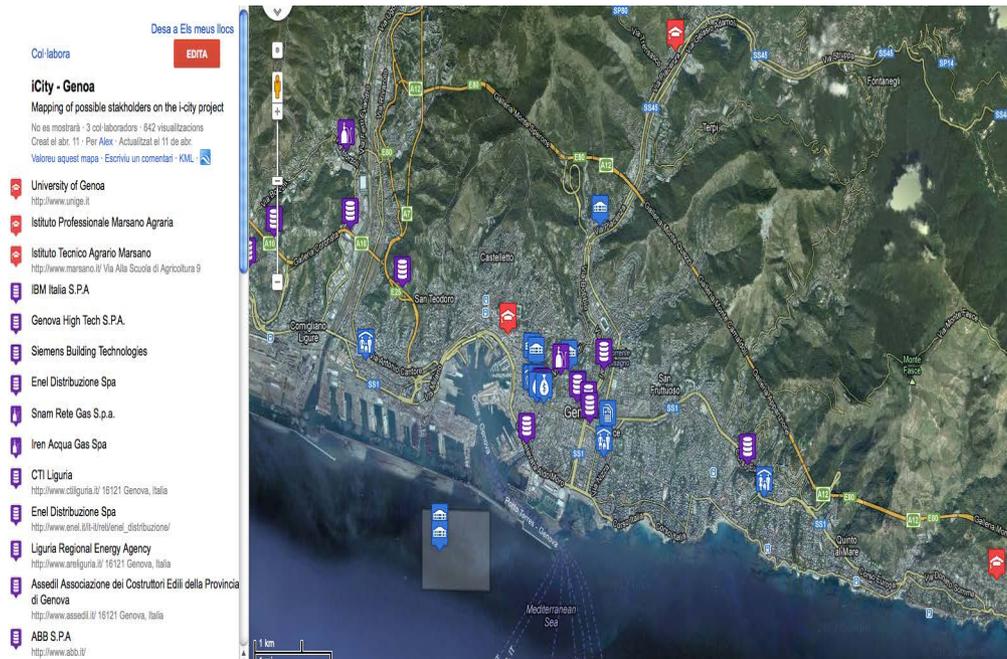
The coordination between the iCity project website manager and the Agenda degli eventi di Genova should be explained on the Content Supply Chain see *Fig 21*.

### **Genoa Google Map recommendation for the stakeholder engagement**

WP2 is building up a Google Maps page of each city displaying the information and location of each stakeholder. The most completed map to date is the one displaying the city of Genoa and is online <sup>15</sup>

<sup>14</sup> <http://www.agenda-eventi.comune.genova.it/>

<sup>15</sup> <https://maps.google.es/maps/ms?yvs=2&hl=ca&ie=UTF8&oe=UTF8&msa=0&msid=207896297353912113182.0004bd649331b090ec470>



**Fig. 25 GoogleMaps displaying the information and location of each Genoa stakeholder.**

WP2 suggest that these maps, once ready, should be shared and published on the Comune di Genova website and the Smart City Genova website so citizens, web users and stakeholders alike can have access to the information and the evolution of the stakeholder involvement. The map is also a key tool to realize the growing expansion of the iCity project in Genova as well as a reference tool for its stakeholders. It will be useful for them because they will find each other's contact information.

The map information will be with new Genoa stakeholders contacts through the content obtained via the "Engagement form" and the direct engagement actions.

The four cities will have a "How to" manual with instructions that will help them on the map main settings. (See the annex 4.1)

## Genoa Social networks tools recommendations for the engagement

### a. Facebook



*Fig. 26 Genoa's Facebook homepage.*

Genoa considers its Facebook page very effective with over 12.000 friends as of October 2012 and increasing. It's headline states that it is a place of information and dialogue with citizens. The municipality publishes all kind of information that affects and interest citizens: culture issues, city council information (agreements, new projects.), ordinances, weather alert information, etc.

The main source of content on its timeline are links to news originally published on the city council website. For that reason if the city council website publishes regularly news on the iCity project they can be reused and post on the Facebook page thus gaining much more visibility.

The "calls for engagement" with information on the iCity project development, "calls for ideas" for developing applications of public interest services and the "call for actions" such as contest, workshops, hackathons or app jams taking place in Genoa must be published on the Città di Genova Facebook page.

The Città di Genova can also help the iCity project recommending its Facebook page<sup>16</sup> to its 12.000 followers providing them a link and a catching and engaging sentence.

<sup>16</sup> <http://www.facebook.com/pages/iCity-Project/453991727946449?fref=ts>

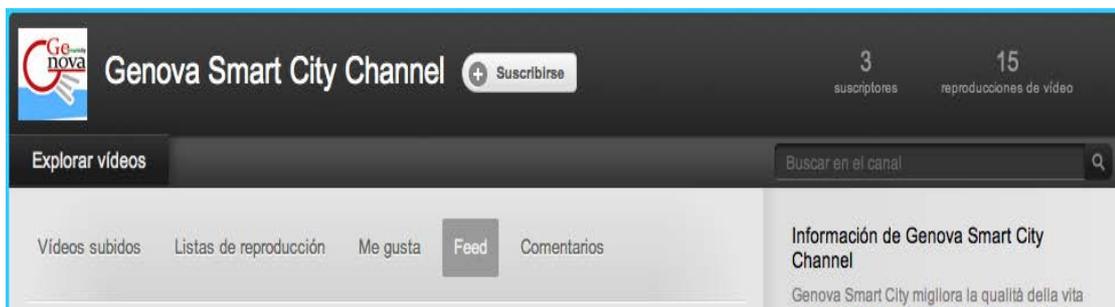
## b. Genoa Youtube channel



**Fig. 27 Genoa's Youtube homepage.**

The Genoa Youtube channel was created in 2008, hosts more than 950 videos, which have been viewed about 3.000.000 times (as of september 2012). The video topics rang from exhibitions to international cooperation. The Genoa Youtube channel can become a platform for video content related to the iCity project.

Most of the activities planned in the future agenda will take place in public spaces and will involve people. These activities will be recorded and should be accessible to public on the Youtube channel.



**Fig. 28 Genova Smart City channel**

There is also a Youtube <sup>17</sup> channel linked to the Smart City initiative.

At the moment the activity on the channel is low (only 3 subscribers and 15 videos viewed) but iCity considers this channel is an excellent platform for the future uploading and publications of videos related to the iCity project: meetings, workshops, app jams, etc.

<sup>17</sup> <http://www.youtube.com/user/Genovasmartcity>

### c. Twitter



*Fig. 29 Genoa's twitter account.*

The Genoa twitter account has 5,014 followers -October 2012-. This social network provides information on Genoa's main issues. To this date there are neither mentions of the iCity project nor retweets of its account @icityproject. The Citta di Genova account does not follow the iCity project account either.

The Citta di Genova twitter should follow the iCity project @icityproject twitter account and interact with it when possible. There are different ways to interact: retweet @icityproject tweets, Follow Friday the @icityproject account, and mention relevant tweets published by the iCity project account. The idea is to give visibility to the iCity project account, to make it familiar to the regular followers of the Città di Genova followers thus the project will begin to be known in the city.

The D8.2 Dissemination and Communication plan suggest the use of #icityproject hashtag whenever the project is mentioned on twitter and the Città di Genova twitter account should act accordingly. There are other relevant hashtags smart city project related such as: #open data, #IOT, #big data, #data visualization, #hacking, #open source. How? Using the #hashtag feature.

### **Genoa Mail and mail list recommendations for the stakeholder engagement**

Genoa has so far contacted a total of 126 potential stakeholders, which are already part of the mail list. None of them have signed the SIG (Signature of Interest Group). However the task Genoa is doing with its Digital Agenda is very important and will soon bring results. The figure is quite high by population and is the second highest after Barcelona among the four cities.

One suggestion is to organize a second meeting. 126 stakeholders will be invited but the list can be extended contacts and partners of those 126 stakeholders that could be interested as well. The benefits of becoming a member of SIG should be well and fully explained.

For engagement purposes Genoa's stakeholders, once they have signed the letter, must be regularly informed about the iCity project evolution, agenda and goals. The information will always be available on the social networks but to achieve a closer involvement, direct calls for ideas and for actions must be done.

### **3.2 London: Engagement methodology bootstrapping.**

To activate the open innovation ecosystem in London, the Greater London Authority will start by using the online tools (website, social networks) already has at its disposal. Once the first online engagement process takes shape the second engagement process will be activated. Using the events planned in the future agenda the online planned strategy will be translated into activities. The social networks gives visibility to the agenda while the events feed the social networks with content that will foster the engagement process.

#### **3.2.1 Head, Heart, Hands on methodology road map at London.**

##### **Head Stage**

Head: The First stage of the iCity engagement methodology in London was reported after the first questionnaire campaign, where 32 stakeholders were localized and contacted. The questionnaire was used to map smart city stakeholders in London, as well as their experience on co-creation processes. It was also asked what their preferred communication channels for participation were. From the results WP2 understood that social networks were potential tools to be used and that email and face to face meetings were useful too.

From the feedback obtained via questionnaires and subsequent activity of research at city level, London extended its list of potential stakeholders. WP2 and London's iCity project team shared the opinion that London has its bigger potential on its community of open data developers and industrial clusters. The Greater London Authority data store was launched in 2010 and a network of developers and interested parties are regularly communicated with via Twitter. In addition, the Greater London Authority has working relationships with Tech City and London and Partners (London's inward investment agency) who will act as conduits for the iCity project into existing developer networks. The recently opened Open Data Institute will also be a forum used to connect with developers.

London has to develop the Google Map visualization tools with their stakeholders. Their next action is to detect the most relevant events taking place from now until the end of the year in which the iCity project can be aligned with.

London is a very active city with a very rich agenda. WP2 and London team intend to connect the iCity to London's innovation communities by involving its organizers. It will be also important to develop an in house event focused to bring specific communities and to encourage their involvement. The purpose is to contact and engage London stakeholders. WP2 will present London's road map where these events are fully detailed at the end of the section: "On site events activity to foster the involvement of iCity stakeholders at London".

##### **Heart Stage**

To make up time that was lost in the first quarter of the project, WP2 will activate a contingency plan of direct actions.

It should be mentioned that London has a huge potential but WP2 has recognised that it also has problems going from an open data strategy to an open infrastructure one. The Greater London Authority does not directly own much of the public infrastructure used within London, and the open infrastructure approach needs to establish close relationships with other public sector bodies that do own the infrastructure. This requires a distinct approval processes that are still being put in place.

It should also be recognised that the London team faced difficult situations in developing the WP2 strategy because the effort of their administration was focused on the delivery of the Olympic games and the re-election campaign of the Mayor of London.

Once this situation has been overcome, WP2 should extend the expected impact as much as possible in London by implementing a direct action campaign to establish direct relations with the more relevant stakeholders from Universities, companies and developers communities interested in mobile apps development, big data, data visualization and the Internet of Things.

London received 8 letters of interest for the proposal of the iCity project. Now London has to make an effort to engage as many stakeholders as possible. WP2 includes in this section recommendations on how to align the event programmed engagement activity that will be held in London. It also covers the online engagement that London's iCity community manager as well as the central community manager will spread by using all the digital and online tools that iCity has enabled from WP8. WP2 needs these tools to activate and promote networking and to increase the stakeholder's involvement in London.

The first level of involvement of London's stakeholders start with them discovering that iCity is going to develop a platform that will allow them access and interaction with several city infrastructures such as Wi-Fi, fiber, sensor, kiosk, bollards, displays or data sets among a wider list of potential resources to foster the development of apps of public interest services in the city of London.

London has worked to open the tube Wi-Fi and the Kings College Environment sensors. Regarding the business culture of their potential stakeholders a specific and technical detailed offer is very important to achieve their involvement. It is important to work with a wider list of potential infrastructures (which may well come from the partner cities as well as London) to have more opportunities for getting app proposals ideas to foster the development of Apps of public interest services in London.

The second level follows the discovering. During this phase WP2 will use the same communication tools to deliver engaging content to the London stakeholders as well as call for actions and feedback to power up their motivation.

WP2 will give after this section specific recommendation for London to encourage the involvement of their stakeholders while keeping them informed. It is crucial to establish a two way communication channel to inform and give continued feedback of the project progress in order to sustain their interest.

The London team assigned to WP2 should carry out two campaigns in London during the Heart stage.

The first one should focus on ratify the interest of already contacted stakeholders by a formal letter. The second campaign should focus on getting as many proposals as possible for developing apps over the iCity platform.

To achieve these indicators the iCity London team will start with the stakeholders who have already been contacted during the first questionnaire and then extending this campaign to the partners of the open data community and their business clusters.

London should get a minimum of 15 ratifying letters of interest and 10 letters proposing developing Apps.

This action will be sending information to the previously configured agenda of contacts and establishing conversations with those stakeholders to explain them well the project and to encourage their active contribution.

### **Heart Activity**

GLA initiated its introduction of iCity concepts to citizens as soon as in February 2012 with a self organized workshop. The attendees were representatives of London boroughs and academic institutions. As of September 2012, GLA has held two workshops and has participated in two more organized by other institutions.

The second one took place the 29th of March it was self organized. The workshop intended to introduce iCity to policymakers. GLA presented while Cisco participated as technical advisers. There were two main themes discussed: transport and environment. Thanks to the meeting several suggestions and ideas on apps that could improve the city were mentioned.

On the other hand, GLA participated in two different conferences. The first one was held at the Bartlett Centre for Advanced Spatial Analysis and the conference title was Smart Cities: bridging physical and digital conference. GLA presence helped to raise awareness of the iCity project with potential stakeholders.

The second action took place on June 27th. GLA attended the conference Inside Government: The future of Public Sector Data: Making Open Data a Reality Forum. GLA presence helped to raise awareness of the iCity project with potential stakeholders.

Overall GLA activities related to iCity have been useful and interesting but two only self organized activities during nine months is a low figure. iCity recommends at least one activity per month targeting different actors involved on the project specially those ones who will need much more information to comprehend it such as citizens.

During the second Genoa meeting the agenda definition was agreed by the four involved cities. The cities agreed to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

London agreed during the second Genoa meeting to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

### **Past Agenda**

<b>Dates</b>	<b>Activity</b>	<b>Action</b>
February, 24th	iCity workshop at Imperial College, London	<p>Workshop to introduce concepts of iCity to representatives from London Boroughs and academic institutions. GLA and Cisco presented to the audience.</p> <p>Key points arising from workshop</p> <ol style="list-style-type: none"> <li>1. Citizen choice for personal data <ul style="list-style-type: none"> <li>- Citizen data repository e.g. Mydex</li> <li>- Personal informatics</li> </ul> </li> <li>2. Business benefits for local authority and different stakeholders <ul style="list-style-type: none"> <li>- Local data panel to build on</li> <li>- The need for common data standards /format</li> <li>- Build on shared library service arrangements.</li> </ul> </li> <li>3. Real Time Data <ul style="list-style-type: none"> <li>- Parkypedia (live parking space updates)</li> </ul> </li> </ol>

		<ul style="list-style-type: none"> <li>- Streaming issues</li> <li>- Taxi services tweeting</li> <li>- Camera on cabs</li> <li>- Issues regarding coherence and reliability</li> </ul> <p>4. What are the data standards and how are they measured</p> <ul style="list-style-type: none"> <li>- Is the data platform agnostic?</li> <li>- How do we create feedbacks to improve quality?</li> <li>- Who will provide data and quality information description?</li> <li>- The official app mark for data ensuring data is up to a specified standard</li> </ul> <p>Benefits take up – know your rights take up campaign initiative. An app to help people understand their entitlements after the benefits has changed. Suggested by Farah Ikram. They've been funding CAB and Age UK to provide more advice. How to reach a different audience.</p>										
March, 29th	iCity workshop at Greater London Authority	<p>Offline Workshop to introduce iCity to GLA policy makers. GLA presented, Cisco participated as technical advisor within the audience.</p> <p><b>Theme: Transport</b></p> <table border="1"> <thead> <tr> <th>App idea</th> <th>'Likes'</th> </tr> </thead> <tbody> <tr> <td><i>Ranking of worst tube lines</i></td> <td>There is no current app, which will give a ranking to how bad a particular tube line is. There are apps available, which will give live updates on the tube line, but not a ranking.</td> </tr> <tr> <td>Anything that could inform you how busy a transport source is, e.g. map the peak usage times and train services (so maybe you could try &amp; avoid busy services); update regularly.</td> <td>3 – There are currently no apps, which will give just peak time travel. Again there are mobile apps, which will give live updates, but none for peak time. LOCOG have currently developed an online interactive map for games time travel, and have announced they may include this in a London 2012 app update.</td> </tr> <tr> <td> <p><i>Dynamic A to Z mapping green routes</i> (walking, cycling, running)</p> <ul style="list-style-type: none"> <li>- Connecting park</li> <li>- Wide sidewalks</li> <li>- Leafy streets</li> <li>- Quiet streets</li> </ul> <p>Pedestrian streets</p> </td> <td>7 There are individual apps, which will cover cycle routes and running routes, and travel apps for tourists in London for things such as site seeing however there is no individual app, which will cover all these things.</td> </tr> <tr> <td> <p><i>Cycle app showing:</i></p> <ul style="list-style-type: none"> <li>- <i>Quickest and safest routes (fewest accidents)</i></li> </ul> </td> <td>8 There are apps for this such as Bike Hub Cycle Journey Planner which is a free app.</td> </tr> </tbody> </table>	App idea	'Likes'	<i>Ranking of worst tube lines</i>	There is no current app, which will give a ranking to how bad a particular tube line is. There are apps available, which will give live updates on the tube line, but not a ranking.	Anything that could inform you how busy a transport source is, e.g. map the peak usage times and train services (so maybe you could try & avoid busy services); update regularly.	3 – There are currently no apps, which will give just peak time travel. Again there are mobile apps, which will give live updates, but none for peak time. LOCOG have currently developed an online interactive map for games time travel, and have announced they may include this in a London 2012 app update.	<p><i>Dynamic A to Z mapping green routes</i> (walking, cycling, running)</p> <ul style="list-style-type: none"> <li>- Connecting park</li> <li>- Wide sidewalks</li> <li>- Leafy streets</li> <li>- Quiet streets</li> </ul> <p>Pedestrian streets</p>	7 There are individual apps, which will cover cycle routes and running routes, and travel apps for tourists in London for things such as site seeing however there is no individual app, which will cover all these things.	<p><i>Cycle app showing:</i></p> <ul style="list-style-type: none"> <li>- <i>Quickest and safest routes (fewest accidents)</i></li> </ul>	8 There are apps for this such as Bike Hub Cycle Journey Planner which is a free app.
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		<ul style="list-style-type: none"> <li>- <i>Healthiest routes (lowest air pollution)</i></li> </ul>	
		<ul style="list-style-type: none"> <li>- <i>Automatic tube waiting times i.e. using Wi-Fi network to analyse pedestrian flow and potential waiting times for ticket machines etc.</i></li> </ul>	There are currently no apps, which will do this. Again, just apps, which will give the user, live updates on a particular tube line.
<b>Theme: Environment</b>			
		For people looking for help with how to solve energy/reduce their fuel bills. The energy saving has a 'Grant clincher' function but the GLA could get partners to link with this tool (e.g. CAB and trusted organisations).	- There are apps from the big energy providers such as British Gas and SSE on how people can save money and energy. There are also apps on pollution.
		Air pollution at different times of the day in different bits of London.	2 – There are apps, which will give the latest pollution statistics for specific areas, with interactive maps and use of cameras.
		<p><i>Track my waste:</i></p> <p>Shows where your waste goes and could go (depending upon where you live). Highlights what the impacts are (emissions, cost to borough)</p> <p>Could also be a game/competition/ reward for black bags vs. trips to recycling centre</p>	- There are no apps, which will do this.
		<p><i>Improvements to Free cycle</i></p> <ul style="list-style-type: none"> <li>- Dynamic, searchable, accessible marketplace for free reasonable goods</li> </ul> <p>Allow 'community library' of shared goods held in household, from books to ladders to hot pots.</p> <ul style="list-style-type: none"> <li>- 'Streetbank' is a hyper-local sharing / giving away site – produce app for</li> </ul>	<p>2 – There are currently no apps for this, however there are apps such as gum tree.</p> <p>2 – There aren't any apps like this, similar to idea above.</p>

		<p>this.</p>	
		<p><i>Food</i></p> <p>Food and homemade goods swapping for people with allotments or like cooking/ preserving.</p> <p>Benefits: reduces waste (get ride of excess food), creates community, can address food hunger, and could engage vulnerable people (elderly isolated).</p>	<p>2-<a href="http://swapit.gov.au/start-swapping/swap-it-iphone-app">http://swapit.gov.au/start-swapping/swap-it-iphone-app</a></p> <p>– Here is an app which does this however this app is currently only working in Australia.</p>
		<p>Report wasted energy</p> <ul style="list-style-type: none"> <li>- Idling vehicles (buses, taxi)</li> <li>Offices lights at night</li> <li>- Where is the nearest public cool space/ refuge in summer</li> </ul>	<p>3 - <a href="http://itunes.apple.com/us/app/ecosnoop-environmental-energy/id316520743?mt=8">http://itunes.apple.com/us/app/ecosnoop-environmental-energy/id316520743?mt=8</a></p> <p>- There are no apps for this.</p>
		<p>Is my neighbourhood liable to flooding (potentiality v local with post codes).</p>	<p>1 - <a href="http://www.halcrow.com/floodalert">http://www.halcrow.com/floodalert</a></p>
		<p>Environment impact of Food</p> <p>1) Locally sourced food-nearest location to buy locally sourced rather than imported foods; alternatively / also a fair-trade food locator.</p> <p>Something to tell you the carbon footprint of a food product – scans and locate footprint? (Barcode)</p>	<p>Here is an app for finding local food sources <a href="http://localdirt.com/">http://localdirt.com/</a></p> <p>There are no apps to find the carbon footprint of a particular product.</p>
		<p>What is actually going on in London? A general source of information that can map all the environmentally friendly initiatives those are present around the city, so people are aware and can access them.</p> <p>2)(e.g. incorporate cycle hire, recycling, city fumes etc.)</p>	<p>4 – Many individual apps for this kind of thing.</p>

June	University College London Centre for Advanced Spatial Analysis Smart Cities: bridging physical and digital conference.	iCity presence – GLA in audience	Impact: raising awareness of the iCity project with potential stakeholders.
June 27th	Inside Government: The Future of Public Sector Data: Making Open Data a Reality Forum	iCity presence	Impact: raising awareness of the iCity project with potential stakeholders.

*Fig. 30 Table displaying London's past agenda events.*

## Future Agenda

### Main potential events

Dates	Activity	Action
July, 18th	Facebook Marketing Conference	Conference <a href="http://www.oursocialtimes.com/facebookmarketinglondon/?ref=cw">http://www.oursocialtimes.com/facebookmarketinglondon/?ref=cw</a>
Sept, 19-20th	AdTech London	Digital marketing# <a href="http://www.ad-techlondon.co.uk">www.ad-techlondon.co.uk</a>
Sept, 24-28th	UK Entrepreneur Week#	<a href="http://www.entrepreneurweek.net/entrepreneurvents/">http://www.entrepreneurweek.net/entrepreneurvents/</a>
2012	Social Media Week#	A festival of over 100 events focusing on how technology and social media are empowering change through collaboration. London is the lead global City of the 11 taking part. <a href="http://socialmediaweek.org/london">http://socialmediaweek.org/london</a>
Sep, 28th	Chinwag's Digital Careers Day Digital Mission want to bring 30-50 to London for Social Media Week for the events and a tailored programme of activity about setting up/expanding in London.#	<a href="http://digital-mission.org">http://digital-mission.org</a>
October, 2-3rd	Apps World London	

October, 2-3rd	eCommerce Expo	<a href="http://www.ecommerceexpo.co.uk">www.ecommerceexpo.co.uk</a>
October, 2-3rd	Call Centre and Customer Management Expo Olympia#	<a href="http://www.callcentre.co.uk/callcentreexpo">http://www.callcentre.co.uk/callcentreexpo</a>
October, 9th	Healthcare Efficiency through Technology Expo#	<a href="http://www.healthcareefficiencythroughtechnologyexpo.co.uk/">http://www.healthcareefficiencythroughtechnologyexpo.co.uk/</a>
Oct, 16-17th	Streaming Media Europe#	Technology of online video
Nov, 6-7th	Fourth Annual NOAH London Internet Conference #	<a href="http://www.noah-conference.com/2012/london/">http://www.noah-conference.com/2012/london/</a>
Nov, 28th	Fair for the digital industry#	<a href="http://www.chinwag.com">www.chinwag.com</a>
	Earls Court London#	

**Fig. 31 Table displaying London's future agenda events.**

#### Smart City related events

Dates	Activity	Action
February, 14	Smart cities of the future in Asia: opportunities for UK business, #	
April, 17-18	Smart Energy Cities Conference	Loughborough University <a href="http://www.e-cosse.net/events/event/smart-energy-cities-conference/">http://www.e-cosse.net/events/event/smart-energy-cities-conference/</a>
April, 20	CASA Smart Cities conference: bridging physical and digital	London, 20 April 2012 <a href="http://www.bartlett.ucl.ac.uk/casa/events/2012-04-20-Conference">http://www.bartlett.ucl.ac.uk/casa/events/2012-04-20-Conference</a>
May, 16	Smart Cities: A meeting of Minds at the Falkirk Wheel	Falkirk <a href="http://sensorsystems.org.uk/events/smart-cities-a-meeting-of-minds-at-the-falkirk-wheel/">http://sensorsystems.org.uk/events/smart-cities-a-meeting-of-minds-at-the-falkirk-wheel/</a>
May, 22	Smart Cities Standards Strategy	Birmingham workshop <a href="http://www.digitalbirmingham.co.uk/blog/free-to-attend-smart-cities-standards-strategy">http://www.digitalbirmingham.co.uk/blog/free-to-attend-smart-cities-standards-strategy</a>
May, 23-31	Smart Cities Standards Strategy	London workshop <a href="https://connect.innovateuk.org/web/smart-cities-standards-strategy-workshop">https://connect.innovateuk.org/web/smart-cities-standards-strategy-workshop</a>
May, 25	Smart City Hubs Conference	London <a href="http://www.fosd.eu/conference/the-future-of-station-design-conference-2012/">http://www.fosd.eu/conference/the-future-of-station-design-conference-2012/</a>

June, 12	Smart City Event	<a href="http://www.securityintech.com/event/225-smart-city-event-12th-june-2012">http://www.securityintech.com/event/225-smart-city-event-12th-june-2012</a>
June, 18-19	Smart Cities Europe	<a href="http://ovumsmartcities.com/">http://ovumsmartcities.com/</a>
June, 19-20	Working together on smart cities, The Lancaster	<a href="http://www2.imperial.ac.uk/blog/digecon/2012/07/05/working-together-on-smart-cities/">http://www2.imperial.ac.uk/blog/digecon/2012/07/05/working-together-on-smart-cities/</a>
June, 21-22	Smarter Cities, Smarter Thinking	Central London <a href="http://www.openhouseworldwide.org/conference/">http://www.openhouseworldwide.org/conference/</a>
June, 21	The Base London conference	London <a href="http://www.basecities.com/london/the-event/programme">http://www.basecities.com/london/the-event/programme</a>
Sep, 25-26	Smart Cities Industry Summit	London <a href="http://smartcitiesindustrysummit.com/">http://smartcitiesindustrysummit.com/</a>
October, 5	Smart Camp	Kick Start event, London <a href="http://www.f6s.com/ibmsmartcamplondonjuly2012#main/ajax-summary">http://www.f6s.com/ibmsmartcamplondonjuly2012#main/ajax-summary</a>

*Fig. 32 Table displaying Smart City related events.*

#### Key networking groups

Name Group	WWW
TechMeetups	<a href="http://techmeetups.com">http://techmeetups.com</a>
Minibar	<a href="http://www.meetup.com/minibar">www.meetup.com/minibar</a>
Silicon roundabout meet-up	<a href="http://www.meetup.com/SiliconRoundabout">www.meetup.com/SiliconRoundabout</a>
Silicon roundabout social club	<a href="http://www.meetup.com/SiliconRoundaboutSocialClub">http://www.meetup.com/SiliconRoundaboutSocialClub</a>
Drinktank - "free, high quality meet-up for members of the tech community in London"	<a href="http://www.meetup.com/drinktank">http://www.meetup.com/drinktank</a>
Silicon drinkabout	<a href="http://www.facebook.com/SiliconDrinkabout">http://www.facebook.com/SiliconDrinkabout</a>
Digital sizzle – Tech City creative meet-ups	<a href="http://www.thedigitalsizzle.com">http://www.thedigitalsizzle.com</a>
Hoxton Mix mixer	<a href="http://www.meetup.com/The-Hoxton-Mix/events">www.meetup.com/The-Hoxton-Mix/events</a>
Tech Hub	<a href="http://www.techhub.com">http://www.techhub.com</a>
Flagons Den (Innovation Warehouse)	<a href="http://london.flagonsden.com">http://london.flagonsden.com</a>
Mashup (Innovation Warehouse)	<a href="http://www.mashupevent.com/events">http://www.mashupevent.com/events</a>
TechStartHub - provides networking & training	<a href="http://www.techstarthub.com/calendar">http://www.techstarthub.com/calendar</a>
Shoreditch Business Networking - more general business networking	<a href="http://www.syob.co.uk/business-networking/Shoreditch">http://www.syob.co.uk/business-networking/Shoreditch</a>
Angels in the City	<a href="http://www.cityoflondon.gov.uk/angelsinthecity">www.cityoflondon.gov.uk/angelsinthecity</a>
City Meets Tech	<a href="http://citymeetstech.com">http://citymeetstech.com</a>
Hacker News	<a href="http://www.meetup.com/HNLondon">www.meetup.com/HNLondon</a>

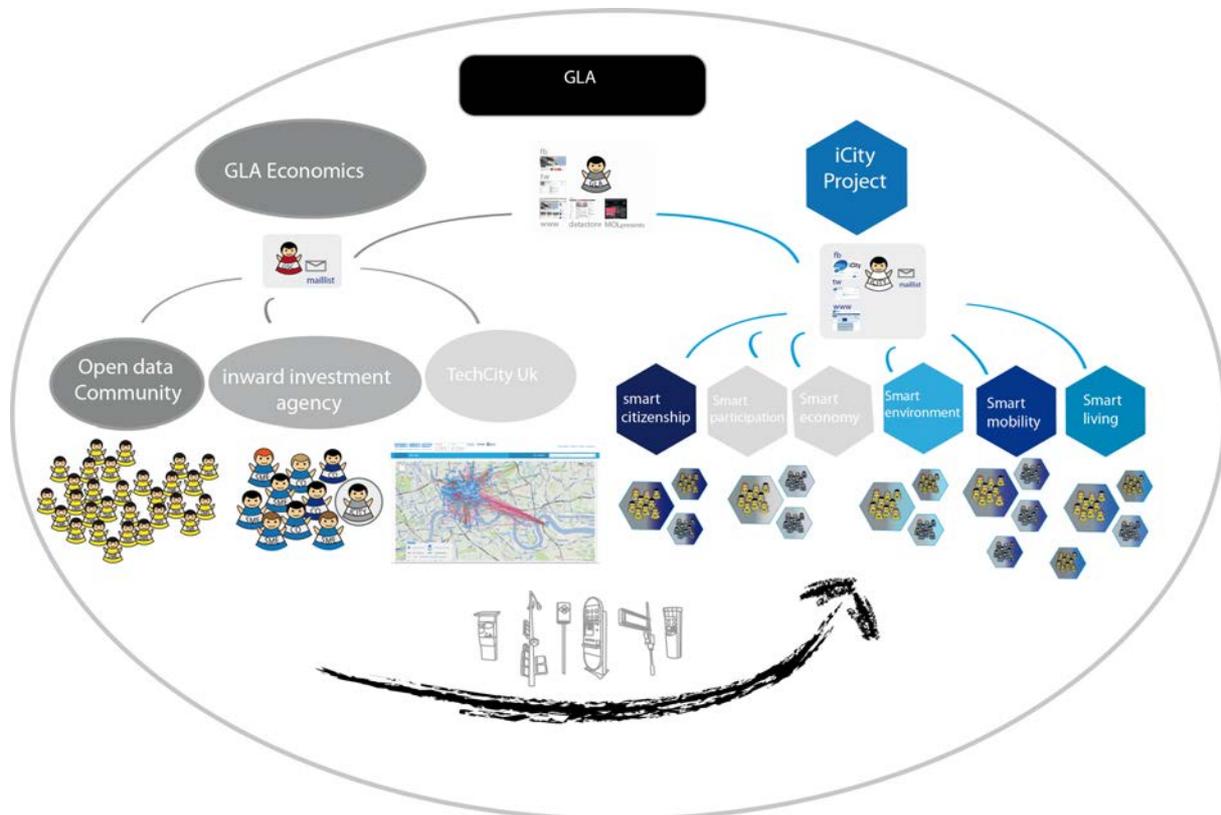
Open Coffee Club	<a href="http://www.meetup.com/londonocc">http://www.meetup.com/londonocc</a>
London Start-up weekend	<a href="http://www.meetup.com/">http://www.meetup.com/</a>
Tuttle Club – “Co-creating a Social Media Café for London”	<a href="http://tuttleclub.wordpress.com">http://tuttleclub.wordpress.com</a>
Internet of Things (IoT) meet-up, London	<a href="http://www.meetup.com/iotlondon">http://www.meetup.com/iotlondon</a>
Good for nothing – “creative collaboration”	<a href="http://goodfornothing.com/events">http://goodfornothing.com/events</a>
Open Soho – creative networking	<a href="http://www.opensoho.com">http://www.opensoho.com</a>
Product tank – product management for digital & tech start-ups	<a href="http://www.producttank.com">http://www.producttank.com</a>
The Up Group - an elite, pre-screened talent network of high-flyers, both companies and individuals	<a href="http://www.theupgroup.co.uk">www.theupgroup.co.uk</a>
Skills Matter – community of software engineers	<a href="http://skillsmatter.com/">http://skillsmatter.com/</a>
General Assembly London – London arm of hugely successful New York campus	<a href="http://london.generalassembly.ly/">http://london.generalassembly.ly/</a>
Google Campus – first of its kind co-working space in Tech City	<a href="http://www.campuslondon.com/">http://www.campuslondon.com/</a>
Dreamstake network for entrepreneurs	<a href="http://www.dreamstake.net/">http://www.dreamstake.net/</a>
Intellect - the leading trade association which serves to represent its members in the UK technology industry	<a href="http://www.intellect.org">www.intellect.org</a>

**Fig. 33 Table displaying key networking groups and their URL's**

## **Recommendation AGENDA**

The iCity project should be spread and discussed whenever a municipal project regarding digital agendas, social changes or municipal news are presented.

During WP2 the cities should organize or participate in at least one event per month in order to make public the project.



**Fig. 34 Londons's iCity innovation ecosystem**

## **Hands on**

Includes all the activity to foster the practical co-creation. WP2 will provide guidance in the organization of co-creation actions within the iCity methodology delivered in M12. (See Fig.11)

### **3.2.2 iCity communication tools use for the stakeholder engagement**

#### **London's Communication Protocol analysis**

The Greater London Authority Communication protocol establishes the main communication channels used by the Greater London Authority in order to communicate with its citizens and stakeholders.

The Greater London Authority online strategy is supported by three different websites with an additional new one <sup>18</sup> launched recently.

<sup>18</sup> <http://talklondon.london.gov.uk/>

Websites	Description
<a href="http://www.london.gov.uk">www.london.gov.uk</a> :	Is the official website of the Mayor of London, London Assembly and Greater London Authority. Its role on the engagement process will be fully detailed later on this document.
<a href="http://data.london.gov.uk">http://data.london.gov.uk</a>	The Greater London Authority (GLA) as a first step towards freeing London's data has created the London Data store. It can be a key communication tool for WP2 engagement strategy with users and stakeholders alike.
<a href="http://talklondon.london.gov.uk/">http://talklondon.london.gov.uk/</a> :	A tool launched to develop an online community to discuss and debate with anyone who lives, works or plays in London on the issues that affect their lives. WP2 doesn't consider it an effective tool for spread, dissemination and engagement of the iCity project. Among other things because it was recently launched and thus is not very well known and visited by many users. And finally it is not regularly updated.
Microsites	There are also around 20 other microsites, which are subject specific such as <sup>19</sup> . These microsites are built for specific purposes or occasions.

**Fig. 35 Table displaying London's main websites**

Channel	Description
Twitter accounts	<i>@londondatastore</i> which will be later reviewed on this document.  <i>@MayorofLondon</i> with 529.282 followers as of October 2012. It is mainly used for political messages from the London mayor Boris Johnson and it can't be fully aligned with WP2 communication strategy but WP2 is aware of the fact that a Boris Johnson tweet about the iCity project can be extremely helpful to gain visibility. The mechanism to make the mayor of London to tweet at least once about the iCity project should be explored.
Facebook account	The Facebook account is mainly used for political messages from the Mayor of London Boris Johnson. WP2 does not consider it a proper communication channel for engagement purposes.
E-Newsletters	The GLA sends 7 newsletters and around 21 other email communications to the centralised contact list of the GLA. WP2 suggest the alignment of both the iCity project mail list and the GLA newsletter for communication and engages.
Press releases	Dedicated teams work with the media. Press releases from the Mayor of London, the London Assembly and the Greater London Authority can be viewed at <a href="http://www.london.gov.uk/media">http://www.london.gov.uk/media</a> .
Public Liaison Unit	A dedicated team within the Greater London Authority to provide a public information service and promote the work of the Greater London Authority. They manage all incoming mayoral correspondence including Freedom of Information requests. Operate a public telephone enquiry service and provide

<sup>19</sup> [www.molpresents.com](http://www.molpresents.com)

	an educational programme for London groups. They also assist at statutory and key GLA events such as the People's Question Time <sup>20</sup> .
Mayor's Question Time	10 times each year the Mayor of London has to respond to questions from the London Assembly. These events are webcasts and available on the television.
Greater London Authority Policy Teams	<p>Many teams within the Greater London Authority deal with stakeholder engagement and management these include:</p> <p><i>GLA Intelligence Unit:</i> This team holds regular events and workshops with a variety of stakeholders including representatives from business, higher education, the not for profit sector</p> <p><i>Economic and Business Policy:</i> Dedicated team with regular interaction with London Business Groups and industry leaders. It is the most suitable unit to let the iCity project be known.</p> <p><i>Community Liaison unit:</i> Dedicated team with regular interaction with different community leaders and groups from around London.</p> <p><i>Government Relations:</i> Dedicated team with regular communications with the Prime Minister and Government departments.</p> <p><i>International Relations:</i> Dedicated team with regular communications with countries and cities around the world.</p> <p><i>London European Office:</i> Dedicated team with regular communications within the European Union.</p> <p><i>Children and Young People's Unit:</i> This team has peer outreach workers who communicate directly with children and young people.</p> <p><i>Mayor's communication channels:</i> In addition to those used within the Greater London Authority, Boris Johnson also uses the following to communicate his messages. He is a columnist at the Daily Telegraph. He also makes regular appearances on radio and television.</p>

**Fig. 36 Table displaying London's main communication channels**

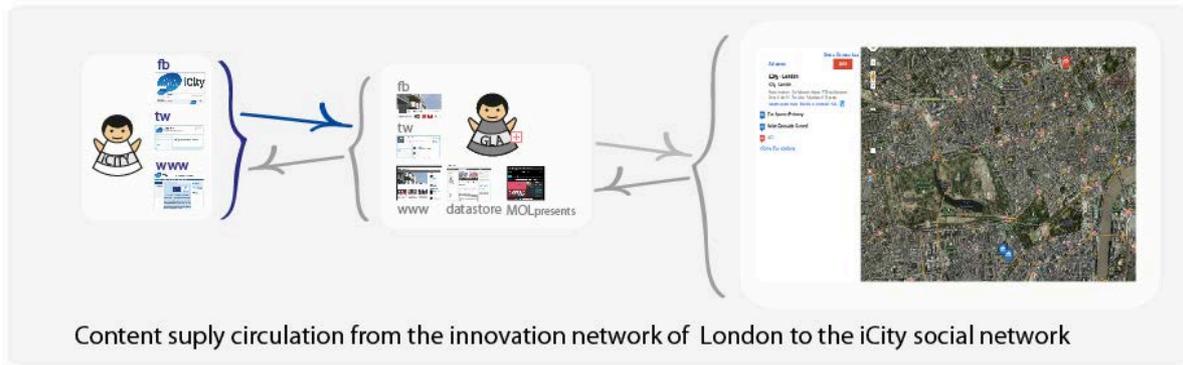
### **Content supply chain recommendations for the stakeholder engagement**

Some recommendations have been described in the general section for the content circulation between cities and the project itself and it is extremely important that these rules are followed. These rules apply to the four participant cities and will be described on each city section.

For all the content exchange to be published online, a content supply chain must be established between the iCity website manager based in Barcelona and the London's city council website manager so any time there is content involving London the two websites managers align their communication strategy (how, when, where -Facebook, Twitter, Blog).

Once the London stakeholders become fully aware of the project and are familiar with it, WP2 asks London's communication manager to keep the communications circulations with the iCity project manager active. A circuit should be set up between London's stakeholders, and content managers in the cities and the iCity project content manager. Any time a stakeholder wants to share some news iCity related: development, new apps, new contract signs...it should be easy for them to contact and inform London content managers so local news can be published and announced on both the city council and iCity project website and social networks. (See picture below)

<sup>20</sup> <http://www.london.gov.uk/get-involved/public-meetings/peoples-question-time>



**Fig.37 iCity content supply circulation from the innovation network of London to the iCity social networks. The innovation network activities on every city help to feed with content the iCity project.**

**London web sites recommendations for the stakeholder engagement in London**

**a. London Datastore website**

**Fig. 38 London's Datastore homepage.**

It is remarkable that the Greater London Authority has already created a website<sup>21</sup> as a first step toward freeing London's data. The website also encourages other public agencies across London to free their data. This website can be an important platform for the dissemination of the iCity project and all the activity related to the project and its progress.

WP2 understands that most of the traffic this website gets comes from individuals, companies and institutions -all potential stakeholders- interested in London's city data and the bridge between technology and the city so all of them could be potential participants in the iCity project.

The website provides comprehensive information on London's available data split into different categories, with a full catalogue, datasets, the possibility of requesting datasets, and information on websites where more data is available.

Since the content is focused on data, the users will likely to be app developers, engineers, software developers and so on. For that reason any iCity message, announce or news published on [data.london.gov.uk](http://data.london.gov.uk) will target specifically part of the audience iCity is interested in. For those reasons WP2 considers that GLA should prioritize and give visibility to iCity information, related news and events publication on the London Datastore website over the rest of London official websites.

The website should become the main publisher of iCity project news and agenda events in London. As specified on the web general recommendations the information on the iCity project, the website link, and the Engagement Form should be included and visible.

The London Datastore website allows news publication as well as user comments. For that reason, any time a smart city project news or act relevant enough is going to take place in London, the website should publish it on its main page. The same applies for information regarding "call for engagement" with information on iCity development, "call for ideas" for developing applications of public interest services" and for "call for actions" such as contest, *hackathons* or *appjams* that will be programmed in the city of London.

There is also a blog accessible on the website where longer and more engaging content post are published. A post introducing the iCity project and further post describing its development could be extremely helpful.

The content will be mainly provided by the iCity project website manager. It is not necessary for the London Datastore website managers to write the content. This content exchange process is fully detailed on *Figure 12 iCity engagement content supply chain* of the document.

With the permanent publication of news iCity related WP2 intends to raise awareness of the project development among citizens to transform the iCity name into a familiar concept for web users in London.

The London Datastore website objective is to release the London free data. With the iCity project development it can wide this focus to the publication of the London available open infrastructure. It can apply the same procedure as with data. Any time infrastructure is opened by London Public Sector bodies the London Datastore web users will be aware of this.

There is another relevant section on the data website section called "Inspirational Uses" where the General London Authority invites web users, designers, and app developers to share their creation regarding complex data visualization. It is an

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<sup>21</sup> <http://data.london.gov.uk>

interesting engaging process in which the city invites people to create visualizations to facilitate other people to understand the data processing.

It has proved quite effective because it is regularly updated with new maps and tools. Users can see the application, vote and comment them. WP2 considers the “Inspirational Use” a good user engagement methodology that can be applied once the iCity project is fully in operation in London.

**London Dashboard**

**Datastore**

- Datasets
- Catalogue
- Organisations
- Categories
- Keywords
- Search Datasets
- Request Dataset
- Popular Suggestions
- Latest Suggestions
- Blog

**Inspirational Uses**

- Useful Links
- Digital Advisory Board
- About
- FAQs

**Share with**

- facebook
- del.icio.us
- Digg
- Twitter
- StumbleUpon

**Search Datasets**

Search Datasets →

RSS feeds

### Inspirational Uses

We know that as more and more datasets are uploaded to the datastore the possibility for creative uses like visualisations and apps increases. We want to make sure that everyone knows about the good things that happen when government releases its data.

So if you have done something with our data that you would like us to shout about please let us know by emailing [datastore@london.gov.uk](mailto:datastore@london.gov.uk) and we will feature it here on the inspirational uses page. Then we can get twittering about it and hopefully encourage more public agencies across London to free their data. The more we can showcase by example the better.

Applications are shown below in descending date order. Click on the title to view the full details and to vote or comment on the use.

#### Custom Age Tool for ONS Mid-Year Population Estimates

October 2012

Excel Age-Range creator for Office for National Statistics (ONS) Mid year population estimates (MYE) covering each year between 1999 and 2011

Area Cd	Year	Area name	Males	Females	Persons
EO3000001	1999	City of London	3,377	3,279	6,656
EO3000001	2000	City of London	3,375	3,279	6,654
EO3000001	2001	City of London	3,368	3,271	6,639
EO3000001	2002	City of London	4,162	3,483	7,645
EO3000001	2003	City of London	4,203	3,526	7,729
EO3000001	2004	City of London	4,473	3,787	8,260
EO3000001	2005	City of London	4,672	3,933	8,605
EO3000001	2006	City of London	5,105	4,303	9,408
EO3000001	2007	City of London	5,726	4,766	10,492
EO3000001	2008	City of London	6,163	5,141	11,304
EO3000001	2009	City of London	6,237	5,050	11,287
EO3000001	2010	City of London	6,336	5,201	11,537
EO3000002	1999	Enfield and Edmonton	70,266	64,115	134,381

Average: 4.8 (4 votes)

#### The London Jigsaw App

A dazzling new app for iPhone and iPad plays with London's geography in ways that'll have you gasping with delight. [London Jigsaw](#) scrambles up the prominent features of the capital; it's your job to drag them back to their appropriate locations.

Average: 4.8 (4 votes)

**Latest blog entry**

[London Ward Well-Being Scores - 2012 edition \(Blog\)](#)  
16TH OCTOBER 2012

These [ward level well-being probability scores](#) present a single combined measure of well-being indicators of the resident population based on 12 ...

**Twitter**

@londondatastore

...loading...

**Featured Applications**

- [Focus on London](#)
- [Elections data](#)
- [Live Underground Train Maps](#)
- [GLA Spending Dashboard](#)
- [Bike Hire Realtime Data API](#)
- [More applications](#)

**Join the conversation**

London Datastore @ Google Groups  
[datastore@london.gov.uk](mailto:datastore@london.gov.uk)

Fig. 39 “inspirational Use” on London’s datastore website.

## b. Greater London Authority official website

The screenshot shows the homepage of the Greater London Authority (GLA) website. At the top, there are logos for 'GREATERLONDONAUTHORITY', 'MAYOR OF LONDON', and 'LONDONASSEMBLY'. Below these is the main header 'LONDON.GOV.UK' and a search bar. A navigation menu includes 'Mayor & Assembly', 'City Hall', 'Mayor's Priorities', 'Get Involved', and 'Contact us'. The main content area features a large image of a modern building with the headline 'House Party - new homes for London's families.' Below this, there are three featured articles: 'Backing fashion & design', 'London's private rentals', and 'Good compressions'. To the right, there are sections for 'Latest News' (including 'Lighting up a London legend' and 'Making London a hydrogen and fuel cell friendly city'), 'Events' (including 'NFL Fan Rally', 'Diwali Festival', and 'New Year's Eve 2012 Fireworks'), and 'EU Funds'. At the bottom, there are sections for 'Mayor's Press releases' and 'Assembly's Press releases', followed by a detailed navigation menu and a footer with links to 'Terms & Conditions', 'Privacy Policy', 'Accessibility', 'Freedom of Information', 'Jobs', and 'FAQs'.

Fig. 40 "Greater London Authority homepage.

The London website<sup>22</sup> is the official website of the Mayor of London, London Assembly and Greater London Authority. It is therefore one of the most reliable source of information for Londoners searching for information about their city.

The website includes a side column displaying Latest News and Events. While the London data store website is likely to be consulted by a more specific public, interested in ICT technologies, the Mayor of London, London Assembly and Greater London Authority is consulted by public in general. For that reason, WP2 considers that to reach more people, the iCity project information should be also present on this website. How? with the publication of iCity related news and agenda events programmed on the future agenda (Pag.49).

iCity will be in the next months involved in the organization of several events and meetings detailed in this document. The public announcement of them on the city official website is key to reach as many people and stakeholders as possible.

<sup>22</sup> [www.london.gov.uk](http://www.london.gov.uk)

Therefore the participation of the cities is needed through allowing the publication of iCity content on their official websites. Again the set up of a content exchange chain between the iCity content manager and the London website content manager is crucial for the success of the engagement process (see the Content Supply Chain is described). As specified on the general recommendations, this website should also include information on the project, the website link, and the Engagement Form.

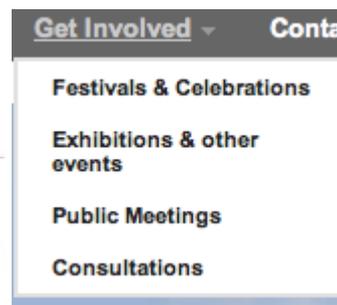
#### Latest News



#### Events



#### EU Funds



**Fig. 41** "Latest News " on London's Greater Authority website (left figure)

**Fig. 42** "Get involved " tab on London's Greater Authority website(right figure).

## Social networks recommendations for the stakeholder engagement in London

### a. Twitter



**Fig. 43** Greater London Authority Twitter account.

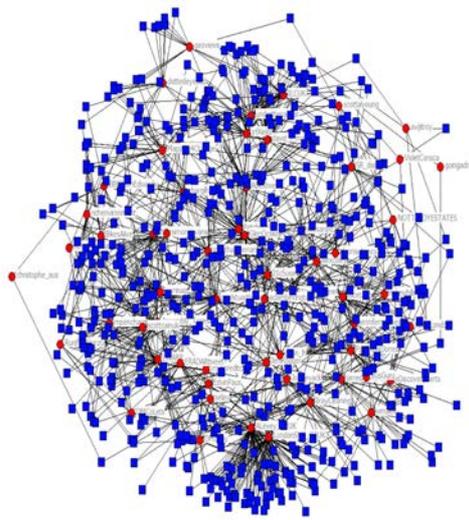
The GLA twitter account is @londondatastore, with 2766 followers, and 919 tweets to this date (October 2012). This twitter account is focused on publishing information on the release of London's data accessibility as well as London's Mayor initiatives.

The account description states: "Greater London Authority team working on setting up London's Datastore so that everyone can access the reams and reams of data available on our great city".

It is not regularly updated, at least not daily. To this date there are no mentions to the iCity project. As for the rest of the cities, iCity suggest the interaction between the @londondatastore account and the @icityproject account and the use of the hashtag #icityproject -as suggested by the The D8.2 Dissemination and Communication- whenever the project is mentioned so @londondatastore users will get familiar with it.

The @londondatastore twitter account should follow the @icityproject account and interact with it when possible in order to establish a link between both of them. As with the London data website, this twitter account is mostly followed by specific stakeholders familiar with ICT technologies so WP2 is convinced that the more the iCity project is mentioned the more key potential stakeholders (app developers, engineers, software developers) will reach.

The GLA has worked hard on the analysis of Twitter followership applying social network analysis tools. The final results are two maps displaying followers and follower-follower networks of big interest that could have different applications.

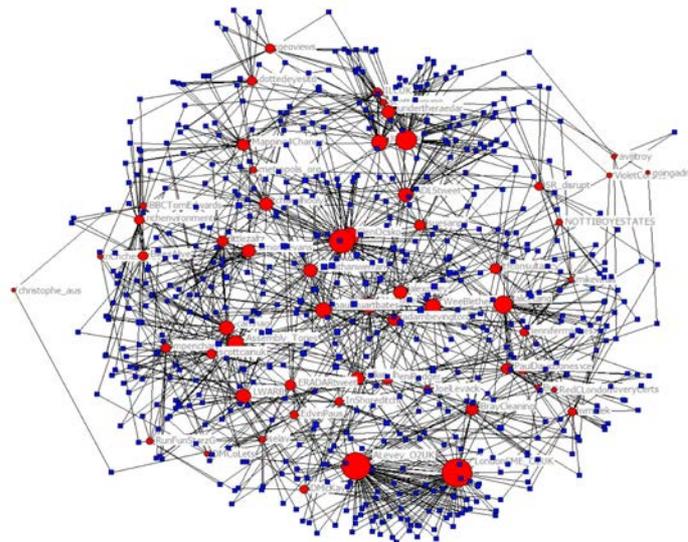


**Fig. 44 Map 1. In red London datastore Twitter followers and in blue their followers**

One of iCity main goals is to identify each city ecosystem. Within the ecosystem there are always authorised voices or "gurus". People, leading tendencies followed by big audiences. People whose word has a big reputation. On Twitter the more followers someone has, the more impact his or her message has.

The document "The Social Network Analysis of London Datastore Twitter Followers" is trying to identify those followers followed by a big number of followers and mapping them.

According to the document: "This technique enables us to not only identify our followers but also our followers-followers to understand our potential audience remit. In using this approach we are able to identify key actors within our Twitter network and as such establish key actors for the iCity project".



**Fig. 45 Map 2. In red London datastore Twitter followers and in blue their followers. The network in terms of degree**

GLA has created two maps: one shows an extract of 100 individuals out of over 2.000 currently following the Datastore Twitter account and maps the relations between the Datastore followers (if any), and their own followers.

The second map measures the network in terms of degree i.e. simply the number of ties an actor has as an indication of their power within a given network. In the map the larger the circle the larger the number of connection that individual has within the network.

To monitor social networks metrics is crucial to the success of the iCity project. The interaction with city ecosystem members will be face to face on meetings, workshops and conferences but online too. It is important to identify those twitter accounts belonging to potential stakeholders. Engage them in the iCity process and thus engage their followers.

The Social Network Analysis of London Datastore Followers demonstrate a deep understanding of GLA twitter network which will be very important prior to interact with their actors and to engage them on the iCity project.

## **b. Facebook**

The GLA Facebook page is not regularly updated, it has a small audience compared to the other cities Facebook pages and the articles published on its wall are far from being aligned with the iCity project or related matters. WP2 does not consider the GLA Facebook page relevant enough for engagement purposes.



**Fig. 46 London's Facebook homepage.**

## Youtube channel recommendations for the stakeholder engagement in London

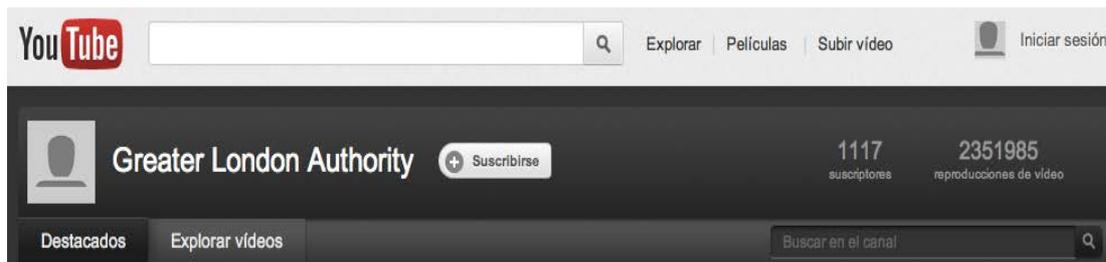


Fig. 47 London's Greater Authority youtube account homepage.

The GLA manages a Youtube account<sup>23</sup> with 1.116 subscribers (October 2012), 299 videos uploaded and 2335540 videos viewed. The London Youtube channel can become a platform for video content related to the iCity project.

Most of the activities planned in the future agenda will take place in public spaces and will involve people. The most relevant activities will be recorded and should be accessible to public on the London Youtube channel.

## Google Maps recommendations for the stakeholder engagement in London

iCity is building up a Google Maps page of each city displaying the information and location of each stakeholder. The London Google Maps can be found here:<sup>24</sup>

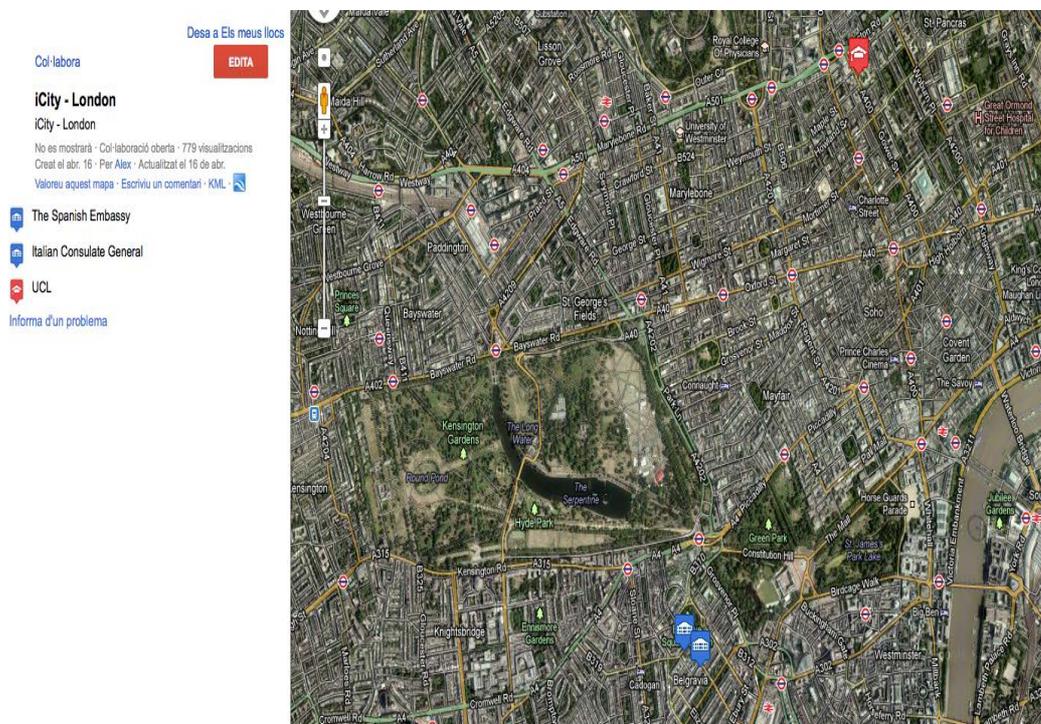


Fig. 48 Google Maps displaying the information and location of London stakeholders.

<sup>23</sup> <http://www.youtube.com/user/MayorsOfficeLondon>

<sup>24</sup> <https://maps.google.es/maps/ms?vps=4&hl=ca&ie=UTF8&oe=UTF8&msa=0&msid=207896297353912113182.0004bdc9f8737bd1b91ff>

WP2 suggest that these maps, once ready, should be shared and published on the London reported websites so citizens, web users and stakeholders alike can have access to the information and the evolution of the stakeholder involvement. The map is also a key tool to realize the growing expansion of the iCity project at London as well as a key tool for its stakeholders. It will be useful for them because they will find each other's contact information.

The map information will be enriched with new London stakeholders contacts through the content obtained via the "Engagement form" and the direct engagement actions.

The four cities will have a "How to" manual with instruction that will help them on the map main settings. (Annex 4.1)

### **Mail and mail list recommendations for the stakeholder engagement in London**

GLA has contacted so far a total of 32 potential stakeholders, which are already part of a mail list. Six of them have signed the SIG (Signature of Interest Group). The figure is low considering the potential a city like London has. However iCity considers positively the fact that from 32 six have signed already the SIG. London is the most populated city with the lower number of stakeholders.

iCity expects a huge increase of this number once the infrastructures released by the Greater London Authority are clear and published. As for the rest of the cities the organization of a second meeting is strongly recommended. The 32 stakeholders will be invited but the list can be wide to contacts and partners of those 32. The benefits of becoming a member of SIG should be well and fully explained. If the information on infrastructures is already available the meeting can be split in two parts: the first one dedicated to benefits of becoming a SIG member and the second dedicated to explain the available information on infrastructures.

For engagement purposes the London stakeholders, once they have signed the letter, must be regularly informed about the iCity project evolution, agenda and goals. The information will be always available on the social networks but to achieve a better communication the contact with stakeholders must be via email by London iCity Manager.

The GLA sends 7 newsletters and around 21 other email communications to the centralised contact list of the GLA. WP2 suggest that the iCity project could be introduced to the GLA contact list in one of those communications.

### **3.3 Bologna: Engagement methodology bootstrapping**

To activate their open innovation ecosystem, Bologna uses the online tools (website and social networks) at its disposal. Once the first online engagement process takes shape the second engagement process will be activated. Using the events planned in the future agenda the online planned strategy will be translated into activities. The social networks gives visibility to the agenda while the events feed the social networks with content that will foster the engagement process.

#### **3.3.1 Head, Heart, Hands on methodology road map at Bologna**

##### **Head Stage**

The First stage of the iCity engagement methodology in Bologna was reported after the first questionnaire campaign where 91 stakeholders were localized and contacted. The questionnaire was used to map smart city stakeholders in Bologna, as well as their experience on co-creation processes. They were also asked about what their preferred communication channels for participation were. From the results, WP2 understood that social networks were a potential tool to be used. E-mail and face to face meetings were useful too.

From the feedback obtained via questionnaires and the subsequent research activity at city level, Bologna extended its list of potential stakeholders. WP2 and Bologna's iCity project team shared the opinion that the iCity project should work with the community of innovators that already participate within the Iperbole network. There are two strategic frames where the iCity project can be aligned with. The first one is the development of the Digital Agenda. The second one is very important as well. Bologna is going to become a metropolitan area. This transformation is going to be made following a participatory consultation process with key groups of the city stakeholders.

Bologna has still to develop the Google Map visualization tool with their stakeholders. Their next action was to detect the most relevant events -celebrated from now to the end of the year- in which the iCity project can be shared. The purpose is to contact and engage stakeholders. The most relevant is the Smart City Exhibition. WP2 will present the roadmap of Bologna where these events are fully detailed at the end of the section: onsite events activities to foster the involvement of iCity stakeholders at Bologna.

##### **Heart Stage**

To make up time that was lost in the first quarter of the project, WP2 will activate a contingency plan of direct actions. (See Fig.4)

It should be mentioned that Bologna had done good work in the previous stages. Though WP2 anticipates extending the expected engagement impact as much as possible at Bologna. The fact that this city received 29 letters of interest for the proposal of the iCity project shows its potential.

Bologna has a rich and close stakeholder network that provides a good base to follow up the engagement activity. It is important to respect how the Bologna network already operates.

WP2 includes in this report recommendations on how to align the event programmed engagement activity that will be held in Bologna. It also cover the online engagement activity that Bologna's iCity Community manager, as well as the Central iCity Community Manager will circulate over all the digital and online tools that iCity has enabled from WP8 and that WP2 needs to activate to promote networking and to increase the involvement of the stakeholders.

The first level of involvement of the Bologna stakeholders begins with discovering that the iCity project that will develop a platform that will allow to provide access and interaction with different City infrastructures. The main infrastructure Bologna has decided to open is its Wi-Fi. But at this stage of the project it is recommended to work with Bologna stakeholders with a wider scope that includes the rest of potential infrastructures that are going to be open: fiber, sensor, kiosks, bollards, displays or data sets. This list of potential resources can help to foster the development of Apps of public interest services at Bologna.

The second level of stakeholder involvement follows the discovering. During this phase WP2 will use the same communication tools to deliver engaging content to the stakeholders, as well as call for actions and feedback to power-up their motivation.

WP2 will give after this section specific recommendation for Bologna to encourage the involvement of their stakeholders while keeping them informed. It is crucial to establish a two way communication channel to inform and give continued feedback of the progress of the project to sustain Bologna's stakeholder interest.

WP2 Bologna team should carry out two campaigns in Bologna during the heart stage. The first one should focus on ratifying the interest of those stakeholders already contacted by a formal letter.

And the second campaign is focused on getting as many proposals as possible for developing Apps over the iCity platform. To achieve these indicators the iCity Bologna team will start from the stakeholders who have already been contacted during the first questionnaire and then extending this campaign to the partners of the Iperbole network and the *laboratorio urbano* association.

Bologna should get a minimum of 15 ratifying letters of interest and 10 letters proposing developing Apps. This action will be to send information to the existing contacts and establish conversations with them to explain the project and to encourage their active contribution.

### **Heart Activity**

During the second Genoa meeting the agenda definition was agreed by the four involved cities. The cities agreed to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

Bologna agreed during the second Genoa meeting to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

### **Past Agenda**

Bologna started its actions towards explaining iCity to potential stakeholders as soon as in January 2012.

<b>Dates</b>	<b>Activity</b>	<b>Action</b>
January, 26	Digital Agenda for Bologna (DAB) European Agenda Going Local.	The attendance was about 200 people mainly belonging to ICT companies, associations, University and other local public bodies. The iCity project was introduced during the presentation, being included in the e-participation "pillar" of the Digital Agenda.

March 8th	International workshop "Social Media and Local Administration". Bologna Municipality hosted at the Archiginnasio library	There were roughly 100 attendants and Mr Joan Batlle, iCity project coordinator, presented the project through a speech entitled "Linked Open Apps Ecosystem to open up innovation in Smart Cities". Mr Batlle discussed the aim, objectives and expected outputs of the project. The workshop was also an occasion to meet other national and European project's representatives, such as Open Cities <sup>25</sup> example of transversality of the project and different centers.
April 5th	Public Conference at Art Museum MamBO	The new web portal dedicated to open data was launched. iCity project was mentioned as a project related to open data "philosophy". More than 100 people attended.
May 14th	Workshop presentation, Bologna	<p>WP2 co-organized a workshop presentation with WP2 and WP3 to explore with a selected group of Bologna's municipality technical responsible and close stakeholders related to two different scenarios.</p> <ol style="list-style-type: none"> <li>1. Work panel on: an intermodal and crowd-sourced approach for mobility open apps.</li> <li>2. Iperbole wireless civic network and kit: environment, data, support to develop open/co-design apps.</li> </ol> <div data-bbox="901 1086 1284 1444" style="text-align: center;"> </div>
May 22th	Mobile Apps for Public Administration" (TappER Project seminar) which was part of a regional project named TappER (Top Apps for the Emilia-Romagna Region).	The seminar brought together more than 120 SMEs, associations, academics and public bodies representatives to present and share their own experiences. The Bologna Municipality gave a presentation also introducing the iCity project.
May 25th	WHYMCA Mobile Developer Conference, at the Savoia Hotel Country House.	The iCity project was introduced to the audience when ongoing projects related to open apps were presented.

<sup>25</sup> <http://www.opencities.net>

June 16-17	Hackathon/technological at the Salaborsa Library	<p>A marathon for the earthquake populations of Emilia Romagna Region (16-17 June) took place, supported and sponsored by the Digital Agenda for Bologna<sup>26</sup></p> <p>In 48 hours about 300 people: designers, developers, media professionals, volunteers, etc. worked on services/apps useful for the recovery of the region. According to Bologna officials "it represented a further occasion to strengthen the community of "open technology oriented" associations and companies already built up in the last months at local level also thanks to the first efforts done within the iCity project framework".</p>
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**Fig. 49 Table displaying Bologna's past agenda events.**

Overall Bologna has been very active organising iCity related events. Since January almost every month there was an event iCity related. When it not was specifically focus on iCity they tried to introduce it to people. This is an outstanding example on how iCity can be multidisciplinary. iCity finds interesting the fact that Bologna diffusion of the project has taken place on different scenarios of the city (museums, hotels, city council premises, libraries...).

iCity should be brought to as many places as possible within the cities so it can reach a wide range of audiences. The hackathon experience is a magnificent example on how events involving technology and the participation of people with different backgrounds such as designers, computer programmers, and communicators can help people.

Since the second half of June Bologna has not participated or organized in any event related to iCity but it must be noted that the city and the region experienced a terrible earthquake, which postponed several acts and programs.

<sup>26</sup> <http://hackathonterremoto.wordpress.com/>

During the process development it has been extremely important the definition of a solid procedure for the involvement of local ICT stakeholders. This has been built upon two main channels of participation:

Participatory Channels	Description
Iperbole2020 blog	<sup>27</sup> A dedicated space of interaction including a form where local stakeholders can submit ideas, proposals, suggestions, plans, etc. regarding the city digital development and future. All the proposals are taken into consideration, examined by the Administration and the Scientific Committee and eventually integrated in the final DAB document.
Thematic meetings	Already 34 meetings organized in the January-to-June '12 period) focused on the five axes of DAB, directly promoted and/or supported by the Municipality together with different actors of civil society. All the participants' contributions are collected, analysed by the Scientific Committee and eventually included in the final document.
Outreach & Communication Plan	Moreover, all the media (local and national) on paper and on line/paperless are used in order to involve the community with a multichannel approach, including Facebook, twitter (a dedicated hashtag #agendadigitalebologna) and YouTube. A dedicated visual identity has also been designed with a "stamp/logo" to identify all the events/initiatives under the DAB process umbrella

*Fig. 50 Table displaying Bologna's participatory channels and outreach and communication plan*

### Future Agenda

Dates	Activity	Action
October, 29 to 31	Smart City Exhibition, "Fiera di Bologna"	A major achievement has been the celebration of the Smart City Exhibition, a 3 days event - from 29 to 31 October 2012 – that took place at the "Fiera di Bologna". The Exhibition proposed a new vision of Cities, characterised by information flows, physical and digital relationships, communication networks, ability to create social capital, wellness for people and better quality of life. The event hosted qualified meetings and workshops, presentations of international scenarios and proposals for a new, shared and open ICT culture. Six Plenary Sessions introduced the main themes of the Exhibition. Each conference lasted two hours: a keynote speaker introduced the theme and representatives of Central Governments, Majors, Universities and Research Centers participated on them.

*Fig.51 Table displaying Bologna's future agenda events*

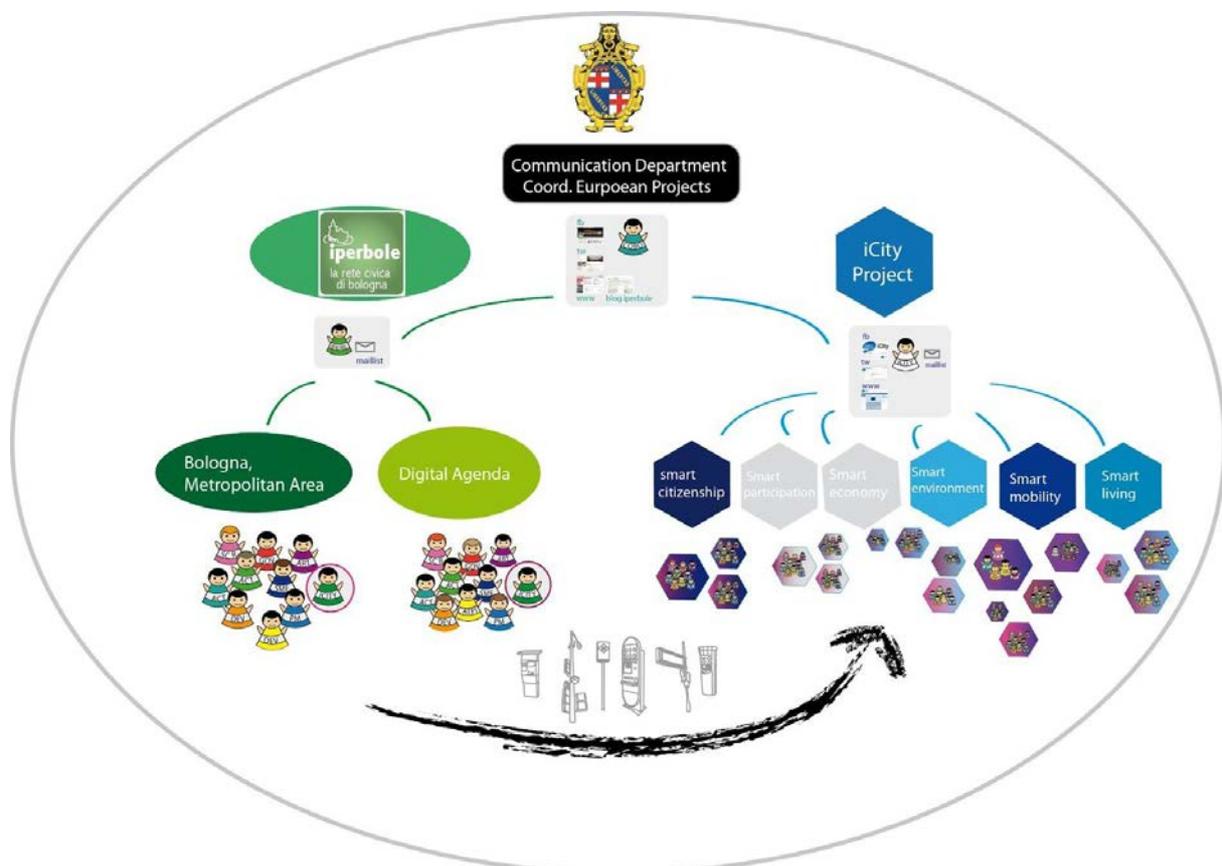
<sup>27</sup> <http://iperbole2020.tumblr.com/>

## Step Communication actions on events Smart City Exhibition #SCE2012

In the next month the “main event” scheduled in this context is the Smart City Exhibition, a 3 days event - from 29 to 31 October 2012 – that will take place at the “Fiera di Bologna”. The Exhibition will propose a new vision of Cities, characterised by information flows, physical and digital relationships, communication networks, ability to create social capital, wellness for people and better quality of life.

The event will host qualified meetings and workshops, presentations of international scenarios and proposals for a new, shared and open ICT culture. Six Plenary Sessions will introduce the main themes of the Exhibition. Each conference will last two hours: a keynote speaker will introduce the theme and representatives of Central Governments, Majors, Universities and Research Centers will participate.

Moreover, other events and workshops part of the Digital Agenda for Bologna (DAB) process will be organized within the end of 2012 and will host presentations of the iCity project.



*Fig. 52 Bologna's iCity innovation ecosystem.*

The “community building” process involving all of the different kinds of local stakeholders in Bologna (SMEs, associations, researchers, citizens, etc) started about ten years ago, with the first experiments of participated processes.

Nevertheless, it has been particularly strengthened during 2012, due to the creation of the Digital Agenda for Bologna (DAB) road map. The DAB is a project launched by the Municipality – the first one in Italy - aiming to define a plan for a “digital strategy” in a shared way with the whole community. Its main goal is to make Bologna a “smarter”, “inclusive” and “open” city-community, laying the basis for a sustainable development through ICT as a tool for technological and social innovation.

## **Recommendations Agenda**

The DAB initiatives have helped to bring more than 100 stakeholders into the iCity project. To sustain this environment and make it grow over the next two years will be fundamental for the achievement of the iCity goals and indicators. This can be defined as an “evolutionary” process, since it represents a sort of “natural evolution” of the e-participation path that the Bologna Municipality has been building up in the last ten years. Nevertheless, there is also a sort of “revolutionary” component: in fact, through the DAB, and now also through iCity, the Municipality is, for the first time, bringing to the attention of the stakeholders and - more generally - local public opinion the need for a coordinated, integrated and shared digital strategy for territorial development.

## **Hands on**

Includes all the activity to foster the practical co-creation. WP2 will provide guidance in the organization of co-creation actions within the iCity methodology delivered in M12. (See Fig.11)

### **3.3.2 iCity communication tools for the stakeholder engagement in Bologna**

#### **Bologna Communication plan analysis**

The Bologna municipality is currently working in a document to be released at the end of 2012. That document, part of the Digital Agenda for Bologna (DAB) strategy, will contain the strategy, objectives, actions and projects to be implemented (and then monitored by using quantitative and qualitative indicators) by the Municipality of Bologna with regard of the stakeholders participation on the DAB.

Bologna is working to involve citizens and other targeted groups (associations, other public administrations, start-ups, SMEs, university and research centres, bloggers, communities on line/off line, developers, web designers, and so on) in its digital strategy. The plan is to make Bologna a smarter, inclusive and open city-community, laying the basis for a sustainable development through ICT as a tool for technological and social innovation.

A Scientific Committee - formed by experts and representatives from public institutions/universities and private sector operative in the ICT fields - and a Participation Guarantor (an independent ICT and social media expert) play a consultancy/supporting/peering role and “certify” the whole process transparency and fairness.

The communication levels between Bologna and the stakeholders are based on the following channels:

1. Iperbole2020 blog<sup>28</sup> a dedicated space of interaction including a form where local stakeholders can submit ideas, proposals, suggestions, plans, etc. regarding the city digital development and future. All the proposals are taken into consideration and examined by the Administration and the Scientific Committee and eventually integrated in the final DAB document.

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<sup>28</sup> <http://iperbole2020.tumblr.com/>

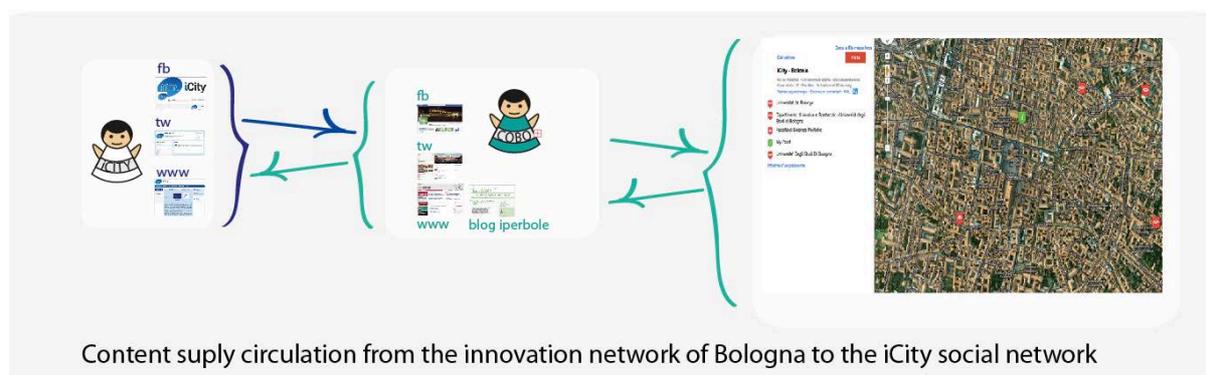
2. Participation in thematic events/workshops/seminars dedicated to the various aspects of the relationship between citizens, local administration and ICT (e.g. open data, co-creation of apps and services, etc.). These meetings are both directly promoted and/or simply supported by the Municipality, together with different actors of civil society. All the participants' contributions are collected, analyzed by the Scientific Committee and eventually included in the final DAB document.
3. Face-to-face and online discussions involving stakeholders on one hand and the Scientific Committee and the Participation Guarantor on the other.
4. Stakeholders mailing lists by category (SMEs, associations, academics, etc).
5. Involvement of local stakeholders through specific news, questions and polls on the Municipality social networks (Facebook, Twitter, etc).
6. Organization/participation on special events, e.g. app contests or hackathons, aimed at co-creating new apps and services with the contribution of local stakeholders.

### Content supply chain recommendations for the stakeholder engagement

Some recommendations have been described in the general section for the content circulation between cities and the project itself and it is extremely important that these rules are followed. These rules apply to the four participant cities and will be described on each city section.

For all the content exchange to be published online, a content supply chain must be established between the iCity website manager based in Barcelona and the Bologna's city council website manager so any time there is content involving Bologna the two websites managers align their communication strategy (how, when, where -Facebook, Twitter, Blog).

Once the Bologna stakeholders become fully aware of the project and are familiar with it, WP2 asks Bologna's communication manager to keep the communications circulations with the iCity project manager active. A circuit should be set up between Bologna's stakeholders, and content managers in the cities and the iCity project content manager. Any time a stakeholder wants to share some news iCity related: development, new apps, new contract signs...it should be easy for them to contact and inform Bologna content managers so local news can be published and announced on both the city council and iCity project website and social networks. (See picture below)



**Fig. 53 iCity content supply circulation from the innovation network of London to the iCity social networks. The innovation network activities on every city help to feed with content the iCity project.**

## **Web sites recommendations for the stakeholder engagement in Bologna**

For the General Recommendations regarding the web please refer to *Fig.12* on which it is described the content supply chain between iCity project and Bologna municipality web managers and instructions on how to display the iCity information on all municipal websites.

### **a. Iperbole website**

The Bologna city council website Iperbole la rete civica di Bologna<sup>29</sup> is the main information website on city issues for Bologna citizens. The website is regularly updated with articles focusing on different topics: neighbourhood information, tourist information. The website is also focused on the promotion of different thematic areas. These areas or projects are displayed on a left hand side column and recognizable by a logo and a name. One of these areas is the Agenda Digitale di Bologna.

Clicking on the link, the user will find a micro-site focused on the Digital Agenda "L'Agenda digitale di Bologna"<sup>30</sup>. The site contains information regarding the Digital Agenda Project, an agenda section with related events, a section on Bologna as a smart city with concept definitions, a brief history on Bologna becoming smart, information on projects and a form to become a member of Bologna Smart City.

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<sup>29</sup> <http://www.comune.bologna.it/>

<sup>30</sup> <http://iperbole2020.comune.bologna.it/agenda-digitale/>

Fig. 54 Rete civica Iperbole - Comune di Bologna website homepage

Fig. 55 European Projects Section on the Rete civica Iperbole - Comune di Bologna website

**bologna iperbole 2020**  
verso la nuova rete civica

PERCHÉ IPERBOLE 2020? | BOLOGNA SMART CITY | AGENDA DIGITALE | CONTATTI

**Le idee che cambiano Bologna**  
100 Idee per cambiare Bologna  
Comune di Bologna, Università e Aster presentano 100 progetti per cambiare la città sulla base delle più avanzate esperienze europee in un'ottica di valorizzazione delle conoscenze ...

**Galleria Smart City Exhibition 2012**  
Posted date: ottobre 30, 2012 | commenti: 0  
Due giorni ricchi di eventi allo Smart City Exhibition 2012 ...  
Read more >

**100 Idee per cambiare Bologna**  
Posted date: ottobre 27, 2012 | commenti: 0  
Comune di Bologna, Università e Aster presentano 100 progetti per cambiare la città sulla base delle più avanzate esperienze europee in un'ottica di valorizzazione delle conoscenze e innovazione tecnologica, per una svolta verde dell'economia e degli stili di vita. Attraverso un percorso di 23 eventi tra presentazioni e workshop, dal 29 al 31 ottobre, Bologna sarà protagonista con un proprio spazio espositivo ...  
Read more >

**Tag**  
Agenda digitale | Agenda digitale  
Agenda Digitale Italiana | Alfabetizzazione  
Alfabetizzazione Digitale | App | Bologna  
Bologna Mi Piaci | Bologna Smart City  
Borghi | Consenso | Cittadini  
Città Intelligenti | Coinvolgimento Della Cittadinanza  
Comunicazione | Consultazione Pubblica  
Crisicomo | Digital Divide | E-Participation  
Emergenza | Emilia-Romagna | Formazione  
Giovani | Inclusione Digitale | Innovazione

Fig.56: Agenda digitale homepage

Per aderire alla piattaforma Bologna Smart City o per ulteriori informazioni, potete compilare il form:

**Bologna Smart City**  
Grazie per averci contattato! Compila questo modulo e ti risponderemo quanto prima possibile.

**Nome \***

Nome Cognome

**Email \***

**Proposte \***

**Fig.57: Form to become member of Bologna Smart City**

This Agenda Digitale Bologna is one of the most suitable platforms to publish and update iCity project related news in order to engage potential stakeholders in the city of Bologna. It is a dedicated space of interaction including a form where local stakeholders can submit ideas, proposals, suggestions, plans, etc. regarding the city digital development and future. The users of this microsite are supposed to be familiar with ICT technologies and the smart city concept. They will also be likely to be interested in iCity related topics. For these reasons, the DAB website should contain, update and publish iCity related news and agenda events taking place in the city of Bologna. *It is important to transfer Iperbole web users to the iCity project web.*

WP2 considers it one of the most important containers of iCity information and engaging content.

WP2 considers that the work Bologna has been doing during 2012 to promote among its citizens the digital agenda concept and the smart citizen concept will have a very positive impact on the stakeholders and will facilitate the landing of the iCity project related activities planned for the forthcoming months.

The General recommendations (apuntar punt) for the municipal websites specify that they should include the iCity project information clearly displayed on their website. WP2 also recommends the display of that information on topic-related websites within the global municipality websites. L'Agenda Digitale Website is a good example to implement that strategy. Thus, WP2 encourages its content managers to include the main iCity related information: logo, pdf, iCity project website link and the "Engagement Form".

It is also remarkable and a very positive initiative the publication of the OpenDataBologna (offline as of October) and Iperbole Wireless. The first is a blog on beta stage that will publish the result of an investigation that began on May 2011 and ended in September 2011. The objective was to make an inventory of IT applications used within each sector of Bologna's administration. The OpenData portal has already published the first part of the identified datasets and will gradually release the rest.

The OpenDataBologna blog can become in the future an excellent platform to publish updated information on the data released by the city of Bologna. It could be the point of reference for developers involved in the project. Again, It is very important to generate circulation of viewers from the Open data Bologna web to the iCity web. I can work as new stakeholders sensor.

**OpenData Bologna - BETA** Home Progetto Contatti

OpenDataBologna progetto nell'ambito di Iperbole2020

**Scarica i file**

Scarica i file in formato open del Comune di Bologna

**Selezione dati**

Ultimi	Più visti	Più votati
Titolo	Argomento	Agg.
Cancellati dall'anagrafe per quartiere e...	popolazione	11,10,12
Immigrati stranieri per quartiere di destinaz...	popolazione	10,10,12
3D modello di terreno dell'area di San L...	3D	08,10,12
Parcheeggi pubblici	mobilità	02,10,12
Parchimetri	mobilità	02,10,12

Accedi agli ultimi dataset inseriti a quelli più votati o a quelli più visti

**Tagcloud**

urbanistica-edilizia censimento autorizzazione sismica building deposito 3D agibilità rilascio SCUOLA verde anagrafe graduatoria abitabilità residenti servizi buildings Edificio esterno sismica statistica alloggi CTC esterno CIL cartografia ISEE istruzione casa comunicazione di inizio lavori edificio popolazione Altro

Una selezione degli argomenti dei dataset

**Hai un'idea?** Invia la tua idea compilando il form

**Casi d'uso** Come hai utilizzato i dataset? Usate questo spazio per mostrarci e condividere quello che si può fare con i dati

**Notizie** Leggi le ultime notizie sugli opendata

**Statistiche** Consulta le statistiche di accesso al nostro sito

**Fig. 58 Open Data Bologna blog homepage**

Iperbole wireless<sup>31</sup>, also accessible on the city council main website, displays the Wi-Fi points throughout the city of Bologna. Both blogs are very useful because they connect citizens with technology and demonstrate the openness character of the city.

<sup>31</sup> <http://www.comune.bologna.it/wireless/>

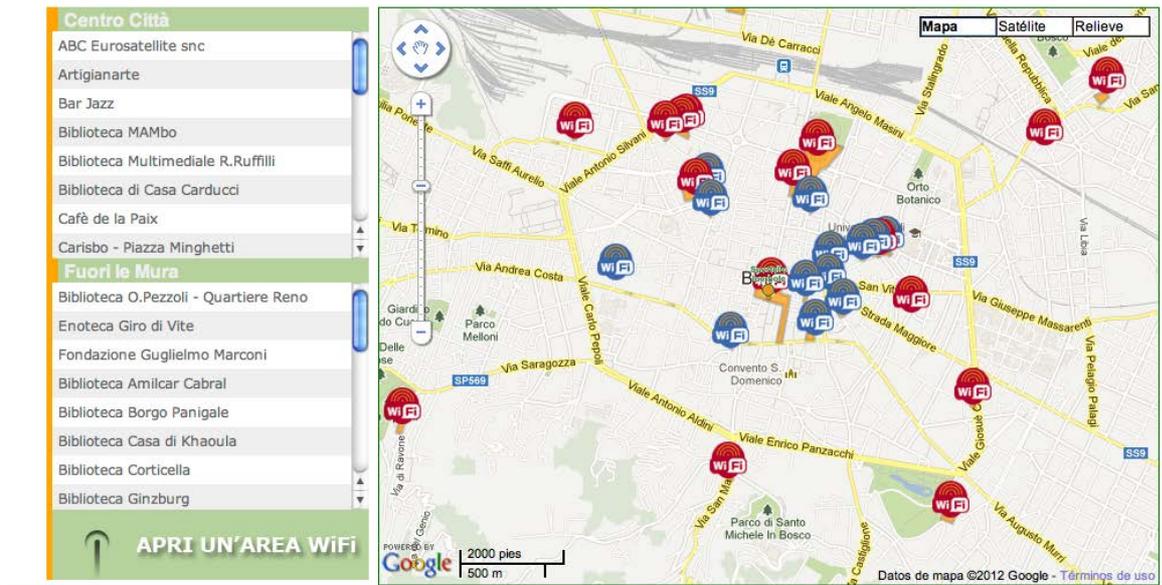


Fig. 59 Iperbole wireless website

**Google Maps recommendations for the stakeholder engagement in Bologna**

WP2 is building up a Google Maps page of each city displaying the information and location of each stakeholder. The map displaying Bologna can be found here: <sup>32</sup>

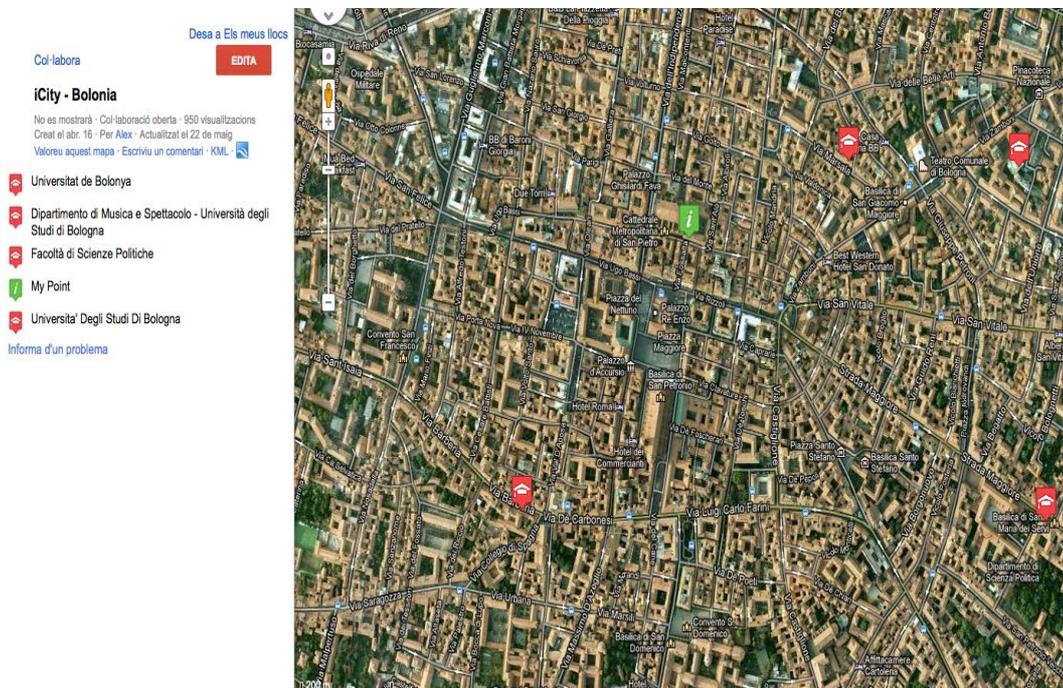


Fig. 60 GoogleMaps displaying information and location of Bologna stakeholders.

<sup>32</sup> <https://maps.google.es/maps/ms?vps=3&hl=ca&ie=UTF8&oe=UTF8&msa=0&msid=207896297353912113182.0004bdca16eadab3f8403>

WP2 suggest that these maps, once ready, should be shared and published on the Comune di Bologna website and the Digital Agenda Bologna website so citizens, web users and stakeholders alike can have access to the information and the evolution of the stakeholder involvement. The map is also a key tool to realize the growing expansion of the iCity project in Bologna as well as a reference tool for its stakeholders. It will be useful for them because they will find each other's contact information.

The map information will be with new Bologna stakeholders contacts thought the content obtained via the "Engagement form" and the direct engagement actions.

The four cities will have a "How to" manual with instructions that will help them on the map main settings. (See Annex 4.1)

## **Social networks recommendations for the stakeholder engagement in Bologna**

### **a. Twitter**



**Fig.61 Bologna's Iperbole Twitter account**

For the specific instructions regarding twitter please refer to ***iCity social networks recommendations for stakeholders engagement Pag.26-27 (Twitter)***.

The Bologna twitter account @Twipeerbole has 5.498 followers and is very active with 19.153 tweets to date (september 2012). This social network provides information on Bologna's main issues. To this date there are no mentions to the iCity project and the account does not follow the iCity project @icityproject twitter account. @twipeerbole must follow the @icityproject twitter account and interact with it when possible. There are different ways to interact: retweet @icityproject tweets, Follow Friday the @icityproject account, and mention relevant tweets published by the iCity

project account. The idea is to give visibility to the iCity project account, to make it familiar to the regular followers of the @Twipeerbole followers thus the project will begin to be known in the city of Bologna by citizens, stakeholders and other administrations. Since @Twipeerbole account already has an audience it must help giving visibility to the iCity project. If @Twipeerbole follows, retweets and recommends the @iCityproject account and viceversa both can benefit from more visibility.

The D8.2 Dissemination and Communication plan suggest the use of #icityproject hashtag whenever the project is mentioned on twitter and the @twipeerbole twitter account manager should act accordingly. The @twipeerbole will be the reference point for those citizens and stakeholders willing to have more information on the iCity project via Twitter. For that reason, all the iCity project events taking place in Bologna, when reported live on twitter, should add the hashtag #icityproject and mention the @icityproject account.

There is a post<sup>33</sup> on the Digital Agenda of Bologna website describing how important and relevant it is to use easy and recognizable hashtags when it comes to deal with large topics or events. On the post there is a link with a list of hashtags used by the city of Bologna. It is an interesting initiative to agilitate the management of Twitter and could be taken into consideration by the rest of the cities. The hashtag #icityproject should be included on that list. There are other relevant hastags smart city project related such as: #open data, #IOT, #big data, #data visualization, #hacking, #open source.

Any feedback about iCity project from @twipeerbole followers should be replied within the shortest amount of time trying to be as pedagogical as possible.

While tweeting the development of the iCity project in Bologna, covering the activities, it is very important to include links to the web page engagement form. The circulation from twitter to the web should work as new stakeholders sensor.

## b. Facebook



**Fig.62 Bologna's Facebook homepage**

The Facebook page *Comune di Bologna Iperbole Rete Civica* informs citizens on a regular basis of news and events that interest and affect them. Its wall is open to discussion and public comments under supervision. There are 6.023 likes and the page is frequently updated.

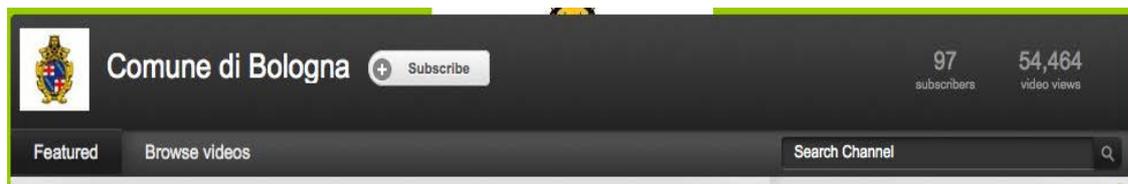
<sup>33</sup> <http://iperbole2020.comune.bologna.it/blog/hashtag-per-bologna/>

The main source of content on its timeline are links to news originally published on the city council website, the Digital Agenda Blog, the Open Data blog and other Internet sites. For that reason if the city council website publishes regularly news on the iCity project, as suggested on the General Recommendations, they can be reused and post on the Facebook page thus gaining much more visibility.

The “calls for engagement” with information on the iCity project development, “calls for ideas” for developing applications of public interest services and the “call for actions” such as contest, workshops, hackatons or app jams that will take place in Bologna and are programmed on the future agenda see **Fig. 50** should be announced on the Comune di Bologna Rete Civica Facebook page.

While explaining the development of the iCity project on Bologna at Bologna Facebook page by, covering the iCity local activities and important achievements, the post always had to include links to the web page and its engagement form. The circulation from the Facebook to the web should work as new stakeholders sensor.

### **Youtube recommendations for the engagement of stakeholders in Bologna**



**Fig. 63 Comune di Bologna Youtube channel**

The Youtube channel of the Comune di Bologna# has 97 subscribers to date -October 2012- with over 54.464 video views and 61 videos uploaded. The videos uploaded cover information on different city issues: meetings, conferences, social problems, culture topics, and citizen participation....

As with other networks WP2 considers the iCity project could benefit if this channel is to engage as many people as possible. It can become a good platform for future uploading and publication of iCity videos related covering: meetings, workshops, app jams, contest and in general the main activities celebrated in Bologna.

### **Mail and mail list**

Bologna has so far contacted a total of 91 potential stakeholders, which are already part of a mail list. 17 of them have signed the SIG (Signature of Interest Group). The figure is high and represents the best proportion stakeholders-SIG members of the four cities. Is also high considering Bologna's size. It is the least populated city and the second with most SIG members, just one under Barcelona.

As for the rest of the cities, iCity expects an increase of this number once the infrastructures are released and groups and subgroups by areas can be formed. The organization of a second meeting is strongly recommended. The 91 stakeholders will be invited but the list can be amply to contacts and partners of those 91. The benefits of becoming a member of SIG should be well and fully explained. If the information on infrastructures is already available the meeting can be split in two parts: the first one dedicated to benefits of becoming a SIG member and general information on iCity and the second dedicated to explain the available information on infrastructures.

For engagement purposes Bologna stakeholders, once have signed the letter, must be regularly informed about the iCity project evolution, agenda and goals. The information will be always available on the social networks but to achieve a closer involvement, direct calls for ideas and for actions

For engagement purposes Bologna stakeholders, once have signed the letter, must be regularly informed about the iCity project evolution, agenda and goals. The information will be always available on the social networks but to achieve a closer involvement, direct calls for ideas and for actions.

### **3.4 Barcelona: Engagement methodology bootstrapping at BCN**

To activate their open innovation ecosystem, Barcelona will use the online tools (website and social networks) at its disposal. Once the first online engagement process takes shape the second engagement process will be activated. Using the events planned in the future agenda the online planned strategy will be translated into activities. The social networks gives visibility to the agenda while the events feed the social networks with content that will foster the engagement process.

#### **3.4.1 Head, Heart, Hands on methodology road map for Barcelona**

##### **Head stage**

The first stage of the iCity engagement methodology in Barcelona was reported after the first questionnaire campaign, where 142 stakeholders were localized and contacted. The questionnaire was used to map smart city stakeholders in Barcelona, as well as their experience on co-creation processes. They were also asked about what their preferred communication channels for participation were. From the results, WP2 understood that social networks were a potential tool to be used. The e-mail and face to face meetings were useful too.

From the feedback obtained via questionnaires and subsequent activity of research at city level, Barcelona extended its list of potential stakeholders. WP2 and Barcelona's iCity project team shared the opinion that Barcelona Cultural Laboratory, the Smart City Exhibition as well as the Mobile World Congress are three important frameworks from which it is possible to access important groups of stakeholder to engage with.

Barcelona still has to develop the iCity google map visualization tools with their stakeholders. Their next action has been to detect the most relevant events -celebrated from now until the end of the year- in which the iCity project can be shared. Barcelona can develop this map from a previous innovation map developed by the city.<sup>34</sup>

To contact and engage Barcelona's stakeholders, a relevant event is the start of Barcelona Cultural Laboratory. Its community of innovators would be an important asset for the iCity project.

It will also be important to connect with the companies that are involved in the smart city industry. To do this, the Smart City Exhibition of Barcelona would be an relevant hub. Last, but not least, the Mobile World Congress can make the difference in terms of impact with a large community of mobile developers.

WP2 will present the Barcelona's roadmap where these events are fully detailed at the end of the section, called: "On site events activity to foster the involvement of iCity stakeholders at Barcelona".

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<sup>34</sup> <http://mapa.innova.barcelonactiva.cat/lang/es>

## **Heart Stage**

To make up time that was lost in the first quarter of the project, WP2 will activate a contingency plan of direct actions. (See Fig.4)

It should be mentioned that Barcelona has obtained Maria letters of interest for the proposal. But at this stage of the project WP2 needs to extend the expected impact as much as possible in Barcelona. Barcelona city council is developing an important strategy on smart cities, with different European projects going on and there have been an important effort to map its potential stakeholders. The city operates different networks to follow up the engagement activity.

In the next sections of this report, WP2 includes recommendations on how to align the engagement activity of iCity with the planned events that will be held in Barcelona. These recommendations cover the online engagement activity that Barcelona's iCity Community manager, as well as the Central iCity Community Manager, will spread over by using all the digital and online tools that iCity has enabled from WP8. WP2 is going to use these tools to activate and promote networking and to increase the involvement of the stakeholders in Barcelona

The first level of involvement of Barcelona stakeholders start with them discovering that iCity is going to develop a platform that will allow them access and interaction with several city infrastructures such as Wi-Fi, fiber, sensor, kiosks, bollards, displays or data sets among a wider list of potential resources to foster the development of Apps of public interest services in the city of Barcelona.

Barcelona has made a big effort in order to offer an important list of its infrastructures. The list is detailed in the document "Barcelona: Infrastructure definition and Use cases" and describes a total of 22 infrastructures types and 8 use cases. The list must be further developed during WP5. WP8 will contribute to the engagement providing specific value proposals presentations for the different targets of stakeholders: Citizens, business and developers.

The second level of stakeholder involvement follows the discovering. During this phase WP2 will use the same communication tools to deliver engaging content to the stakeholders, as well as call for actions and feedback to power-up their motivation.

WP2 will give specific recommendations after this section of the document to encourage the involvement of Barcelona stakeholders while keeping them informed. It is crucial to establish a two way communication channel to inform and give continued feedback of the project progress to sustain their interest.

The Barcelona team assigned to WP2 should carry out two campaigns in Barcelona during the Heart stage. The first one should focus on ratifying the interest of those stakeholders already contacted by a formal letter.

The second campaign should focus on getting as many proposals as possible for developing Apps over the iCity platform. To achieve these indicators, the iCity Barcelona's team will start with the stakeholders who have already been contacted during the first questionnaire and then extending this campaign to the partners of Barcelona Cultural Laboratory as well as the stakeholders contacted from the Smart City Exhibition and the Mobile World Congress. This action will be focus sending information to the existing contacts and establish conversations with them to explain the project and to encourage their active contribution.

## **Heart Activity**

During the second Genoa meeting the agenda definition was agreed by the four involved cities. The cities agreed to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

Barcelona agreed during the second Genoa meeting to report about the events they planned to organize and also about those events related with smart cities or innovation that could be of interest in terms of engagement.

## **Past Agenda**

### **National and international levels dissemination**

Barcelona, being the project leader, has been very busy on the iCity project dissemination. The communication strategy has been both at national and international levels. Find a list describing the main events:

#### **2011**

Smart City Expo & World Congress, 11/2011, Barcelona – presentation from the mayor and presence in the Barcelona City stand (BCN)

<b>Dates</b>	<b>Activity</b>	<b>Action</b>
February, 22	London School of Economics	London, conference
March, 28-29	Telefónica Leadership Conference	Miami, conference
April, 24	Microsoft Worldwide Government Solutions Forum	London, forum
May, 15	Olympics and the City: Barcelona 1992	London

*Fig. 64 Table displaying Barcelona's past agenda events*

The iCity presence has been very active reaching an average of monthly participation in activities throughout Europe. To dynamize is key in those countries where the project will be implemented (Spain, Italy and UK) as well as other countries where institutions linked to the project are established (Germany).

So far, the project has been presented in presence or on acts held by key companies on the technological area (Telefónica, Microsoft, mobile World Congress, Abertis...) or on technology-related acts (Digital Cities Europe 2012, Innovative City Convention, CeBit 2012) and its impact only measuring people attending has been quite big.

Since November 2011 iCity project has been discussed in 18 different forums so the effort is quite considerable.

iCity considers that the same effort should now continue with other potential stakeholders such as academics and civic associations. If iCity is about to target the four helix model, researchers, government, and society representatives should be addressed as companies have been already but using appropriately targeted methods.

In order to achieve this, iCity should participate in academic and civic association events. iCity representatives should start conversations with academics and civic association representatives of the four participants cities to have the chance to explain the project to these potential stakeholders. There are many ways to reach those audiences but one could

be joining forces with them to organize events in which iCity as well as any other academic or civic association project could be presented to the audience attending.

There are many opportunities such as street festivals, conferences, concerts, fairs, and so on. iCity should identify and approach academics and civic leaders with offers to celebrate shows together. In the next sections WP2 will describe what Barcelona has done already in terms of dissemination and engagement.

### Networking activities with European networks

Another important task developed during M9 by the iCity project has been the networking activities with European networks. For that purpose, iCity has celebrated meetings with Commons 4 Europe<sup>35</sup>

Dates	Activity	Action
	eCitizen II <sup>36</sup>	Meeting, Bcn
	Open Cities <sup>37</sup>	Meeting, Bcn
	Eurocities, Smart Cities Working Group	Online Participation
February,6	Smart Cities Workshop, arge cities group	Workshop
June,4-5	Major Cities of Europe annual conference	Vienna Conference

*Fig. 65 Table displaying Networking activities with European networks*

Barcelona is currently the iCity project leader. Because of it's role on the project it has been involved in the preparation of many tasks regarding iCity communications tools and engagement processes, as follow:

### Future agenda

Dates	Activity	Action
October, 13-15	Smart City Expo World	Stand
November, 21-22	MOBILE Forum	Barcelona Forum
November, 29-30-31	Smart City Bologna,	Participation
December, 1	Barcelona The Lab Fabra i Coats	iCity presentation

*Fig. 66 Table displaying Barcelona's future agenda events.*

Recently Barcelona's city council has embarked in the creation of Barcelona Lab, a multidisciplinary hub that will unite representatives of Barcelona's creative ecosystem. Barcelona Lab will be located on *Fabra i Coats*, a former private industrial complex which anticipates becoming one of the main creative spaces of the city of Barcelona in the near future.

<sup>35</sup> <http://commonsforeurope.net/>

<sup>36</sup> [http://www.baltic.org/projects/ecitizen\\_ii](http://www.baltic.org/projects/ecitizen_ii)

<sup>37</sup> <http://www.opencities.net>

It is interesting to observe how Barcelona Cultural Lab is taking shape and iCity considers it as a role model on how to apply different strategies to engage people and stakeholders. Barcelona Cultural Lab creation has been discussed over a year but started its engagement processes last June.

Different culture and creative representatives: artist, musicians, creators, hackers, producers, entrepreneurs...were contacted by a Barcelona's city council culture representative and asked whether they wanted to participate on a first meeting that served as a get to know each other, and to find out about the Barcelona Cultural Lab project. The reply was very positive and over 25 people attended. All participants had the chance to introduce themselves and soon enough work commissions were established (international, communications, communities, entrepreneurship). The attendees joined them according to their interest. They also chose a spokesperson.

Barcelona Cultural Lab representative outlined the project and its aims. Its open character and the big potential of it supported by the city council, attracted people. The second meeting took place during September. The communication tool used was the email listing which proved to be very useful. No one has asked to be removed from the mailing list and almost all of the initial attendees are willing to attend the second meeting.

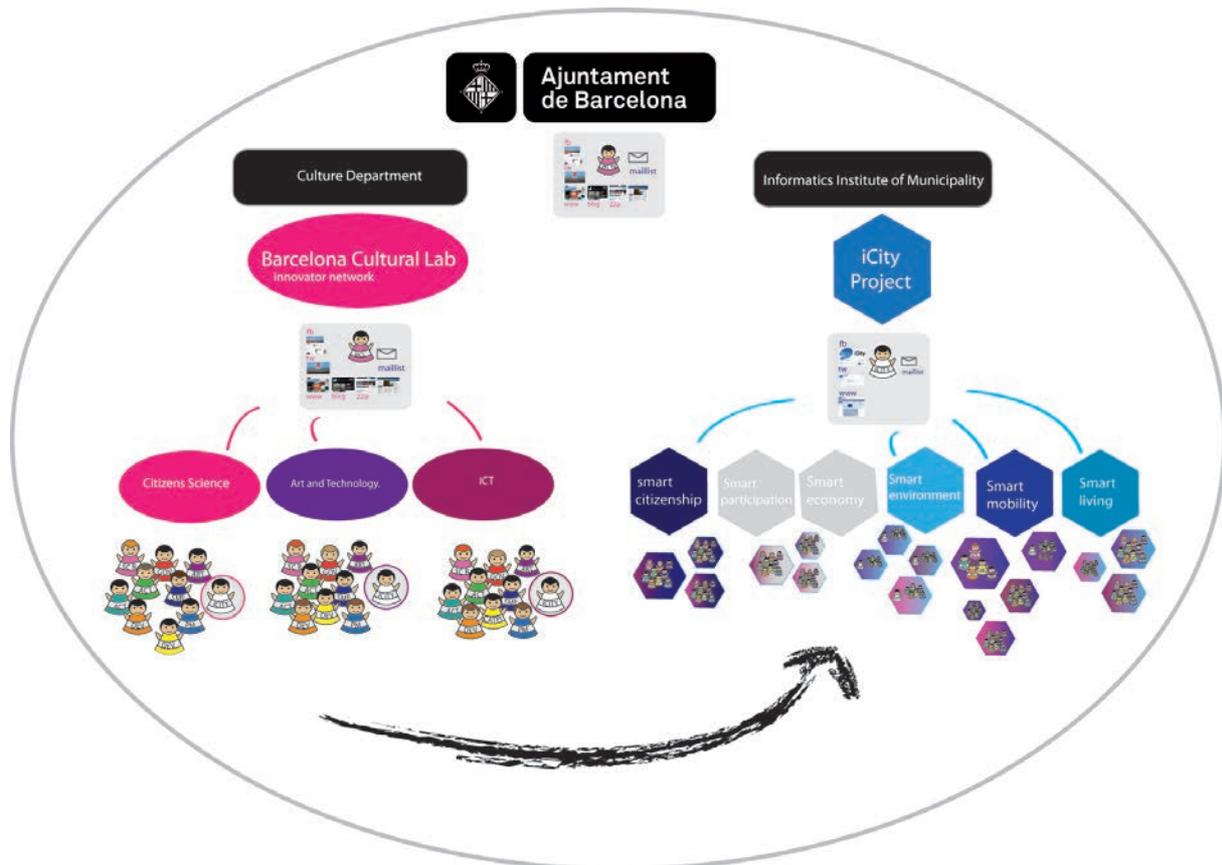
iCity considers Barcelona Cultural Lab a success and good example on how to proceed in order to engage potential stakeholders from a very early stage. First there was an identification of important actors from different disciplines. Then the project was explained to them and they had the chance to introduce themselves thus encouraging networking. The organization by "communities" is also useful, people get to know each other better and they can work and apply their motivations and skills in the area, which they are most interested in.

Barcelona Cultural Lab is only a few months old but Barcelona is creating a new ecosystem of actors linked to culture, art, technology and music among others. Those who participated understood the project, it's open nature and it's possibilities and thus far have freely decided to participate. iCity is going to work on this experience to develop their engagement processes and for an open innovation community building.

The iCity project itself was presented during the last *Barcelona the Lab* meeting. There is more information of that presentation on the iCity Project website clicking Agenda and the headline "iCity presented at the Barcelona the Lab plenary meeting"<sup>38</sup>

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<sup>38</sup> <http://www.icityproject.eu>



**Fig. 67** Barcelona's iCity innovation ecosystem.

### **Hands on Activity**

Includes all activities to foster practical co-creation. WP2 will provide guidance for the organisation of co-creation actions within the iCity methodology delivered in M12. (See Fig.11)

#### **4.4.2 iCity communication tools for the stakeholder engagement**

Since the creation of the new transverse management area of Urban Habitat in Barcelona's City Council –that groups the big areas of Town Planning, Housing, Environment and Information Technologies– communication channels and strategies had to be reviewed to fit the new global objectives. The new vision is to become a city of neighbourhoods interconnected and eco-efficient, within a metropolitan area of high speed, hyper connected, energy self-sufficient, re-natured and regenerated.

Regarding ICT projects, a specific Communication Plan is being built to cover the 2012-2014 periods. This Communication Plan expects to create a complete communication ecosystem combining specific and general channels (transmedia storytelling), both from the City Council and also from other stakeholders to find and co create value with all the targets depending on their interests.

The communication aim is then to carefully define all different targets and stakeholders to set up a global and multi directional relational system that will allow building up the new Barcelona ICT community.



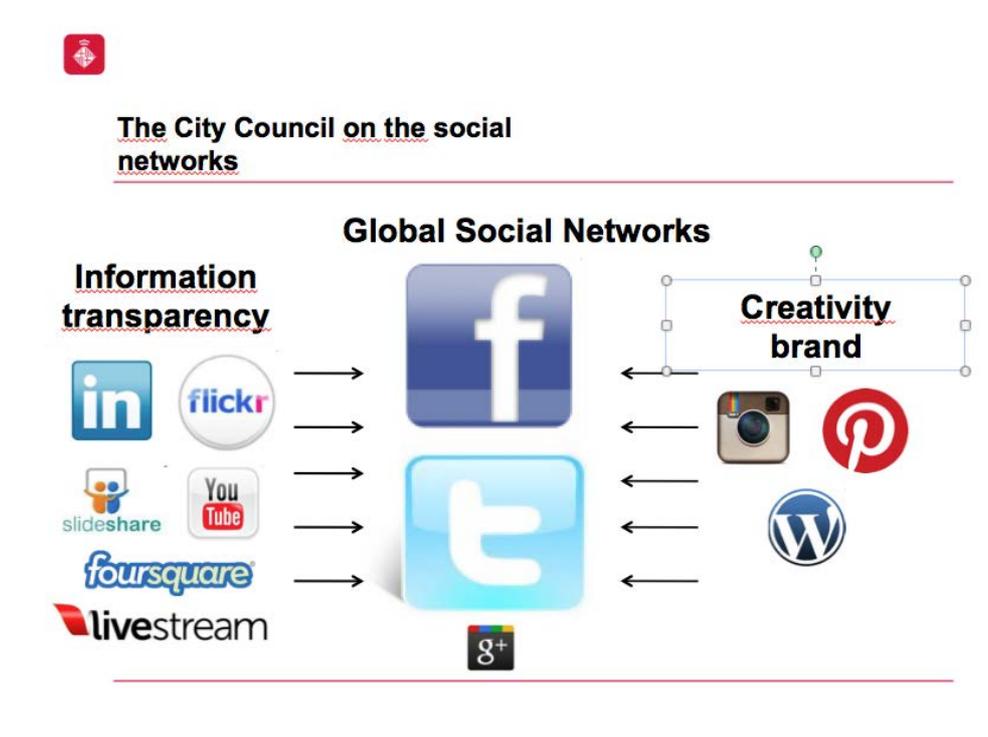


Fig.69

Note: the pictures are extracted and translated from Catalan. The original source is: "L'Ajuntament a les Xarxes Socials"

Some of the social networks are used by the iCity project and are fully described later in this document.

The Web and Social networks department makes a distinction between Global networks: Facebook and Twitter, Informative tools: Youtube, Flickr, Slideshare, Livestream, Foursquare, and Mobile and creative tools: Instagram and Pinterest. Although not in use by the iCity project WP2 considers that all social network tools are welcomed and may help in the engagement process of the project. Creative content is more attractive than just text. It can be embedded in any post. The purpose to enrich a post text adding slides, figures, or videos from other creative tools is to add extra value. Content that is attractive and useful helps WP2 engagement because it helps to persuade iCity partners or visitors of the utility of following the project and its updates. For that reason its use is encouraged and very welcomed. It is up to each city council to use as many tools as possible to communicate with citizens and stakeholders. The more tools in use the more visible the project will be and the more likely to reach more people.

Find on the following table Barcelona's social network usage:

Resources	Description
Flickr <sup>39</sup>	Flickr is a tool and repository of photos and official events where the City Council is taking part. The photos are available for any media and citizen interested in them. There are 1.700 photos published and 93 albums (as of May 2012).

<sup>39</sup> [http://flickr.com/barcelona\\_cat](http://flickr.com/barcelona_cat)

<b>Slideshare</b> <sup>40</sup>	SlideShare is the repository of official documents of the city of Barcelona such as presentations, strategic plans, etc. There are 25 presentations and 14 documents published (as of May 2012). WP2 recommends the publication of the iCity project Master Presentation on the Slideshare account so it is accessible to Barcelona's Slideshare users.
<b>Livestream</b> <sup>41</sup>	Livestream is a mainly informative network. It is extremely useful for broadcasting live events. While not in use for live broadcasts, there is domestic or external content live related to the Barcelona's City Council. As specified on this document it is of big interest for WP2 to record on video the events and conferences iCity related. In Barcelona, having the Livestream tool, it is suggested to use it to broadcast iCity related events whenever they take place.
<b>Foursquare</b> <sup>42</sup>	Foursquare is considered by Barcelona's city council an informative network. It is mainly used to geolocate events.
<b>Instagram</b> <sup>43</sup>	Instagram is described by Barcelona's city council as a highly successful network with a creative nature. The City Council uses it to inform and publish unusual and curious photos to reach citizens in a more informal way.
<b>Pinterest</b> <sup>44</sup>	Barcelona's city council uses Pinterest to make albums with features of public interest.

*Fig. 70 Table displaying bcn.cat social networks*

The second section of the document deals with the main content sources used by the Web and Social Networks to feed the web and social networks with content.

The main external sources are local newspapers and local TV stations while the main internal source is the agenda generated by the city council.

The iCity project engagement should be part of the internal agenda and become an internal source of content. There are future agenda events described on this document that must be announced and published as part of Barcelona internal agenda.

<sup>40</sup> [http://slideshare.net/barcelona\\_cat](http://slideshare.net/barcelona_cat)

<sup>41</sup> [http://livestream.com/barcelona\\_cat](http://livestream.com/barcelona_cat)

<sup>42</sup> [http://foursquare.com/barcelona\\_cat](http://foursquare.com/barcelona_cat)

<sup>43</sup> [http://followgram.me/barcelona\\_cat](http://followgram.me/barcelona_cat)

<sup>44</sup> <http://pinterest.com/bcncat>

Barcelona’s city council applies its own content supply chain.

For internal content works as described on the following diagram:

## Internal content bcn.cat newsroom

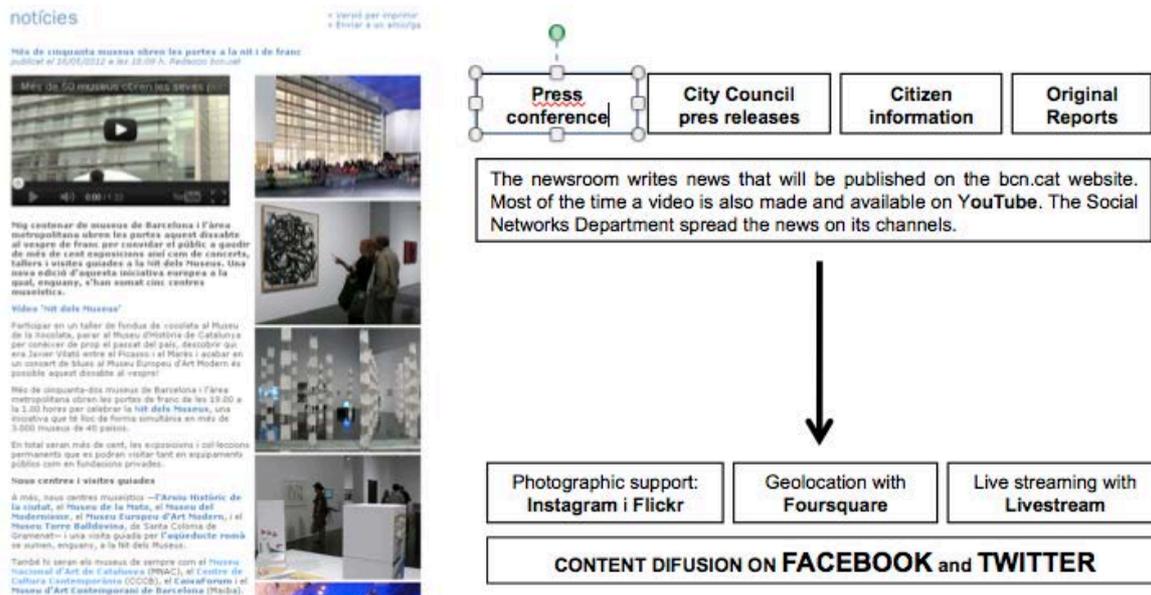


Fig. 71 Barcelona’s city content supply chain.

This diagram is fully compatible with the “Content supply chain” proposed by WP2 for the content exchange between the iCity web manager and Barcelona’s Web and Social Networks manager. The web feeds with engaging content the social networks: information on events, news on iCity development and achievement of goals, pictures, polls, etc. and the social networks reach a bigger and most multidisciplinary audience.

Barcelona’s city council, as any other city council in the world, is concerned about what is said about it on the Internet and proposes what they called an “Active listening”. The Web and Social Networks department apply this on Twitter. The ways to do it are:

- Permanent use of hashtags linked to regular activities and topics, created by the Web and Social Networks Department.
- Use of external hashtags Barcelona related.
- Use of hashtags created for special events, campaigns or spontaneous (driven by citizens).

WP2 suggest that the iCity project should become a hashtag used regularly by the bcn.cat Twitter account. The process on how to do this is described in another section of this document, dealing with Twitter.

On its “Active Listening” strategy bcn.cat also proposes an active interaction between the bcn.cat different Twitter accounts managed by Barcelona (agencies other city departments). The iCity project should become part of it meaning that Barcelona Twitter account should pay attention to what the iCity project Twitter account publishes in order to retweet it when relevant.

The third section of the document analyses how Barcelona's City Council Direction of Communication campaigns are integrated in social networks. According to the document the main step is the integration of online and offline communications, to bring offline messages to the web.

WP2 suggest that following this strategy of offline content becoming online, all smart city events and iCity related events or events where iCity project will participate in the city such as iCity participation in Barcelona The Lab meeting should be brought to the online forum so citizens and stakeholders are fully aware of its development. Doing this action WP2 will always generate a circulation that ultimately address potential stakeholders towards the Engagement Form.

There are also some statistics (Facebook and Twitter interactions) during a whole year and ways to integrate physically the social networks on the web thanks to widgets and the promotion of contests. Another section of the document describes the online presence of the Mayor Xavier Trias and how he participates in different social networks. WP2 is aware of the fact that a Xavier Trias tweet about the iCity project can be extremely helpful to gain visibility. The mechanism to make the mayor of Barcelona to tweet at least once about the iCity project should be explored and activated.

On the document's final part there is a description of the main content published on Barcelona's city council web and social networks which is:

- Public interest information: weather, road traffic safety, permits, public facilities schedule, emergency information, events...
- Information on local initiatives and government action: city council plans, initiatives, and ordinances, budget plans...
- Attention for users: complaints, petitions, suggestions, notifications, and questions...

Support and diffusion of solidarity, cultural or social initiatives and campaigns that are part of the BCN [ESPAI]<sup>45</sup> project and other public interest projects.

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<sup>45</sup> <http://w1.bcn.cat/bcnespai/ca>

## BCN websites uses recommendations for engagement

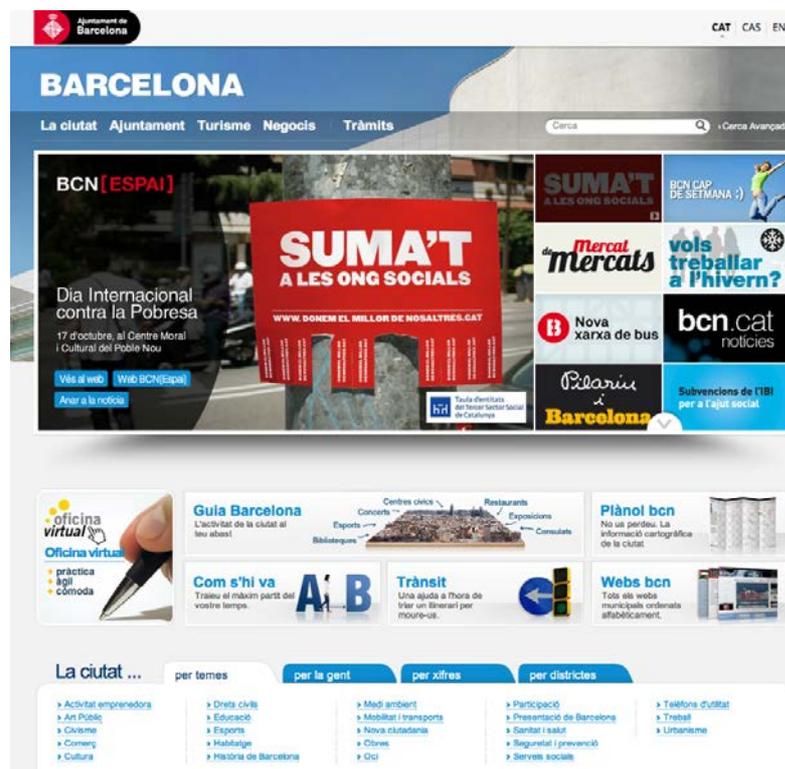


Fig. 72 bcn.cat homepage

Barcelona city council website<sup>46</sup> is a rich platform for the publication of the city related content. The website covers information on all city related issues, from agenda to tourist information and citizen advice and is regularly updated.

At this stage of the project Barcelona city council website is still not displaying any information on the iCity project. Since the *Institut Municipal d'Informàtica*, in charge of the iCity project development, does not have a website, the main iCity web platform for online engagement with participants, aside from the iCity project official one, in the city Barcelona is<sup>47</sup> Barcelona webpage.

On the section “Webs Bcn” the web user finds dozens of micro-websites organized in alphabetical order linking to agencies and departments belonging or promoted by the city of Barcelona. WP2 considers this menu suitable to include a link to the iCity project website.

<sup>46</sup> [www.bcn.cat](http://www.bcn.cat)

<sup>47</sup> [www.bcn.cat](http://www.bcn.cat).



**Fig. 73 Barcelona city council agencies and departments websites on bcn.cat homepage.**

Due to its multilayer nature, the iCity project could be also displayed as a project on its own, on the specific project section (picture below).



**Fig. 74 Specific projects display on bcn.cat homepage**

The "Cities websites recommendations for the stakeholders engagement" (pag.22) describes how to display the iCity information on the four city council websites. The website bcn.cat should follow those instructions.

Like on the other city websites, on bcn.cat the user will find a display of news and agenda events that can be used for engagement. These sections are suitable for the iCity dissemination and communication strategy. iCity events, conferences, meetings or call for participants taking place in Barcelona must be published when possible on the bcn.cat homepage taking advantage of these features.

The protocol involving content should be the same as in the other cities: a smooth communication between the iCity website and social media manager and Barcelona website and social network manager establishing a content supply change (See Fig.12)

### Notícies

**112 dones han trobat feina l'últim any gràcies als programes d'inserció promoguts per ABITS**

**Serveis Socials.** Entre els anys 2006 i 2012 el Servei d'Atenció i Mediació al Carrer d'Abits ha atès més d'un miler de dones.

**El Govern aposta per mantenir els tipus impositius i els beneficis fiscals**

**Economia.** La proposta d'ordenances fiscals per al 2013 vol garantir l'estabilitat pressupostària i pretén que l'usuari assumeixi la major part del cost d'alguns serveis. + Videos al nostre canal de Youtube.

**Video Projecte d'ordenances fiscals**

**Barcelona sumarà tres nous bancs del temps aquest any**

**Qualitat de vida.** La dotzena edició de la Jornada sobre Bancs del Temps i Ciutadania Activa analitzarà, el 19 d'octubre, les principals innovacions assolides per aquest tipus d'iniciatives comunitàries.

**Les parades de flors de la Rambla s'omplen d'art**

**Barris.** En el marc del Pla cor de Ciutat Vella, els alumnes de l'Escola Massana han decorat les parts del darrere de setze parades de flors.

**Trias: 'Els Special Olympics són els Jocs de l'estima i el cor'**

**Esport.** L'alcalde ha participat en la cerimònia d'inauguració dels Special Olympics, que tindran lloc a Barcelona i Vilanova i la Geltrú fins el proper 14 d'octubre.

**L'Ajuntament utilitza àrid reciclat en quatre obres de la ciutat**

**Urbanisme.** L'objectiu és reduir el volum de residus de construccions i demolicions mitjançant la reutilització.

**Els clients de taxi podran pagar amb targetes sense contacte a Barcelona**

**Transports.** Tots els taxistes de Barcelona ja poden tenir un dispositiu que permet als seus clients pagar amb targetes contactless.

**Un comerç, una cadira per a la gent gran**

**Barris.** Prop de noranta comerços de Ciutat Vella ofereixen cadires als seus establiments perquè les persones grans puguin asseure's a reposar. + Videos al nostre canal de Youtube.

**Video 'Comerços amics de la gent gran'**

**Altres notícies**

**RSS NOTIC**

### Agenda

**El Mamet més controvertit**

**Teatre.** David Selvas porta al Teatre Romea la seva visió d'Oleanna, una de les obres més polemiques de David Mamet.

**La Fundació Suñol, d'aniversari**

**Art.** Per celebrar els cinc anys d'obertura al públic, la Fundació Suñol acull una exposició amb el millor art contemporani d'aquest centre.

**Wilco omple el Liceu**

**Música.** La banda de Jeff Tweedy torna a Barcelona, després de triomfar al Primavera Sound, per oferir un concert únic en un espai emblemàtic.

**El nen que va caure en un forat**

**Nens i nenes.** L'Espai Brossa transforma aquest text de Jordi Sierra i Fabra en un espectacle de titelles que farà reflexionar a petits i grans.

**La sexualitat més perversa**

**Teatre.** Una parella passa de l'atracció sexual a la més monòtona convivència i les seves frustracions a *Perversions sexuals en Chicago*, a La Villarroel.

**Cabaret parisenc de l'autèntic**

**Teatre.** Les ballarines de Crazy Horse s'instal·len a l'Artèria Paral·lel amb els seus moviments sensuals, jocs de llums i molta picardia.

**I després d'una ruptura, què?**

**Teatre.** El Teatre Romea presenta *Sé de un lugar*, la fracassada història d'amor i desamor que va triomfar la temporada passada a La Caldera.

**Una nova visió de Shakespeare**

**Teatre.** Àlex Rigola dirigeix al TNC una versió lliure del clàssic *MCBTH (Macbeth)*, en el qual un assassinat aboca el matrimoni dels Macbeth a una violència que els destruirà.

**La Catalunya dels instagramers**

**Exposicions.** Les millors fotografies realitzades per usuaris de la xarxa social Instagram que aporten una mirada diferent sobre Catalunya es mostren al jardí del Palau Robert.

**La ceràmica d'Iznik, per primer cop a Barcelona**

**Exposicions.** La mostra "Un jardí singular", al Museu de Ceràmica, permet veure un conjunt de peces produïdes en el moment àlgid de l'imperi otomà.

**Trenta anys junts**

**Teatre.** Amb motiu d'aquest aniversari de casats, *La festa* posa de manifest a la Sala Beckett la incomunicació que regna en moltes famílies contemporànies.

**Tots els actes a bcn.cat**

**RSS AGENI**

Fig. 75 News and agenda column display on the homepage

The more visible the content is on the bcn.cat, the more familiar web users and citizens will be with it. All the planned future agenda events, detailed on this document, should be published and announced on the bcn.cat web.

If there are sections or blogs where iCity content related could be published WP2 encourages the Barcelona city council web and social networks to do it. The more the project is visible and known the better.

## Bcn.cat Blog

WP2 recommends the bcn.cat blog for web engagement. The blog is administered by the Web and Social Networks department with the bcn.cat newsroom support and is used by Barcelona's city council to show at least their institutional profile. There are blog post on different topics. The posts are longer than the articles on the website, more engaging and the menu deals with the following topics: *Discover the city*, *The Barcelona scene on the Internet*, *News from the city and Council initiatives*. The iCity project could easily be introduced here to web users as part of Barcelona strategy to become a smart city. Thus web users will be familiar with it. The post should be engaging and should describe the project, its development and how to become part of it. It should grab the attention of web users. It must include links to the iCity project website as well as to the "Engagement Form".

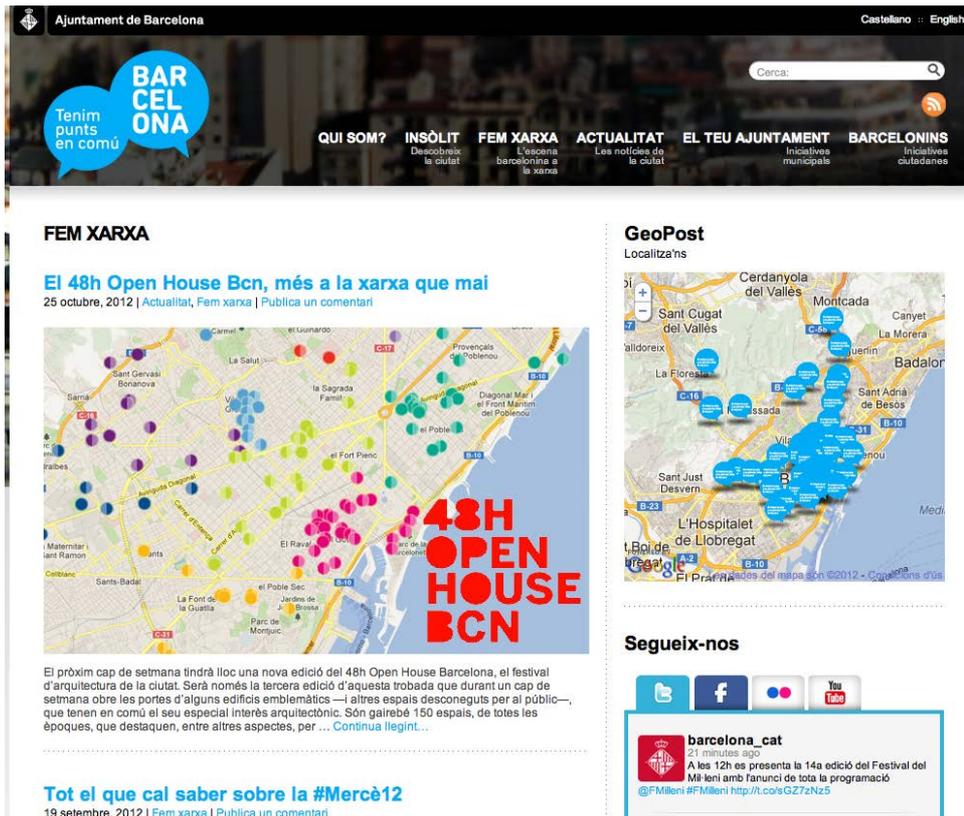


Fig. 76 bcn.cat blog homepage.

**BCN networking tools recommendations**

**a. Facebook**

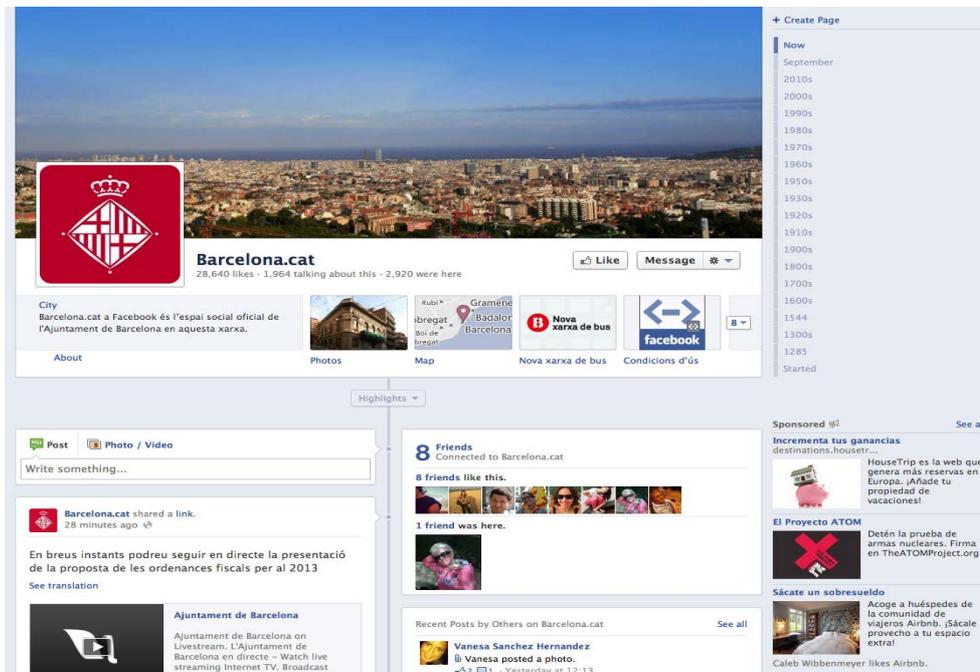


Fig. 77 Barcelona's Facebook homepage.

Barcelona's *Facebook* page is the most visited of the four cities *Facebook* pages. There are (October 2012) 28.712 likes (334 on the Greater London Authority page<sup>48</sup>, 5882 likes on Bologna Iperbole page<sup>49</sup>, and 12.139 on the *Comune di Genova* Facebook page<sup>50</sup> as of (October 2012).

According to the information provided by the Barcelona Communications Department the Barcelona *Facebook* page post an average of 90 messages every month with an estimated average of 2.200 likes and 95 user comments every month. The potential for engagement of such a highly visited *Facebook* page is enormous.

As WP2 has previously mentioned in this report, the communication strategy for iCity should be aligned with the cities communication department (see content supply chain Fig.12) so whenever an iCity related information is published and spread on iCity channels the cities communication departments are ready to help syndicating that content on their own channels to make a bigger impact.

Although iCity manages its own Facebook page, its impact is still limited to its low audience. Other cities Facebook pages with bigger audiences and user interactions should help spread the iCity Facebook page, let it be known, presenting it to their followers, sharing content of it and, in general, being alert to what is published on the iCity *Facebook* page so it can be republished by them. WP2 considers that this process is extremely important to engage more people in the project.

If iCity publishes information about Barcelona on any of its channels the Barcelona social networks should be first aware of it and then try to publish it on its channels if the content is relevant enough.

The content published should not be limited to news regarding the iCity project. It should be an engaging content: polls, questions to the audience, invitation to events, persuasion, witty pictures on infrastructures or smart building...

The starting point for all the *Facebook* pages (Barcelona, Bologna, Genoa and London) is to suggest to its followers to click the "I like button" on the iCity Project Facebook page providing a link for doing it.

## b. Twitter



**Fig. 78** Barcelona's twitter account.

<sup>48</sup> <http://www.facebook.com/pages/Greater-London-Authority/18345308228?fref=ts>

<sup>49</sup> <http://www.facebook.com/pages/Comune-di-Bologna-Iperbole-Rete-Civica/98223087991?fref=ts>

<sup>50</sup> <http://www.facebook.com/Comune.di.Genova>.

The Barcelona Twitter account is followed by 32.616 people (October 2012) and publishes between 400 and 600 tweets every month with over 1.000 retweets monthly. There are over 1.300 registered mentions every month.

It provides information on the main issues related to the city of Barcelona. To this date there are neither mentions of the iCity project or retweets of its account.

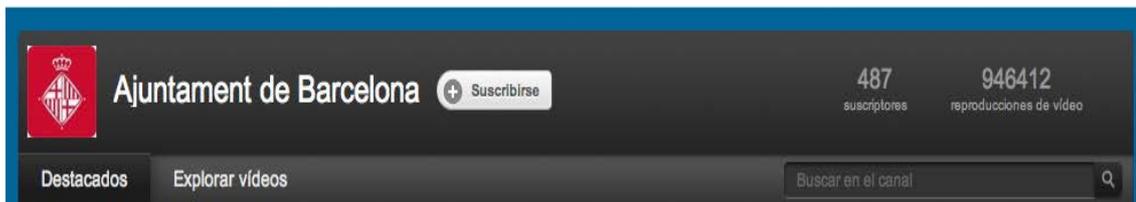
The Barcelona account does not follow the iCity project account. WP2 strongly recommends every city account to follow the iCity project account @icityproject and interact with it when possible in order to establish a link between both of them.

Any meeting, conference, contest, workshop or agenda event involving iCity in the city of Barcelona should be announced on the @barcelona\_cat twitter account.

iCity announced on the D8.2 Dissemination and Communication plan the use of the hashtag #icityproject whenever the project is mentioned so users will get familiar with the project. Barcelona must use this hashtag whenever the project is mentioned. The @barcelona\_cat Twitter account should help also becoming a stakeholder sensor and facilitating its follower information on how to find the engagement form to become a stakeholder.

iCity encourages the four participant cities to monitor social networks. The interaction with city ecosystem members will be face to face on meetings, workshops and conferences as well as online but it is important to identify those twitter accounts belonging to potential stakeholders. Engage them in the iCity process and thus engage their followers.

### c. Youtube



**Fig. 79 Barcelona's Youtube channel homepage.**

The Barcelona *Youtube* channel <sup>51</sup>has published 2002 videos to date (October) with over 800.000 viewings and 487 subscribers. There are over 200 comments. The videos uploaded cover information on different city issues: meetings, conferences, social problems and culture topics.

As with other networks WP2 considers that the iCity project could benefit from this channel popularity. It can become a good platform for future uploading and publication of iCity videos related videos covering: meetings, workshops, app jams, contest and in general the main activities celebrated in Barcelona.

The *D8.2 Dissemination and Communication plan* describes the intention of opening a *Youtube* channel. When active, it could be a source of content for the *Ajuntament de Barcelona Youtube* channel.

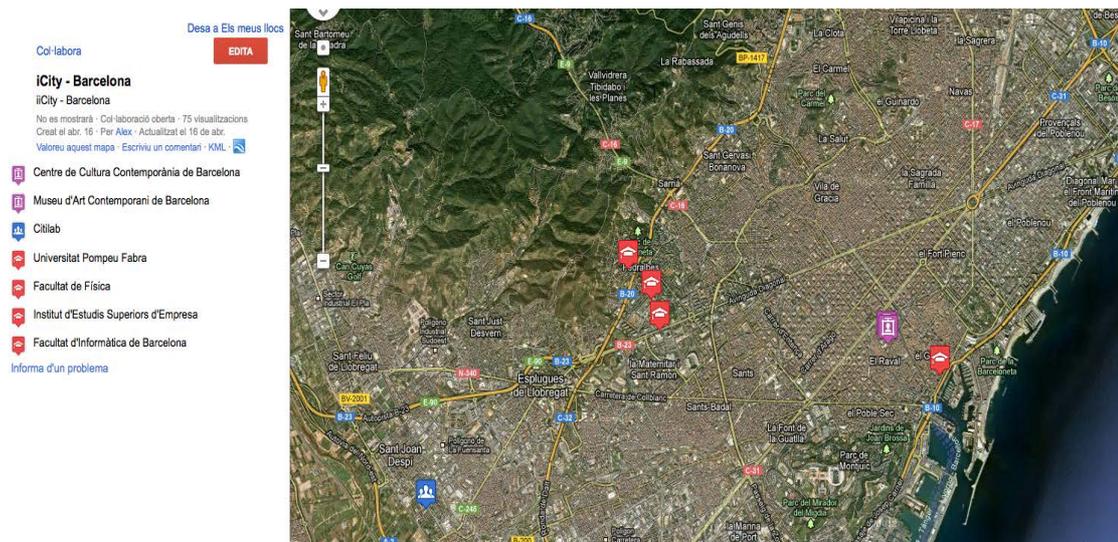
WP2 considers the most interesting of its meetings should be recorded and released for public on the cities *Youtube* channels.

<sup>51</sup> <http://www.youtube.com/user/wwwbcncat>

As WP2 has previously mentioned in this report, the communication strategy for iCity should be aligned with the cities communication departments (see content supply chain Fig.12) so whenever an iCity related information is published and spread on iCity channels including *Youtube* the cities communication departments must know it and republished it if relevant

#### d. Google Maps

WP2 is building up a *Google Maps* page of each city displaying the information and location of each stakeholder. The Barcelona *Google Maps* can be found here.<sup>52</sup>



**Fig. 80** GoogleMaps displaying the information and location of Barcelona stakeholders.

WP2 suggest that these maps, once ready, should be shared and published on the bcn.cat website so citizens, web users and stakeholders alike can have access to the information and the evolution of the stakeholder involvement. The map is also a key tool to realize the growing expansion of the iCity project in Barcelona as well as a key tool for stakeholders. It will be useful for them because they will find each other's contact information.

The map information will be with new Barcelona stakeholders contacts through the content obtained via the "Engagement form" and the direct engagement actions.

The four cities will have a "How to" manual with instruction that will help them on the map main settings. (See Annex 4.1)

<sup>52</sup> <https://maps.google.es/maps/ms?vps=2&hl=ca&ie=UTF8&oe=UTF8&msa=0&msid=207896297353912113182.0004bdca1e25a21b0359d>

**e. Mail and mail list**

Barcelona has contacted so far a total of 142 potential stakeholders, which are already part of a mail list. 14 of them have signed the SIG (Signature of Interest Group).

As for the rest of the cities, iCity expects an increase of this number once the infrastructures are released and groups and subgroups by areas can be formed. The organization of a second meeting is strongly recommended. The stakeholders will be invited but the list can be wide to contacts and partners of those members already.

The benefits of becoming a member of SIG should be well and fully explained. If the information on infrastructures is already available the meeting can be split in two parts: the first one dedicated to benefits of becoming a SIG member and general information on iCity and the second dedicated to explain the available information on infrastructures.

For engagement purposes Barcelona stakeholders, once have signed the letter, must be regularly informed about the iCity project evolution, agenda and goals. The information will be always available on the social networks but to achieve a closer involvement, direct calls for ideas and for actions are recommended.

## **4. Annex**

### **4.1 Annex 1 : Google Maps Tutorial**

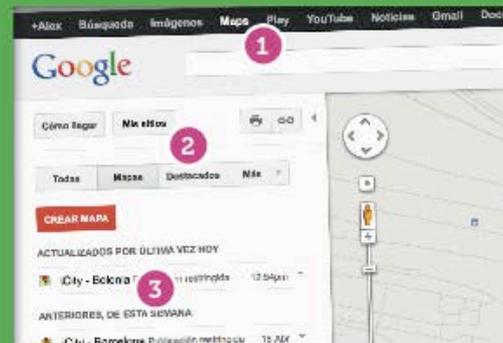


## Google Maps Tutorial

### LOGIN / OPEN MAP

To login and open any of the iCity Google maps, just log into your gmail account and follow these steps:

1. Click on the 'Maps' option on the top bar of your browser.
2. Click on the 'My maps' button to open your maps lists.
3. Select any of the iCity maps in the list.



### EDIT MAP

There are several ways of adding icons to the map.

- **Add Marker:** If you want to add icons directly on the map click on the *EDIT* option above the map title. A section of 3 icons will reveal in the map. Select the middle blue button to add a *MARKER*. A new dialogue box will show up where you can define a title and description for the marker as well as define a custom icon for it. You can include any kind of information in the description area, including links and videos from youtube.

- **Use the search bar:** Another option to add points to the map is to use the google maps search bar. In this occasion I search for 'University' and some letters showed up. You can select any of these letters and click on *Save in...* then select the map in which you want to save the marker and click on *Save*.

Refresh your browser and follow the instruccions in the LOGIN seccion above to continue editing the map.



<http://www.citilab.eu>

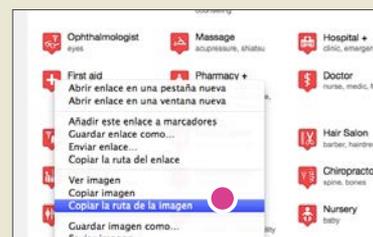
FUNDACIÓ FOMENT  
SOCIETAT DEL CONEIXEMENT  
CORNELLA

## CUSTOM ICONS

You can also add custom icons from external servers into Google maps. Click on any of the markers in your map and then select the image of your icon right next to the title of the marker. Three options will show: *Default icons* - *My icons* - *Add icon*. You can choose the first option to use Google Maps' default images, or select the *Add icon* to write in an external link to an image. All the image links you add will be saved in the *My icons* section.

- **Map icons collection:** The icons we are using for the iCity maps are from the free collection at: <http://mapicons.nicolasmollet.com>

It's very simple to use them, just browse through the categories in the site or use the search bar if you are looking for something specific. Once you find an icon that you like right click on it and choose the option *Copy the URL of the image*. That's the link you are going to copy in the *Add icon* option inside Google Maps.



## COLLABORATE

You can invite people to collaborate in your map. Click on the *Collaborate* option above the map Title field. A window will pop-up and you can invite other partners by adding their emails to the list. You can also allow them to invite other members to the group and to edit the map, in the right column section of the window.

