

URBREATH [101139711]

Systemic Integration of Transformative Technical and Nature-based Solutions to Improve Climate Neutrality of European Cities and Regions and tackle Climate Change: the URBreath Approach



D8.1: Communication, Dissemination & Exploitation Roadmap

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Disclaimer

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Executive Summary

This document sets out the dissemination, communication and sustainability strategy as well as the plan to raise awareness, share knowledge, and attract potential stakeholders in the context of the URBREATH project, through various means, including the URBREATH website, the use of Social Media, the distribution of communication material, publications in journals, participation in conferences & other relevant events and organization of policy events and informative sessions. The report provides a comprehensive framework for actions that will support outreach efforts necessary to disseminate and sustain the achievements and benefits of the URBREATH project. It provides a focused dissemination & communication approach towards the key target audiences and the best approaches to engage and inform stakeholders to maximize knowledge of URBREATH activities.

Distinguishing between dissemination (sharing project results with stakeholders) and communication (promoting the project to the public), the plan ensures both widespread awareness and targeted engagement. Activities include creating a public website, publishing open-access research, and presenting at conferences to foster a two-way exchange and demonstrate how EU funding addresses societal challenges.

URBREATH's strategy unfolds in three phases: raising initial awareness, promoting results, and ensuring long-term sustainability. By combining large-scale mass communication with targeted, in-depth dissemination, the project reaches a broad audience while engaging specific stakeholders. Online platforms like Twitter and LinkedIn complement offline methods such as workshops and policy events, ensuring comprehensive coverage. The plan emphasizes developing and using advanced technologies, Nature-Based Solutions, and innovative business models to enhance urban climate resilience and regeneration, aiming for lasting impact in urban planning and environmental sustainability.

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List of Terms and Abbreviations

Abbreviation	Definition
BMC	Business Model Canvas
B2B	Business to Business
BMC	Business Model Canvas
CA	Consortium Agreement
CoP	Communities of Practice
EC	European Commission
EUIPO	European Union Intellectual Property Office
EPO	European Patent Office
ICT	Information Communication Technology
IPR	Intellectual Property Rights
KPIs	Key Performance Indicators
KERs	Key Exploitable Results
LL	Living Labs
NBS	Nature-Based Solutions
NGOs	Non-Governmental Organisation
No	Number
NDA	Non-Disclosure Agreements
SEP	Standard essential patent

1 Introduction

1.1 Purpose and Scope

This document presents the dissemination, communication, and exploitation plan for the URBREATH project, offering a comprehensive framework of actions that will facilitate the outreach efforts necessary to disseminate and sustain the project's achievements and benefits. This plan provides a focused approach towards the key target audiences and the best strategies to engage and inform stakeholders, ensuring maximum awareness of the URBREATH project's activities.

Furthermore, this report includes an overview of the exploitation plan to ensure that the project's activities have a tangible and lasting impact on urban planning, environmental sustainability, social development, technological innovation, public policy, and economic resilience.

As the European Union distinguishes between dissemination and communication, we also support this distinction and provide a detailed definition of the meaning of both dissemination and communication in the context of URBREATH. This enables the reader to gain a clear understanding of both the difference and overlap between the two concepts in terms of audiences and tools when combining them into an overall strategy, as presented in the subsequent chapters of this deliverable.

1.1.1 Definition & Scope of Communication within the URBREATH Project

The European Commission has defined communication as *"the means of taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange. The purpose is to reach out to society as whole and specific audiences while demonstrating how EU funding contributes to tackling societal challenges"*.

In light of this definition, communication within the URBREATH project will encompass all efforts to inform the audience about the project, its activities, and its results. This includes communication about the project as a whole, such as its general description, consortium partners, objectives, approach, and other relevant information. Furthermore, communication will also include disseminating specific project results, as well as communication about upcoming events and project activities. In short, communication will play a crucial role in raising awareness about URBREATH, its goals, and the impact it aims to achieve.

1.1.2 Definition & Scope of Dissemination within the URBREATH Project

According to the European Commission, *dissemination is the active process of promoting and raising awareness about the results of a project to various stakeholder groups, including research peers, industry and other commercial actors, professional organisations, and policy-makers. It involves public disclosure of project results in any medium and enables stakeholders to use the outcomes in their own work.*

Within the URBREATH project, we interpret dissemination as a process of actively disseminating project results to different stakeholders through various channels. These channels include scientific publications such as conferences and journals, project workshops, informative sessions, webinars, policy events and social media.

To ensure that our dissemination efforts align with the guidelines set by the European Commission for Horizon Europe actions, the consortium follows their guidance on how to communicate and promote the project. We also emphasize the importance of open access to research results and data, in line with the EC's open access policy and open access repository guidelines. We recognize the multiple dimensions of accessibility and strive to produce materials and processes that are easy to understand and responsive to our target audiences' needs and characteristics. We will do this by adapting aspects such as language and medium to facilitate meaningful dissemination and by using plain language in line with European inclusion standards.

To promote open access to project results, URBREATH will publish all public project deliverables, outcomes, and raw research data on the project website, <https://urbreath.eu/>. Moreover, we will use open-access repositories such as OpenAIRE (<https://www.openaire.eu/>) or Zenodo (<https://zenodo.org/>) to ensure that our scientific publications and research data are freely accessible to all stakeholders. For more information about this topic, please refer to the deliverable D8.1 Data Management Plan and Research Ethics.

1.2 Structure of the Deliverable

This document is structured as follows for the remaining sections.

- Section 2 presents the dissemination & communication strategy. More specifically, the dissemination objectives of the project are mentioned, and the strategy to reach the target audience and achieve these objectives is defined.
- Section 3 analyses the target stakeholders and audiences, addresses the appropriate channels for approaching the target groups, and describes the individual stakeholders to be reached.
- Section 4 describes the specific tactics for dissemination and communication.
- Section 5 describes the design and establishment of the project's visual identity.
- Section 6 outlines the dissemination and communication time plan of the project.
- Section 7 provides a qualitative and quantitative evaluation of the communication and dissemination activities while describing and estimating their impact. An analysis of risks and potential issues related to the communication and dissemination side of the project is also presented.
- Section 8 describes the roles and responsibilities of all partners engaged in the communication and dissemination activities.
- Section 9 provides an overview of the sustainability plan together with the description of the key exploitable results of the project, an analysis of risks and issues related to sustainability and the foreseen activities and the IPR Management.
- Section 10 concludes this deliverable.

2 URBREATH Dissemination and Communication Strategy

2.1 Objectives

URBREATH aims to create a comprehensive urban revitalization method based on community and stakeholder participation, focusing on greening and renaturing. The project will develop and test advanced technologies, including local digital twins, artificial intelligence, and social innovation.

At its core, URBREATH focuses on climate neutrality, regenerating deprived and abandoned areas, brownfields, and other problematic sites through physical transformations and renaturing. These interventions aim to enhance social interactions, inclusion, equity, and livability in cities. URBREATH has identified specific objectives to achieve these goals.

- Create a Stakeholders Group based on the Living Labs (LL) concept.
- Implement ICT tools, methods, and participatory processes to boost stakeholder participation.
- Establish innovative cooperative organizational models to ensure project sustainability and systemic adoption of solutions for urban regeneration and climate neutrality.
- Develop and demonstrate efficient services, models, and tools for assessing the climate impact, aiding in climate neutrality, regeneration, and adaptation planning.
- Develop and use new combinations of Nature-Based Solutions (NBS) and hybrid approaches to enhance the effectiveness of interventions for improving urban climate neutrality, resilience, and regeneration.
- Create a framework to evaluate NBS by monitoring implemented solutions in four European regions.
- Replicate the URBREATH methodology and tools through mentoring and coaching.
- Support the adoption of sustainable URBREATH solutions in urban and regional planning for regeneration, resilience, and climate neutrality through public awareness and dissemination activities.
- Develop novel business models and strategies to enhance regional climate resilience.

Toward this end, URBREATH's central dissemination and communication objectives are to:

- Ensure that the project's research and practical outcomes are widely circulated to the appropriate target communities, at appropriate times, via appropriate methods.
- Engage potential stakeholders to contribute to the development, evaluation, uptake and sustainability of the URBREATH outcomes.
- Bring together and reinforce links between different communities of URBREATH stakeholders.
- Present the project progress and results outside the scope of the URBREATH consortium, ensuring large awareness amongst a broad range of stakeholders.
- Establish synergies with other Horizon Europe projects or other projects at the national or international level for sharing knowledge.

2.2 Strategy

The dissemination & communication strategy of the URBREATH project will consist of three consecutive phases. The three different phases require different methods and activities to be undertaken to achieve their goals:

- The **awareness-oriented phase** aims at creating stakeholders 'awareness and raising public interest. During this phase, a dissemination, communication and sustainability plan will be developed, a public website will be created, and a project identity kit will be designed (including project branding, poster, templates for internal and external materials and guidelines for consortium partners), and introductory presentations at conferences and workshops will be given to raise stakeholders awareness. This phase will coincide with the first year of the project; most activities start immediately.
- The **delivery phase (result-oriented)** will promote the results of the project to (potentially) interested parties. During this phase, public deliverables and news will be displayed on the project website for viewing and downloading to show the progress of the project and to keep the stakeholders updated. In addition, high-quality papers will be submitted to scientific journals and presentations will be given at conferences and workshops. After completing important milestones, the consortium will publish press releases and blog posts.
- The **sustainability & wider dissemination phase** will deploy specific activities to ensure the sustainability of the project outcomes. To this end, the final sustainability plan will be developed to ensure the sustainability of the project after its end. During this phase, partners will support the developed exploitation and commercialization strategy by participating in events, conferences, cluster activities, and other business meetings, ensuring long-term sustainability.

In order to accommodate the internal variations in interest among different audience groups, the project has devised a two-tiered strategy to reach its target audience and achieve its communication and dissemination objectives.

- Large-scale mass communication and awareness-raising,
- Targeted in-depth and long-term dissemination.

Toward this end, URBREATH approaches dissemination/communication from two orthogonal dimensions:

- Horizontal (large scale) communication to raise awareness and reach out to the wider stakeholder groups interested in ICT and urban planning, environmental sustainability, social development, public policy, and economic resilience.
- Vertical (targeted) dissemination to consolidate the community and the knowledge base between stakeholders.

URBREATH uses a sophisticated blend of online and offline tactics to deploy an integrated dissemination and communication approach according to which the project systematically maps and reaches stakeholders and audiences via online communities (such as Twitter, LinkedIn) as well as offline channels (such as conferences and workshops).

3 Target Audience and Stakeholders Group

3.1 Defining the Audience for URBREATH

The project aims to deliver solutions to the following stakeholders.

- **Citizens and Local Communities:** they represent the broader and most diverse audience. They are the end-users of this project, but also one of its primary actors. Therefore, it is important to keep them up to date and informed about opportunities to be involved in new models aimed at improving social interactions, inclusion, equitability, and livability in cities. Communications activities can make this possible, but open invites to events would generate more direct participation.
- **Scientific Community:** are individuals conducting academic research, often affiliated with universities or research institutions. Researchers within this community encompass a wide range of disciplines and subjects. The project should aim to engage a diverse group of researchers to explore the benefits of introducing a new model of public service and social innovation, thereby advancing understanding of sustainable urban development and climate resilience.
- **Public Authorities and Governments:** are those responsible for making decisions and directing future actions at any level of governance. They seek new ideas and inspiration for initiatives and programs that should be prioritized in policy to affect societal and scientific outcomes. Reaching this group and alerting them about the various project activities and outcomes is crucial to ensuring a broad impact and supporting development. Incorporating outcomes into policies and decision-making processes is essential to support sustainable urban development and climate action plans.
- **Civil Society Organizations & Community Groups:** are formed by individuals or groups of individuals who come together voluntarily to pursue common interests, advocate for social change, and address issues affecting their communities. They play a vital role in advocating for sustainable urban development and engaging in community-led initiatives aimed at improving the well-being and resilience of urban areas. These organizations and groups operate independently of the government and the private sector, often at the grassroots level, and contribute to fostering civic engagement, empowerment, and collective action within society.
- **Urban Planners, Architects, & Engineers:** are professionals who play essential roles in shaping the built environment of cities. They collaborate to design and construct climate-resilient and sustainable infrastructures, applying findings and recommendations from projects like URBREATH. Through their expertise and innovative approaches, they contribute to creating urban environments that are resilient to climate change impacts, promote sustainability, and enhance the overall quality of life for residents.
- **Industry, Businesses:** play a crucial role in supporting sustainable urban development by developing new products and services tailored to the needs of modern cities. With a focus on innovation and sustainability, businesses across various sectors such as technology, construction, transportation, and energy work towards creating solutions that address urban challenges while minimizing environmental impact.

In order to target these different audiences and stakeholders in an efficient way, it is best to address each audience through its appropriate channels. URBREATH project suggests the following means (not exhaustive) in relation to the types of audience defined above.

Table 1 URBREATH Audience

Target group	Tools	Main Directions for Messages
Citizens and Local Communities	<ul style="list-style-type: none"> - Website - Social Media - Newsletter - Informative sessions - Traditional media 	<ul style="list-style-type: none"> - awareness - attract - strengthen impact
Scientific Community	<ul style="list-style-type: none"> - Publications - Conferences, conferences' publication - Workshops 	<ul style="list-style-type: none"> - awareness - attract - scientific dissemination
Public Authorities and Governments	<ul style="list-style-type: none"> - Workshops - Webinars - Newsletters - Conferences and Workshops - Policy events 	<ul style="list-style-type: none"> - policy making - strengthen impact
Civil Society Organizations & Community Groups	<ul style="list-style-type: none"> - Workshops - Webinars - Newsletters - Conferences and Workshops - Social Media 	<ul style="list-style-type: none"> - awareness - attract - strengthen impact
Urban Planners, Architects, & Engineers	<ul style="list-style-type: none"> - Workshops - Webinars - Newsletters - Conferences and Workshops 	<ul style="list-style-type: none"> - awareness - attract - strengthen impact
Industry, Businesses	<ul style="list-style-type: none"> - Newsletters - Industry conferences - Workshops 	<ul style="list-style-type: none"> - awareness - attract - strengthen impact

3.2 Reaching Target Audience

The URBREATH website, social media, newsletters, brochures, videos, publications, conferences, workshops and policy events are the identified tools to help the project reach its different audiences. While all the tools will support the objectives of raising awareness and attracting stakeholders, some audiences could require tailored messaging.

The URBREATH website is key for the dissemination objectives. It centralizes the description of the project, its activities – upcoming or past – its outcomes and its impacts. Therefore, it addresses all the audiences and sets the tone for all related communication activities.

The social media platforms to be used are Twitter and LinkedIn: Twitter is used to increase the visibility of the project and addresses all stakeholders; LinkedIn is used to target professionals from the sector.

Newsletters are used to deepen the knowledge around the project and to share the outcomes of the project’s technical activities. This is a communication product which targets all audiences and the general public. Generic channels of communication will be used to create a database of subscribers to the project newsletter.

Brochures/Flyers will support, either digitally or distributed at events, the dissemination of the approach of the project.

A video is planned toward the end of the project to highlight the project concept and raise awareness about the project results.

Table 2 Indicative Target Audience

Name	Short Description	Type	Website
OASC	Open Agile Smart Cities (OASC) is a global network of cities and communities (150 in 35 different countries) that assists local administrations of all sizes in their digital transformation.	City network	Open & Agile Smart Cities (oascities.org)
Information Technology Administration of the City of Pilsen	As a part of the City of Plzeň administration and funded by the City, the SITMP public company provides ICT services to the City of Pilsen. The company is also responsible for implementation of multiple smart city projects of the city of Pilsen in various domains.	Public Authority	www.sitmp.cz
City of Pilsen (Municipality)	The City of Pilsen performs its tasks in the field of territorial self-government and state administration delegated to the City of Pilsen.	Public Authority	www.plzen.eu

Name	Short Description	Type	Website
Public Property Administration of the City of Plzeň (SVSMP)	Is a contributory organisation established by the Statutory City of Pilsen. It's main activity is the management and maintenance of publicly accessible city property.	Public Authorities and Governments	www.svsmp.cz
Urban Planning and Development Institute of the City of Plzeň (ÚKRMP)	In charge of analytic documents, urban planning documentation, urban studies and documentation for sector-specific and zoning master plans, development studies and policy documents	Public Authorities and Governments/ Urban Planners, Architects, & Engineers	www.ukr.plzen.eu
Jalud Embedded	Local startups and business.	Industry & Businesses	https://soundeventdetector.eu/cs/
NextDrop	Local startups and business.	Industry & Businesses	https://nextdrop.eu/
RoadTwin	Local startups and business.	Industry & Businesses	https://roadtwin.com/cz/
InnoConnect	Local startups and business.	Industry & Businesses	https://innoconnect.net/
Pěstuj Prostor	a platform representing diverse projects that are not only linked by the theme of public space, but especially by their goals: to make public space more democratic, to make it clearer e.g. by means of interest maps, to search for its values and try to prevent them from disappearing, to map the needs and wishes of its users - i.e. to change public space for the better.	Civil Society Organizations & Community Groups/ Citizens and Local Communities	https://pestujprostor.plzne.cz/
Plzeň má na víc	A civic urban design organisation intended as an inspiration for the general public and local politicians, as well as an appeal to	Citizens and Local Communities	http://plzenmanavic.cz/ (connected with Pěstuj Prostor)

Name	Short Description	Type	Website
	<p>candidates and political parties running in the upcoming local elections.</p>		
The Lisbon Council	<p>The Lisbon Council for Economic Competitiveness and Social Renewal asbl is a Brussels-based think tank and policy network.</p> <p>Established in 2003 in Belgium as a non-profit, non-partisan association, the group is dedicated to making a positive contribution through cutting-edge research and by engaging political leaders and the public at large in a constructive exchange about the economic and social challenges of the 21st century.</p>	Association	https://lisboncouncil.net
UPM	<p>itdUPM is an interdisciplinary centre of the Universidad Politécnica de Madrid (UPM) that brings together teachers, students and researchers to address complex sustainability challenges and co-create practical solutions.</p>	Research Organisation	https://itd.upm.es/en/home/
TRA	<p>TRAZA is an employee-owned company with extensive experience in social and environmental research and public policy consulting. Our interdisciplinary team combines knowledge from Sociology, Economy, Political Science, Architecture, Environmental Science and Communication, to tackle complex challenges.</p>	Industry & Businesses	https://www.trazaconsultoria.com/

Name	Short Description	Type	Website
BAS	Basurama is an architectural, art and environmental collective dedicated to research, cultural and environmental creation and production established in Madrid, whose practice revolves around the reflection of trash, waste and reuse in all its formats and possible meanings.	Research Organisation	www.basurama.org
MAD	The Madrid City Council, situated in the heart of Spain's largest urban center, is at the forefront of pioneering environmental policies to address the challenges posed by climate change.	Public Authorities and Governments	https://www.madrid.es/portal/site/munimadrid
Geoportal – Strategic Planning Team	The team within Madrid City Council in charge of Spatial Data infrastructure	Public Authorities and Governments	https://geoportal.madrid.es/IDEAM/WBGEOPORTAL/index.iam
Mobility, Green Areas, Public realm, Cleaning, Urban Regeneration, Health and Social Services Teams	Key Madrid City Council teams involved in NbS planning, design and implementation.	Public Authorities and Governments	https://www.madrid.es/portal/site/munimadrid
San Cristóbal Community Board	Working group made up of all the associations that work in the San Cristóbal neighborhood.	Citizens and Local Communities, Civil Society Organizations & Community Groups	https://www.unesco.org/en/creative-cities/san-cristobal-de-las-casas
Navas de Tolosa and Sagunto public schools	Management team, teaching team, parents' association and students from both schools.	Citizens and Local Communities, Civil Society Organizations & Community Groups	-
NGO Education, Culture and Solidarity	NGO whose objective is that the residents of San Cristóbal have a dignified life, being able to enjoy	Civil Society Organizations & Community Groups	-

Name	Short Description	Type	Website
	opportunities to know, participate and collaborate in the construction of our neighborhood.		
Continuing Care Program (PAC, in Spanish)	Service of the Villaverde District Board made up of social workers who provide support in the schools of San Cristóbal. They also do street work with young people outside of school hours.	Civil Society Organizations & Community Groups	-
NaAssociazione Nazionale Comuni Italianime	Short The National Association of Italian Municipalities (ANCI) is a non-profit association, founded in 1901. Around 7,134 Italian municipalities belong to ANCI which, overall, represent approximately 94.7% of the population. The Regional ANCI's respond to the ANCI description	Civil Society Organizations	https://www.anci.it/Website
Big Data Value Association (BDVA)	BDVA is an industry-driven research and innovation organisation with a mission to develop an innovation ecosystem that enables the data-driven and AI-enabled digital transformation of the economy and society in Europe.	Industry and Businesses	https://bdva.eu
FIWARE	FIWARE Foundation is a non-profit organization that drives the definition and encourages the adoption of open standards (implemented using Open Source technologies) that ease the development of smart solutions across domains such as Smart Cities, Smart Energy, Smart AgriFood and Smart Industry, based on FIWARE technology. FIWARE Ecosystem includes More than 350 cities, 39 iHubs, a FIWARE Accelerator Programme, and strategic partnerships.	Industry and Businesses	https://www.fiware.org/

Name	Short Description	Type	Website
Living-in.EU	Living-in.EU is an EU initiative for local and regional leaders who believe that technology can help them make their town, city, or region a better place to live. It enables collaboration among cities and regions to make sure that you do not work in isolation, that smart city strategies can be shared, and solutions re-used.	Public Authorities and Governments; Civil Society organisations and Community groups.	https://living-in.eu/
AGE Platform Europe	AGE Platform Europe is the largest European network of non-profit organisations of and for older people.	Civil Society organisations and Community groups.	https://www.age-platform.eu/
WaterEurope	Water Europe aims to make sure that everyone involved with water - from businesses to researchers, and governments join hands, in Europe and beyond to come up with better and locally adapted solutions for the water challenges.	Scientific Community; Public Authorities and Governments; Civil Society organisations and Community groups, Industry and Businesses.	https://watereurope.eu/
The European Network of Living Labs (ENoLL)	ENoLL is the international, non-profit, independent association of benchmarked Living Labs. ENoLL facilitates knowledge exchange, joint actions and project partnerships between its historically labelled +480 members in Europe and worldwide.	Civil Society organisations and Community groups.	https://enoll.org/
Eurocities	Eurocities is the largest network of European cities. We count over 200 large cities among our membership, representing more than 150 million people across 38 countries, from within and outside the European Union.	Citizens and Local Communities, Public Authorities and Governments.	https://eurocities.eu/
Major cities of Europe	Major Cities of Europe is a European independent organisation of Local Government CIOs, Heads of	Public Authorities and Governments, Scientific Community.	https://majorcities.eu/

Name	Short Description	Type	Website
	<p>Departments and Policy Makers. We co-operate with academia, public and private organisations focused in that domain.</p>		
<p>Tallinn University of Technology - TalTech</p>	<p>Academy of Architecture and Urban Studies is a school of architecture in the Department of Civil Engineering and Architecture at Tallinn University of Technology (TalTech), Estonia. We master the increasing complexity by cross-disciplinary approach that characterizes our work in research and education. We are a trusted partner for the industry, the public sector and the other leading research institutions</p>	<p>Scientific community, Businesses Public institutions Civil society organisations, Educational institutions</p>	<p>https://taltech.ee/ en/department-of- civil-engineering- and- architecture/acade my-of- architecture-and- urban-studies</p>

4 Dissemination and Communication Tactics

The consortium makes use of a variety of dissemination & communication tactics. The tables below outline the dissemination & communication tactics that are deployed by the URBREATH consortium and show how these tactics help increase the impact of the project.

Table 3: Dissemination and Communication Tactics

Tactic	Description	Benefit of the Tactic
<i>Project Website</i>	<ul style="list-style-type: none"> - Establish an online presence – a website where the general public can read about the project's progress and findings; - Create an online repository on the website for anyone to download project findings and public deliverables. 	<ul style="list-style-type: none"> - The project website is a key instrument for enhancing the visibility of the project; - Project website refers visitors to the URBREATH vision and educates them about the project concept; - All project findings are published on the website to allow anyone interested in the subject to follow the progress of the project; - Active website optimizes URBREATH on search engines;
<i>Social Media</i>	<ul style="list-style-type: none"> - Create a Twitter account, for sharing project news and reach a wide range of communities; - Create a YouTube channel for promoting project videos and related activities; - Create a LinkedIn Group to foster interaction with and participation of groups of people that have a special interest in the project as end-users and groups of people that are interested in the specific research outcomes of the project; - Use existing consortium social networking contacts (Twitter, LinkedIn) to reach out to a wide range of communities. 	<ul style="list-style-type: none"> - Social media are fast, low-cost channels for reaching interested groups and communities that are normally not present at any events, or conferences.
<i>Newsletters</i>	<ul style="list-style-type: none"> - Distribute online Newsletters (M6, M12, M18, M24, M30, M36, M42 and M48) to all stakeholders to inform them about project progress and findings. 	<ul style="list-style-type: none"> - Project newsletters show the progress of the project to all stakeholders and keep their interest high.

<p><i>Attendance to conferences and Workshops</i></p>	<ul style="list-style-type: none"> - Attend conferences and workshops; - Distribute dissemination material and engage in direct communication; - Participate in presentations to disseminate project results and try to collect feedback and stimulate debate. 	<ul style="list-style-type: none"> - Attending conferences (as participants or speakers) is essential for the dissemination and interim validation of project results; - Conferences serve as a dissemination tool and a method to engage new users; - Create a dialogue between project partners, policy-makers, and researchers attending the conferences.
<p><i>Organisation of Informative Sessions</i></p>	<ul style="list-style-type: none"> - Organize informative sessions in order to inform cities and local communities about the project activities; 	<ul style="list-style-type: none"> - By organizing these informative sessions, URBREATH can effectively engage various stakeholders, disseminate knowledge, and promote active participation and collaboration towards achieving its urban revitalization and climate neutrality goals.
<p><i>Organisation of Workshops</i></p>	<ul style="list-style-type: none"> - Organize workshops as part of several Conferences in order to disseminate the project to the wider audience; 	<ul style="list-style-type: none"> - Organizing workshops at conferences and conducting webinars are complementary tactics that enhance the dissemination of the URBREATH project. These methods expand the project's reach, engage diverse audiences, build credibility, and foster collaboration, all of which are crucial for the successful implementation and adoption of URBREATH's goals.
<p><i>Organisation of Webinars</i></p>	<ul style="list-style-type: none"> - Organize webinars in order to inform the audience about the project; 	
<p><i>Organisation of Policy events</i></p>	<ul style="list-style-type: none"> - Organize interesting and engaging high-level policy events with the participation of a group of high-level policy-makers. 	<ul style="list-style-type: none"> - Policy events will provide constant feedback on the policy strategy and policy direction.
<p><i>Organization of URBREATH final Event</i></p>	<ul style="list-style-type: none"> - Organize an international dissemination conference for academics, scientists, policy-makers, practitioners and other stakeholders 	<ul style="list-style-type: none"> - The conference will be instrumental in the dissemination of URBREATH's results; - The conference will gather direct stakeholders' feedback.

<i>Establishment of Synergies at national or international levels for sharing knowledge</i>	<ul style="list-style-type: none"> - Establish synergies with existing projects and initiatives and with Cluster projects (HORIZON-MISS-2023-CLIMA-CITIES-01-01). 	<ul style="list-style-type: none"> - Liaising with ongoing initiatives can ensure and maximize the project's impact. Common areas of collaboration will be identified. Also, common dissemination channels and activities will be scheduled.
<i>Scientific Publications</i>	<ul style="list-style-type: none"> - Create scientific papers to be presented at conferences and journals; - Create policy papers/briefs that will summarize the value of the findings of the technical WPs, including concrete policy results and recommendations. 	<ul style="list-style-type: none"> - Regular publishing of project progress and results helps in validating the work accomplished and increases visibility.
<i>Magazine Publications and blogs</i>	<ul style="list-style-type: none"> - Create publications and blog posts that highlight the results of URBREATH and publish them in magazines and website blogs. 	<ul style="list-style-type: none"> - Regular publishing of project progress and results helps in validating the work accomplished and increases visibility.
<i>Project Flyer and Poster</i>	<ul style="list-style-type: none"> - Create flyers with key project information to be distributed at events and downloaded from the URBREATH website; - Create posters to be presented at conferences and events. 	<ul style="list-style-type: none"> - Project flyers and posters distributed/presented at various events, conferences, etc. gain the project visibility with the general public.
<i>Project Video</i>	<ul style="list-style-type: none"> - A project video showcasing the project concept and results to reach the widest audience. 	<ul style="list-style-type: none"> - A project video on URBREATH concept and results will help to disseminate the results. A video is a powerful tool for attracting key stakeholders.
<i>Traditional Media</i>	<ul style="list-style-type: none"> - Present the project in TV, newspapers, radio and other traditional media opportunities. 	<ul style="list-style-type: none"> - Presentation of the project in media raises awareness and helps the project gain visibility with the general public.

4.1 Project Website

Objective	To spread information about the project’s activities and results a dedicated project website has been created (https://urbreath.eu/). The project website is also a repository to store the project produced content as well as public deliverables of the project.
Content and Messages	Project’s objectives, results, impact, partner information, resources (material, public deliverables, publications), blog with news and events.
Target Audience	All Stakeholders.
Information Required	Main project documentation and material; medium level detail.
Information Provider	All Partners for the dissemination activities that undertake in the framework of the project.
Communication Methods	Communication Material, Newsletters.
Activities	Gathering documentation, editing and regularly publishing content and news on the website.
Schedule	Key revisions every six months updating throughout the project’s duration (news and events updated on an ad-hoc basis).
Monitoring	ATC is responsible for monitoring volume of traffic on the site and providing statistics.
Responsible Partner	ATC is responsible for building, hosting and maintaining the project website.

4.2 Social Media

4.2.1 LinkedIn Group

Objective	URBREATH Twitter account (https://www.linkedin.com/company/urbreath-horizon-europe-project/) is used to promote the project news and related activities as well as reach a wide range of communities such as establish connection and communication with other related projects as well as experts, policy-makers and advisors.
Content and Messages	Project news, advancements, related news and discussion topics.
Target Audience	All Stakeholders.

Information Required	Project updates, current news, discussions for receiving further feedback and suggestions on the project's approach and use cases.
Information Provider	All Partners and users.
Communication Methods	Internet.
Activities	Encouraging new members to join, regularly adding new posts and responding to others' comments.
Schedule	Weekly, or as we have content to add.
Monitoring	ATC is monitoring the group at a minimum of twice a week.
Responsible Partner	ATC and all partners.

4.2.2 Twitter

Objective	URBREATH Twitter account (https://twitter.com/URBREATHProject) is used to promote the project news and related activities as well as reach a wide range of communities such as establish connection and communication with other related projects as well as experts, practitioners, policy-makers and advisors.
Content and Messages	Project news, advancements, related news and discussion topics.
Target Audience	All Stakeholders.
Information Required	Project updates, current worldwide news, low level detail.
Information Provider	All Partners.
Communication Methods	Internet.
Activities	Encouraging new users to join, regularly adding new tweets and responding to comments.
Schedule	Updated on an ad-hoc basis throughout the project.

Monitoring	ATC is monitoring the account. Each partner is responsible to send news to be added on Twitter.
Responsible Partner	ATC, all partners.

4.2.3 YouTube

Objective	URBREATH channel on YouTube (https://www.youtube.com/channel/UC2n4Kx-Joo_Rhx9KZTrU-bg) is used to promote the project related activities as well as reach a wide range of audiences.
Content and Messages	Project news, advancements, related news and discussion topics.
Target Audience	All Stakeholders.
Information Required	Project concept and results.
Information Provider	All Partners.
Communication Methods	Internet.
Activities	Encouraging new users to subscribe.
Schedule	Updated on an ad-hoc basis throughout the project.
Monitoring	ATC is monitoring the channel.
Responsible Partner	ATC and all partners.

4.3 Newsletters

<i>Objective</i>	To inform the audience of the latest news or updates about URBREATH achievements, and to inform the stakeholders on the project's scope.
<i>Content and Messages</i>	Key project objectives, project's main results, dissemination activities, and events. The content adheres to the URBREATH branding.
<i>Target Audience</i>	All Stakeholders.
<i>Information Required</i>	Project's concept, objective, approach and impact, Project's main outcomes, dissemination events and conferences attended or organized by URBREATH, highlighted relevant news/events/conferences etc.
<i>Information Provider</i>	All partners.
<i>Communication Methods</i>	Project's digital channels, list of subscribers.
<i>Activities</i>	Writing content, designing, editing and publishing the newsletters on URBREATH website, promoting the newsletters on social media.
<i>Schedule</i>	Eight newsletters will be published during the project's duration (two per year).
<i>Monitoring</i>	ATC.
<i>Responsible Partner</i>	ATC based on partners' contribution.

4.4 Attendance to Conferences and Workshops

<i>Objective</i>	To increase the project's visibility by attending relevant conferences.
<i>Content and Messages</i>	URBREATH challenges, vision, results and outcomes.
<i>Target Audience</i>	All Stakeholders.
<i>Information Required</i>	Function of the specific conference.
<i>Information Provider</i>	Partner/s attending the conference.

Communication Methods	URBREATH website, Social Media, Newsletters.
Activities	Speech presentation, distribution of dissemination material.
Schedule	Ad-hoc when opportunities for conference attendance arise.
Monitoring	ATC
Responsible Partner	All Partners attending the conferences will report to ATC the main results of the related activities accompanied by any relevant material (e.g. number of visitors, photos).

The table below summarizes the main conferences dealing with topics that are relevant to the URBREATH project. The conference list will be continuously updated by the partners and each conference will be analyzed for impact potential before deciding whether URBREATH should be represented.

Table 4 List of main conferences

WHAT? ¹	WHERE? ²	WHEN? ³	FIELD	WHO ⁴
Data Spaces Symposium	Darmstadt, Frankfurt	12-14 March 2024	Data Spaces	LC
Interoperable Europe Academy	Leuven, Belgium	11-12 April 2024	Interoperability, Smart Cities, Data Spaces	ATC
The EU Mission on Adaptation to Climate Change	Brussels, Belgium	22-23 May 2024	Climate Change, smart cities	LC, ATC
Eurocities Annual Conference	Cluj Napoca	29-31 May 2024	Smart cities, digital transformation	City of Cluj-Napoca
OASC Summit	Rotterdam, Netherlands	3-4 June 2024	Digital Transformation, cities and local digital ecosystems	OASC, LC

¹ Name of conference

² Place of activity

³ Date of activity

⁴ Partner responsible for the activity

WHAT? ¹	WHERE? ²	WHEN? ³	FIELD	WHO ⁴
CASSINI Entrepreneurship Days	Prague, Czechia	3-4 June 2024	Aerospace and Innovation	TBD
Data Week	Leuven, Belgium	5 June 2024	Data value and Artificial Intelligence	LC,ENG
URBIS: The Smart Cities Meetup	Brno, Czechia	4-6 June 2024	Smart Cities	TBD
Inovujeme Plzeň AI Days	Plzeň, Czechia	7 June 2024	Artificial Intelligence	City of Pilsen
Water Innovation Europe	Brussels, Belgium	17-19 June 2024	EU decision-makers, stakeholders and experts of the water sector	ENG
Cities Mission Conference, Empowering cities – The Climate-Neutral and Smart Cities Mission in Action	Valencia, Spain	25-27 June 2024	Climate Neutrality of European Cities	LC, ENG, City of Tallin
Energy Cities Annual Forum	Valencia, Spain	25-28 June 2024	Promote sustainability and find common solutions to tackle climate threats.	Fraunhofer
EGOV-CeDEM-ePart 2024	Leuven, Belgium	1-5 September 2024	e-Government and e-Democracy	LC, ENG
FIWARE Global Summit	Naples, Italy	18-19 September 2024	Digital open economy	LC, ENG
EGI Conference	Lecce, Italy	30 September-4 October 2024	Data-intensive processing and analytics	LC, ENG
ICEGOV	Pretoria, South Africa	1-4 October 2024	Theory and Practice of Electronic Governance	LC
European Big Data Value Forum	Budapest, Hungary	2-4 October 2024	Big Data Value and Data-Driven AI Research and Innovation	LC, ENG, ATC
European Week of Regions and Cities	Brussels, Belgium	7-10 October 2024	Smart cities and urban innovation	TBD

WHAT? ¹	WHERE? ²	WHEN? ³	FIELD	WHO ⁴
ISOCARP - International Society of City and Regional Planners 60th edition in Siena	Siena, Italy	9-12 October 2024	Smart Cities, urban innovation	URBASOFIA
Smart Cities in Smart Regions Conference	Lahti, Finland	9–10 October 2024		TBD
CAIC24 Climate Alliance International Conference	Cascais, Portugal	9 – 11 October 2024	Nature-based solutions, the fight against energy poverty, the use of data for sustainable municipal planning and more.	Climate Alliance
Smart City Expo World Congress	Barcelona, Spain	5-7 November 2024	Smart cities and urban innovation	LC, ENG, ATC
ECOMONDO - The Green Technology Expo	Rimini, Italy	5-8 November 2024	Green and circular economy.	TBD
CONAMA (Congreso Nacional de Medio Ambiente)	Madrid, Spain	2-5 December 2024	Sustainability	TBD
Community hackathons, marathons and other events organized within the start-up community of the PINE ecosystem	Plzeň, Czechia	TBS	TBS	City of Pilsen
National Assembly of ANCI organization	Italy various cities	2025 TBD	Cities policies and sustainability	Municipia
OASC Annual Conference	TBA	January 2025	Smart Cities	OASC

4.5 Organisation of Informative Sessions

Objective	URBREATH envisions organizing six Informative sessions aiming to create awareness about the project to Cities and local communities.
Content and Messages	Project updates, challenges and developments urban revitalization and climate neutrality goals.
Target Audience	Cities, local communities.
Information Required	Main project documentation and material; medium to high-level detail.
Information Provider	ATC.
Communication Methods	Internet, face-to-face at other events.
Activities	Organizing logistics, inviting speakers and participants, managing the informative sessions.
Schedule	6 Informative Sessions.
Monitoring	ATC, LC.
Responsible Partner	Cities.

4.6 Organisation of Workshops

Objective	URBREATH envisions organizing three Workshops (+).
Content and Messages	Project updates, challenges and developments in urban revitalization and climate neutrality.
Target Audience	Cities, local communities.
Information Required	Main project documentation and material; medium to high-level detail.
Information Provider	ATC.
Communication Methods	Internet, face-to-face at other events.

Activities	Organizing logistics, inviting speakers and participants, managing the informative sessions.
Schedule	3+ Workshops to be organized.
Monitoring	LC.
Responsible Partner	All partners.

4.7 Organisation of Webinars

Objective	URBREATH envisions organizing three webinars (+).
Content and Messages	Project updates, challenges and developments in urban revitalization and climate neutrality.
Target Audience	Cities, local communities.
Information Required	Main project documentation and material; medium to high-level detail.
Information Provider	ATC.
Communication Methods	Internet, face-to-face at other events.
Activities	Organizing logistics, inviting speakers and participants, managing the informative sessions.
Schedule	3+ Webinars.
Monitoring	ATC.
Responsible Partner	All partners.

4.8 Organisation of Policy Events

Objective	URBREATH envisions organizing three high-profile policy events. A group of high-level policy-makers will participate in the policy events, and provide constant feedback on the policy strategy and policy direction.
Content and Messages	Project updates, challenges and developments in urban revitalization and climate neutrality.
Target Audience	Policy-makers, Practitioners.
Information Required	Main project documentation and material; medium to high-level detail.
Information Provider	LC.
Communication Methods	Internet, face-to-face at other events.
Activities	Organizing logistics, inviting speakers and participants, managing the policy events
Schedule	Three policy events.
Monitoring	ATC.
Responsible Partner	LC.

4.9 Organization of URBREATH final Event

Objective	URBREATH envisions to organize one conference to disseminate project final results.
Content and Messages	Project final results, challenges and developments in urban planning.
Target Audience	Researchers, Policy-makers at the EU, national and local levels; Practitioners at EU, national and local levels; NGOs and social innovators; Urban planners.
Information Required	Main project documentation and material; medium to high-level detail.
Information Provider	ATC.

Communication Methods	URBREATH website, Social Media, Newsletters.
Activities	Organizing logistics, inviting speakers and participants, distribution of communication material.
Schedule	In Year 4 of the project.
Monitoring	ATC.
Responsible Partner	ATC, LC.









4.10 Establishment of Synergies at national or international levels for sharing knowledge

Objective	To ensure complementarities and in the interest of maximizing benefits, synergies will be established between existing projects and initiatives. This will also ensure that information will be exchanged between the projects on workshops and consultations and other networking events that will be organized by them.
Content and Messages	Project' background, progress and news, the value of networks for capacity building.
Target Audience	Projects in EU and National level.
Information Required	Main project documentation and material, deliverables, results updates.
Information Provider	All partners.
Communication Methods	Internet, email, phone.
Activities	Contacting other projects, discussing results, looking for and attending shared dissemination activities.
Schedule	It has already started.
Monitoring	ATC.

Responsible Partner	LC, Cities.
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The following list presents an initial list of the projects that URBREATH will try to establish communication with or collaboration envisioned.

Table 5 Related projects / Initiatives

Related Projects / Initiatives	
Logo of the project/initiative	Title and website of the project/initiative
	GreenIn Cities https://www.greenincities.eu/
	ReGreenation https://cordis.europa.eu/project/id/101139636 (the website is not ready yet)
	NetZero Cities https://netzerocities.eu/
	LIFE-PACT project https://leuven.be/en/life-project-pact
	Clever cities https://clevercities.eu/madrid/
	LIFE-VEG-GAP project https://www.lifeveggap.eu/
	CLIMABOROUGH project www.climaborough.eu
	SMARTERA SmartERA - Your community, our future (smartera-project.eu)
	UNCHAIN Home Unchain (unchainproject.eu)
	INVEST4NATURE - Promoting investments in NBS and accelerating market uptake by gaining a better understanding of the economic performance of NBS, considering climate mitigation and risk reduction. https://invest4nature.eu/

	Waterverse - Water Data Management Ecosystem for Water Data Space https://waterverse.eu/
	European data space for smart communities https://www.ds4sscc.eu/
	Regions4Climate (R4C) https://regions4climate.eu/
	Big Data Test Infrastructure (BDTI) https://big-data-test-infrastructure.ec.europa.eu/index_en
Development of Local Digital Twins Toolbox (logo not yet available)	Development of the Local Digital Twins (LDT) Toolbox for Advancing the Transformation of Smart Communities (EU Tender)
IDEATION (logo not yet available)	IDEATION - InlanD watErs in the digitAl TwIn Ocean
SOFTacademy	https://www.tallinn.ee/en/news/tallinn-receives-five-million-euro-grant-modernisation-mustamae

4.11 Scientific Publications

Objective	To create publications that highlight the results of URBREATH and publish them in various scientific journals and books and peer-reviewed conferences. Contain results, conclusions and recommendations from the project.
Content and Messages	Contain results, conclusions and recommendations from the project.
Target Audience	Scientific Community.
Information Required	Results and evaluation content from the project activities.
Information Provider	Academic and scientific partners.
Communication Methods	URBREATH website, Social Media, Newsletters.
Activities	Write and submit publications, post them on the URBREATH website and Social Media as well as include them in the newsletters.

Schedule	Ad-hoc when publishing opportunities, calls for papers arise.
Monitoring	ATC.
Responsible Partner	Academic and scientific partners.

The following list presents an initial list of the publications that URBREATH will try to establish communication with or collaboration envisioned.

Table 6 List of Indicative Publications

Scientific journal/book ⁵	Link (publisher) ⁶	Field	Responsible partner
Sustainable Cities and Society	https://www.sciencedirect.com/journal/sustainable-cities-and-society	Sustainable Cities and Society (SCS) is an international journal focusing on fundamental and applied research aimed at designing, understanding, and promoting environmentally sustainable and socially resilient cities	UPM
Land	https://www.mdpi.com/journal/land	Land is an international and cross-disciplinary, peer-reviewed, open access journal on land system science, landscape, soil–sediment–water systems, urban study, land–climate interactions, water–energy–land–food (WELF) nexus, biodiversity research and health nexus, land modelling and data processing, ecosystem services, and multifunctionality and sustainability etc., published monthly online by MDPI	UPM
Weather and climate extremes	https://www.sciencedirect.com/journal/weather-and-climate-extremes	Research in weather and climate extremes, monitoring and early warning systems, assessment of vulnerability and impacts, developing and implementing intervention policies	FICLIMA
Science of total environment	https://www.sciencedirect.com/journal/science	Multi-disciplinary natural science journal for publication of novel, hypothesis-driven and high-impact research on the total	FICLIMA

⁵ Name of scientific journal/book

⁶ Link (website) of scientific journal/book

	-of-the-total-environment	environment, which interfaces the atmosphere, lithosphere, hydrosphere, biosphere, and anthroposphere.	
Weather and forecasting	https://journals.ametsoc.org/view/journals/wefo/wefo-overview.xml	Publishes research that is relevant to operational forecasting. This includes papers on significant weather events, forecasting techniques, forecast verification, model parameterizations, data assimilation, model ensembles, statistical postprocessing techniques, the transfer of research results to the forecasting community, and the societal use and value of forecasts. The scope of WAF includes research relevant to forecast lead times ranging from short-term “nowcasts” through seasonal time scales out to approximately two years.	FICLIMA
Journal of Urban Affairs	https://www.tandfonline.com/journals/ujua20	Focusing on urban research and policy analysis.	TBD
International Journal of Electronic Government Research (IJEGR)	https://www.igi-global.com/journal/international-journal-electronic-government-research/1091	Focusing on eGov	TBD
JTAER	https://www.mdpi.com/journal/jtaer	Journal of Theoretical and Applied Electronic Commerce Research	TBD
Journal of Urban Technology	https://www.tandfonline.com/journals/cjut20	Publishes articles on the developments of urban technologies and the historical, political, economic, and environmental effects of those technologies.	TBD
ERCIM News	https://ercim-news.ercim.eu/call	ERCIM News is a publication by the European Research Consortium for Informatics and Mathematics (ERCIM). It serves as a platform to disseminate information about current research, developments, and innovations in the fields of informatics and applied mathematics. However, the focus is also on topics that may be of particular relevance to URBREATH, such as sustainable and smart cities or large-scale data analytics.	TBD

4.12 Magazine Publications and blogs

<i>Objective</i>	To create publications and blog posts that highlight the results of URBREATH and publish them in international magazines and website blogs.
<i>Content and Messages</i>	Contain results, conclusions and recommendations from the project.
<i>Target Audience</i>	All.
<i>Information Required</i>	Results and evaluation content from the project activities.
<i>Information Provider</i>	All partners.
<i>Communication Methods</i>	URBREATH website, Social Media, Newsletters.
<i>Activities</i>	Write and submit articles/blog posts, post them on the URBREATH website and Social Media as well as include them on the yearly newsletters.
<i>Schedule</i>	Ad-hoc when publishing opportunities arise.
<i>Monitoring</i>	ATC.
<i>Responsible Partner</i>	All partners.

A preliminary list of potential magazines/websites for publishing URBREATH articles and blog posts that will be targeted to maximize the impact of the URBREATH results to the target communities is presented below.

Table 7 Indicative magazines and websites

Name ⁷	Link ⁸	Field	Responsible partner
DML's publications on Medium (blog)	https://darkmatter-labs.medium.com/	Designing 21st Century Dark Matter for a Decentralised, Distributed & Democratic tomorrow	DML
Blog itdUPM	https://itd.upm.es/en/home/#news	Social, environmental and economic challenges of the Sustainable Development Goals	UPM
Blog Madrid	Example: Link	City council news	Madrid
Fraunhofer IAO Blog	https://blog.iao.fraunhofer.de/	Scientific Blog (i. a. urban system engineering)	Fraunhofer IAO/USTUTT
COVAL Linkedin	Private group	Public Sector Innovation	ATC
VITO's Newsletter	https://vito.be/en	ICT	VITO
LC's Newsletter	https://lisboncouncil.net/	Public sector	LC
EuroCities	https://eurocities.eu/	Digital twin, smart cities	TBD
Living in eu	https://living-in.eu/	Digital transformation	TBD
BloxHub	https://bloxhub.org/	Urban development and sustainability	TBD
C40	https://www.c40.org/		TBD
Net Zero Cities	https://netzerocities.eu/	Supports Europe and in particular European cities to drastically cut down greenhouse gas emissions through climate action to achieve 'climate neutrality', one of the biggest challenges our societies face today.	TBD

⁷ Name of magazine/blog/network

⁸ Link (website) of magazine/blog/network

Energy Press	https://energypress.gr/news/urbreath-gia-epanaprosdiorismo-tis-astikis-zois	Energy, climate	ATC
Urban Transitions Mission	https://mission-innovation.net/missions/urban-transitions-mission/	Urban development	TBD
EIT UrbanMobility	https://www.eiturbanmobility.eu/	Urban mobility and development	TBD
Urban Technology Alliance	http://www.urbantechnologyalliance.org/	Urban technology, smart city	TBD
The Leading Cities	https://www.uclpress.co.uk/	Urban governance	TBD
UNESCO Creative Cities	https://www.unesco.org/en/creative-cities	promotes cooperation with and among cities that have identified creativity as a strategic factor for sustainable urban development	TBD

4.13 Project Brochure

Objective	To outline the project's key objectives and expected outcomes. The brochure should be distributed at all dissemination events, conferences, and workshops.
Content and Messages	Project's background; invitation for the Stakeholders to visit the website and join URBREATH on social media.
Target Audience	All Stakeholders.
Information Required	The content of the brochure is in English.
Information Provider	ATC.
Communication Methods	Written communication, face-to-face distribution, and internet.
Activities	Writing content, designing and printing the document.
Schedule	The brochure is available here .

<i>Monitoring</i>	ATC.
<i>Responsible Partner</i>	ATC.

4.14 Video

<i>Objective</i>	To showcase the project concept and results.
<i>Content and Messages</i>	A brief explainer video on URBREATH concept, objectives and results.
<i>Target Audience</i>	All Stakeholders.
<i>Information Required</i>	Project’s concept, objectives, approach and main outcomes.
<i>Information Provider</i>	ATC with contribution from partners.
<i>Communication Methods</i>	Project’s digital channels.
<i>Activities</i>	Writing script, editing and production, publishing the video on the website and promoting the video on social media.
<i>Schedule</i>	Towards the end of the project.
<i>Monitoring</i>	ATC.
<i>Responsible Partner</i>	All partners as content providers, ATC is responsible for final scripting and rendering.

4.15 Traditional Media

<i>Objective</i>	To present the project in TV, newspapers, radio and other traditional media opportunities.
<i>Content and Messages</i>	To explain the project key objectives and expected outcomes and inform the audience on the latest URBREATH achievements.
<i>Target Audience</i>	All Stakeholders

<i>Information Required</i>	Project's concept, objectives, approach, impact and main outcomes.
<i>Information Provider</i>	All partners.
<i>Communication Methods</i>	Project's digital channels.
<i>Activities</i>	Preparation of interview content.
<i>Schedule</i>	Ad-hoc when opportunities arise.
<i>Monitoring</i>	ATC.
<i>Responsible Partner</i>	All partners.

5 Visual Identity

Early in the development of the project, and in order to pursue the establishment of a strong visual identity that will help the URBREATH project to achieve its potential impact, the project identity kit was produced including the project branding and templates for internal and external materials.

5.1 Logo

The logo has been created to be used on the website, the project’s formal communications, social media profiles, and other branding material. It is also available for downloading on the project’s website in the link [here](#).



Figure 1: URBREATH Logo

Alternative color variations of the logo, applicable to different background, have been also created.



Figure 2: URBREATH logo - versions adapting to different backgrounds

The logo was designed according to the project’s theme. A stylized cityscape is depicted with digital elements at the base. The cityscape represents a small city where technology and infrastructure converge seamlessly. The digital piece signifies innovation, efficiency and progress. Additionally, this logo subtly alludes to the concept of digital twins, making it versatile for marketing and branding purposes.

5.2 Display of EU funding Information

All URBREATH communication or dissemination materials must display the EU funding information, including the EU emblem and the funding statement (as shown below).



Figure 3: EU Emblem and funding statement

Moreover, all materials produced must indicate the following disclaimer:

“This project is funded by the European Union under grant agreement ID 101139711. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.”

5.3 Brand Guide

A complete URBREATH brand guide featuring the logo and its use, the color scheme, typography, imagery, brand elements etc. was developed and shared with all consortium partners. It is also available for download on the project’s website at the link [here](#). It should be followed across all dissemination and communication activities.



Figure 4: URBREATH brand guide (screenshots)

5.4 Document Templates

The following templates have been created according to the URBREATH visual identity and clearly show the EU funding information:

- Word Document – Deliverable template
- PowerPoint – Presentation Template

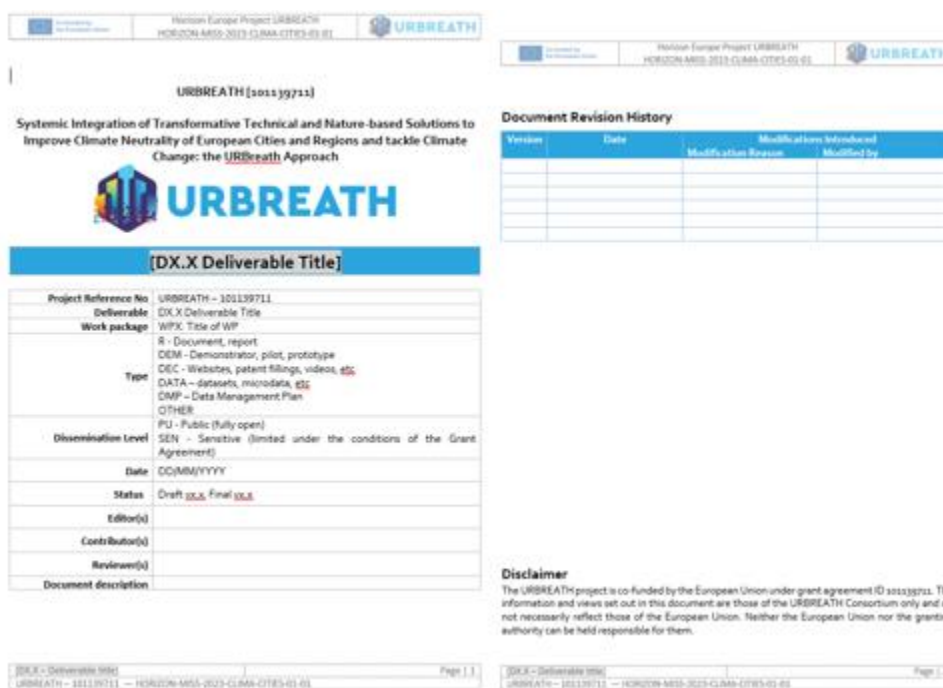


Figure 5: URBREATH Deliverable Template (screenshots)



Figure 6: URBREATH Power Point Template (screenshots)

All consortium partners will adopt the templates provided to maintain visual coherency throughout the project. More templates for internal materials of the project (Agenda, Minutes, etc.) have been also created following the guidelines of the logo.

6 Dissemination and Communication Time-Plan

The planning for the communication and dissemination of the project has begun at a fairly high level and will be continuously refined and updated during the project lifecycle as new opportunities for communication and dissemination arise. For ease of delivery, the activities have been broken down into three phases:

1. Awareness phase
2. Delivery phase
3. Sustainability & wider dissemination phase

The rest of this section outlines the plans for key activities foreseen for the three aforementioned phases. The plan will be regularly updated throughout the project.

Table 8: Plan for key activities

Phase	Goals	Planned Activities	Expected Results and Outputs	Dates
Phase 1: Awareness phase	<ul style="list-style-type: none"> - Build the URBREATH brand name - Produce key dissemination material - Disseminate the project's vision & objectives - Start engaging stakeholders 	<ul style="list-style-type: none"> - Produce strategic communication messages - Produce key dissemination material - Build the URBREATH website and Social media - Preparation of publications for international conferences and journals, magazine publications and blogs - Project Presentations at international conferences 	<ul style="list-style-type: none"> - Project Identity Kit Production (project branding, flyer, templates for internal and external materials) - Creation of the Website - Establishment of a Social network presence - Project Presentations and publications - Stakeholder Map and Communication & Dissemination Plan - Project liaisons 	M1-M16
Phase 2: Delivery phase	<ul style="list-style-type: none"> - Leverage the participation of different stakeholders; - Reach out to the wider community 	<ul style="list-style-type: none"> - Engage stakeholders to assist with the dissemination of project results - Set-up online community 	<ul style="list-style-type: none"> - Info Messages sent regularly - Production of press releases at the National & EU level - URBREATH Policy events 	M16-M32

		<ul style="list-style-type: none"> - Organize project’s events - Ensure active stakeholders’ feedback - Support liaison activities with other projects and Cluster projects - Organize project’s policy events - Preparation of publications for international conferences and journals, magazine publications and blogs - Preparation of newsletters 	<ul style="list-style-type: none"> - Project Presentations and publications 	
<p>Phase 3: Sustainability & wider dissemination phase</p>	<ul style="list-style-type: none"> - Disseminate Final URBREATH Results 	<ul style="list-style-type: none"> - Website updated - Promo video produced and disseminated - Production of several Press Releases - Production of related articles and presentations - Preparation of publications for international conferences and journals, magazine publications and blogs - Presentations in TV, newspapers, radio and other traditional media - Organize project policy events 	<ul style="list-style-type: none"> - Info Messages regularly sent - Production of press releases at the National & EU level - URBREATH Panel events - URBREATH Policy events - Project Presentations and publications 	<p>M32 –M48</p>

		- Establish contact with potential clients Presentations to potential clients		
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7 Monitoring and Engagement Impact

7.1 Quantitative & Qualitative Evaluation of URBREATH Communication and Dissemination

To capture the effectiveness of communication, a combination of criteria or feedback mechanisms is being used to measure the effectiveness of each dissemination and communication activity. The project has developed online monitoring templates, which all partners are using to register and monitor their activities. Information to be contained in these templates is as follows:

For Publications

<i>Paper/Article Title</i>	Title of the paper, article
<i>Name of publication</i>	Name of the Journal/Proceedings/Magazine etc.
<i>Scientific article</i>	Yes, No
<i>Does the text share project results, outcomes, and findings?</i>	Yes, No
<i>Link (if available)</i>	Link to publication
<i>Date Published</i>	When the publication took place
<i>Targeted Audience</i>	Type of Audience targeted
<i>Authors</i>	Name(s) of the author(s) of the publication
<i>Partner(s) Involved</i>	The responsible partner(s)
<i>Shared on URBREATH socials</i>	Yes, No

For Events

<i>Activity Overview</i>	<i>Meeting, webinar, presentation, workshop, etc.</i> Workshop, presentation, webinar, education/training, Meeting (closed event), Collaboration with other EU projects, Other
	<i>Event Title</i> Which event
	<i>URBREATH event or third-party event</i> Event organised by the project or third-party event
<i>Description</i>	A short description of the event
<i>In the event did you share project results, outcomes, findings?</i>	Yes, No
<i>Link/evidence</i>	Insert evidence of the event/activity

<i>Date</i>	Date of the event
<i>Location</i>	Where the event took place
<i>URBREATH Participation</i>	Which URBREATH project partner(s) presented at the event (name and organisation)
<i>Attendance/engagement</i>	Total number reached Amount of people in the audience, at the event
	Audience breakdown per stakeholder
<i>Other information</i>	Any other detail on the activity

For Partner Social Media Posts

<i>Date of post</i>	The date that the post was published
<i>Partner</i>	ALL
<i>Posted from (i.e., institution or personal account)</i>	If the post was posted from the institutional or personal account
<i>Targeted Audience</i>	Type of Audience targeted
<i>Link to post</i>	Link to the post
<i>Description</i>	Description of the post

The templates may also act as a planning document, partially filled in before each dissemination and communication activity.

For every blog post on URBREATH website, the needed information to be filled in is as follows:

<i>Title</i>	Title of the blog post
<i>Description</i>	The main text of the blog post
<i>Resources</i>	Indication of (links to) presentations, photographs, or other relative material

For measuring effectiveness of the online communication the following metrics must be compiled on a monthly basis, by the responsible partner:

<i>Website</i>	Google Analytics has been integrated into the web page to collect generic analytics information such as users-visitors, sessions, average session duration, page views, new visitors, and returning visitors.
<i>Social Media</i>	Number of followers, number of tweets/posts, impressions/reach, link clicks

The following table presents a list of target values for quantitative indicators based on which the dissemination and communication impact of the project will be evaluated.

Table 9 URBREATH Dissemination and Communication quantitative indicators

<i>Project Website</i>	No. of visitors: 5,000 Visitor location: All EU member States
<i>Social Media</i>	No. of followers: 2,000+ followers No. of interactions: 5,000 interactions ⁹
<i>Newsletters</i>	Number of sign-ups: 200 registrations Click rate for actions: 60% opening rate
<i>Attendance to conferences /events</i>	No. of events: 50+ events No. of new contacts: 2.500+ participants
<i>Video</i>	No. of views: 150+ views
<i>Publications: Papers, academic journals and conference publications</i>	No. of papers: ≥25 academic publications in conferences or journals
Organization of workshops & events:	
<i>Informative sessions</i>	No. of sessions: 6+
<i>Workshops</i>	No. of Workshops: 3+
<i>Webinars</i>	No. of Webinars: 3+
<i>Policy events</i>	No. of Policy events: 3
<i>Project Conference</i>	No. of Conference: 1 final event; 500+ participants;
<i>Synergies at national or international levels for sharing knowledge</i>	No. of synergies: ≥10 relevant research projects and initiatives involved
<i>Multimedia - videos and/or podcasts:</i>	No. of views: 150+ views
<i>Communities engagement</i>	No. of regions/communities engaged: ≥15
<i>External actors engaged (including regional, cities and municipalities authorities, landowners, private investment funds, etc.)</i>	No. of external actors engaged: ≥50

⁹ It has to be noted that we cannot retrieve this information from X.

The qualitative aspects of dissemination and communication are closely related to the main project objectives that are to be attained and how these dissemination and communication activities will be successful in supporting them. This deliverable contains an account of:

- What will be produced and presented from the point of dissemination and communication?
- How, when and where will it be presented and distributed?
- To whom will the results be disseminated?
- Who will participate?

7.2 Expected Impact

By following the present plan, different impacts for different audiences are expected. The overall objective of the dissemination efforts is to make the project's results public, beyond URBREATH's community, as soon as they are available. Results are thus maximized and become a common good; they allow other researchers to move forward with their own research.

The impact of dissemination and communication will be analyzed based on several aspects that need to be taken into account such as:

INPUTS	The resources to be used for reaching the objectives
ACTIVITIES	The dissemination and communication activities to be performed
OUTPUTS	The direct results of activities - a set of quantitative and qualitative indicators to measure outputs
OUTCOMES	Longer-term effects on the people, communities, or domains
IMPACT	The impact may be estimated after a deeper investigation and longer-term assessment, and based on the evaluation of all previous components

7.3 Risks & Issues related to Communication and Dissemination

The following risks have been identified in the context of the project.

Table 10 Risks related to Communication and Dissemination

Description	Proposed Mitigation Measure
Conflicts over ownership of project's generated outcome.	Disagreements in the consortium over ownership may result in Non agreement on IPR. The Consortium Agreement (CA) will ensure a

	proper protection of generated and prior IPR. The signature of all partners of the CA will constitute a binding document, which will be referenced in all such conflicts.
Lack of experience and methods for the exploitation of the project results in the public sector and specifically in cities.	URBREATH will strongly involve partners and stakeholders representing the public sector right from the beginning of the project to fully understand and address their needs and objectives. This approach will also foster evidence-based policy making that is aligned with policy objectives.
The results of the project are not on the path to be considered sustainable after the project finishes.	Early in the project URBREATH will set up an innovation strategy to handle the project outcomes. Relevant feedback loops will be set towards development WPs in order to optimize the project solution according to the market conditions. Innovative business models will be analyzed. A wide involvement of researchers, citizens, administrations and NGO entities during the project is foreseen to support sustainability.
Dissemination does not reach a significant number of people.	URBREATH will adapt the dissemination strategy in order to increase its presence within the most relevant communication channels, such as web site, local newspaper, newsletter, social media, etc. Events, such as workshops, will be planned and organized several months in advance and they will be announced through different media.

8 Roles and Responsibilities

To ensure that all project partners have a clear understanding of their dissemination and communication responsibilities, this section will outline the key roles for dissemination/communication activities. Each partner is responsible for undertaking dissemination activities within their networks and for communicating the project at any relevant events that they attend. The individual dissemination and communication activities per partner are presented as follows.

The Lisbon Council: The Lisbon Council is responsible for WP1 “Project Coordination and Technical Management” and is leading Tasks T1.1, T1.2, T1.3, T2.4, T6.2, T7.5. The LC will ensure that the project is effectively managed and coordinated, and that all activities are conducted according to the timeline, with the highest quality standards and in compliance with relevant ethical and legal requirements. Furthermore, the LC will be responsible for the scientific and technological coordination of the project ensuring that all partners are aware of the latest developments in the field and that project activities are aligned with the most recent scientific and technological advancements.

POLIMI: The Department of Design, Politecnico di Milano is responsible for WP2 “URBREATH systemic approach for co-creating urban greening and renaturing solutions”, leading T2.1, T2.3 within the same WP, and T6.3, T7.2. POLIMI is also part of the ‘training mission’, where it plays a key role in presenting and educating practitioners about governance and urban planning. The kind of dissemination and communication POLIMI entails is related to frequent internal communication within the consortium, to organise co-creation sessions to design specific information to be used by other partners. At the same time, POLIMI is willing to disseminate the project via academic dissemination and through its institutional channels (website, social media).

FRAUNHOFER: Fraunhofer is responsible for Workpackage 7 “Scaling up, out and deep through knowledge transfer, capacity building and financial sustainability” Fraunhofer is closely linked with the USTUTT through a cooperation agreement. The Institute’s own website and blog with short news and detailed scientific posts are regularly published. The official social media channel on LinkedIn can be used to reach a wider audience. The “Morgenstadt” network, which were initiated by Fraunhofer IAO, refers directly to sustainable urban development. This network helps to connect with valuable contacts and helps with the leveraging of synergies through communication in this research field. The publication of scientific articles is planned and the participation in relevant and important events is going to be an important piece of transporting the knowledge and expertise to an interested audience.

Tallinn University of Technology: is responsible for the WP6 “Urban greening and renaturing actions”. TAL is closely collaborating with all the pilot cities but is also part of the Tallinn pilot consortium, supporting Tallinn with co-design activities with residents. TAL is publishing short news on its Instagram page as well as on TalTech website. TAL also takes part in scientific conferences, publishes research articles and conference papers to support the dissemination of the knowledge generated in the project.

ICCS: ICCS, as the lead for WP3 "URBREATH Data Strategy and Tools," will actively participate in international conferences and plans to publish at least two journal articles to disseminate findings and progress. As an academic institution, ICCS will facilitate and encourage WP3 partners to disseminate their work through workshops, seminars, and digital channels. The institution will also contribute to the project's online presence, ensuring that all materials are accessible in open-access repositories. ICCS is committed to tracking and improving dissemination activities to maximize the project's impact and visibility.

VITO: VITO is going to actively participate in the project's dissemination and communication efforts by leveraging its communication channels, including its website and social media platforms. Furthermore, VITO is committed to initiate and contribute to scientific/technical communications at EU/international conferences as well as publications, ensuring the project's visibility within its professional network and at any pertinent events it participates in. Together with the Belgian partners VITO is also committed to disseminate the project results at the Belgian national level.

Universidad Politécnica de Madrid: UPM is a participant in WP8 and facilitates the coordination of the Madrid cluster formed by DML, BAS, TRA, and MAD. In this sense, UPM will facilitate the interlocution among these organisations and promote a common and complementary narrative. Furthermore, UPM will contribute through its communication channels, as well as in potential scientific publications for the dissemination of the knowledge generated in the project.

Kajaani University of Applied Sciences: KAMK is closely cooperating with Kajaani City within the project. KAMK's own website, social media platforms (Facebook, LinkedIn) will be updated with project updates, short news and links to scientific posts. KAMK is committed to contribute to scientific research communications, such as research articles, conference posters, ensuring project's visibility within the professional networks. KAMK will assist City of Kajaani (follower city) to share the pilot results of Tallinn City using various channels such as local media, workshops, seminars, social media.

Digital Flanders: VLO is responsible for WP5 – Living-lab approaches – and is closely connected to the overall pilot results. Digital Flanders will promote the URBREATH project in Belgium during conferences and communication events. In Flanders, the project outcomes will be part of the communication strategy and initiatives to the 13 major cities network (smart Flanders) in cooperation with Leuven. On the international scene, URBREATH will be part of the communication via presentations and during meetings with other European regions and cities. In cooperation with the Brussels-based coordinator of the Lisbon council, the project can be promoted at international conferences as part of Belgian or European booths.

Engineering: As a participant in WP8, ENG will contribute to promoting URBREATH activities and related results by leveraging its partnership network as well as its participation in relevant initiatives at EU level, in particular: ENG is leading BDVA Task Force on Smart Governance and Smart Cities, co-leading FIWARE Smart City Mission Support Committee, co-leading Water Europe Working Group on Digital Water Systems and Interoperability, and it is one of the Living-in.eu movement supporters.

Additionally, ENG will leverage its (internal and external) communication channels (website and social media) and participate in relevant annual events, conferences, and workshops (e.g. European Big Data Value Forum, Data Week, FIWARE Summit, Water Innovation Europe, and Water Knowledge Europe) to create awareness about the project.

Deda Next: DEDA will contribute to disseminating the project activities and to spread the results of the project, through its communication network and internal and external channels. A dedicated page in DEDA' website will be created, and update and posts will be published on DEDA social media. In addition, DEDA will be able to contribute to project networking, thanks to its participation in relevant projects at EU level, like ARCADIA Project, RemoTrees Project, USAGE project and Ediaqi project.

Athens Technology Center: is responsible for WP8 “Impact Creation and Exploitation” and is leading Tasks 8.1-8.3. ATC is responsible for the creation and maintenance of the various channels that will be used to communicate the project results, as well as for the production of content to support the communication of the project. ATC is leading the communication activities of the projects and will actively communicate project objectives and results through its network of partners and established distribution channels towards its customer base as well as multiply the visibility of the project's activities and results via each own online channel (website, social media).

Virtual City Systems: VCS participates in Work packages 2,3,4,5,7 and 8 and leads tasks 4.1 and 5.4. VCS will create the visualization clients and thus the integration of URBREATH results into 2D / 3D virtual scenes. In Webinars, user conferences and congresses VCS will present outcomes of URBEATH at different stages and thus create awareness about the project. VCS will present URBREATH to its user and cities network (such as 5cc+), as well as in social media, newsletters, blog posts and news feeds. On SCCON Berlin in October 2024 and on SCEWC Barcelona in November 2024 VCS will highlight the URBREATH project.

URBASOFIA: URBASOFIA is acting as a transversal partner activating in WP2 (T2.1, T2.2, T2.3, T2.4), WP5 (T5.1, T5.2, T5.3, T5.4, T5.5, T5.6), WP6 (T6.1, T6.3, T6.4), WP7 (T..), WP8 (T..). In international workshops, conferences and congresses URBASOFIA will present the urban planning value of URBREATH approach, as well as deep dives into FRC Cluj-Napoca story and greening priorities. Moreover, co-creation practices and tools are relevant items to which URBASOFIA will contribute in the URBREATH project and will disseminate/communicate the relevant lessons learnt. Potential conferences/events: ISOCARP World Planning Congress.

Diadikasia Business Consultants: In the URBREATH project, DBC is leading two crucial tasks: T1.4 Data Management, Ethics, Legal and Safeguarding Protocols, and T8.4 Market, Innovation, and Applicability Analysis. For T1.4, DBC ensures that data handling adheres to the highest standards of ethics, legal requirements, and safeguarding protocols, maintaining the integrity and security of project data. In T8.4, DBC is responsible for analyzing market trends, driving innovation, and assessing the practical applications of project outcomes. Additionally, DBC spearheads the project's main communication activities, focusing on networking through sharing promotional material and providing regular updates via social media platforms.

Latitudo 40: Latitudo 40 is going to leverage its communication channels, including LinkedIn, Twitter and Facebook, to publish relevant articles on our blog and on internet magazines, and is committed to ensure the project's visibility in our national network of sustainable cities and local organizations and companies. The objective is to disseminate the project's activities in our network of professionals and experts.

Bloxhub: Participates in WP2, WP3, WP5, WP7, and WP8. Our main role is to assist the City of Arhus in implementing the ideas and learnings from the pilot city Leuven within our Urban Partnership framework. BLOX will actively leverage and disseminate objectives and learnings through various communication platforms, such as LinkedIn, webpage, newsletter and other SoMe platforms. BLOX's aim is also to foster dialogue, facilitating opportunities and learnings from the project with our great member base and network.

Telesto: TELESTO aims to facilitate e-participation, communication and stakeholder engagement. The company is already active in smart city related projects (both commercial & RTD) in Greece and Cyprus, has thus already established a customer base which is ready to assess new innovative solutions. Furthermore, TELESTO aims to leverage its communication channels, including its website and social media platforms, to actively participate in the project's dissemination and communication efforts. TELESTO's ambition is to promote project's awareness by leveraging existing and new dissemination opportunities such as relevant events, workshops or conferences it participates in, including but not limited to the Smart City Expo in Barcelona (Spain), the INTERGEO in Stuttgart (Germany) and the GiTex expo in Dubai (UAE).

Exus: EXUS is going to actively participate in the project's dissemination and communication efforts by leveraging its communication channels, including its website and social media platforms, which boast over 30,000 followers. Furthermore, EXUS is committed to contributing to scientific publications prepared by other partners, and ensuring the project's visibility within its professional network and at any pertinent events it participates in.

Open and Agile Smart Cities: OASC is responsible for WP7 task 7.6 data spaces and standardisation. Our aim is to leverage project results for relevant standardisation bodies and disseminate the project results widely to our member cities globally (152 cities in 35 countries) and partners via our website, social media and newsletter. Project results will be also introduced in the OASC Annual Summit in June and the OASC Annual Conference in January.

Climate Alliance: Climate Alliance is going to actively participate in the project's dissemination and communication efforts by leveraging its communication channels, including its website and social media platforms. Especially sharing opportunities and lessons learned from the URBREATH project with its 2000 members, across 25 countries, and linking the URBREATH project, when relevant, to other European projects, such the Covenant of Mayors and The Climate Pact.

Climate Research Foundation: The Climate Research Foundation is leading the scientific/technical tasks 3.2 and 3.3. Our participation in the communication and dissemination of the project will focus on ensuring a complete understanding, for any citizen, regardless of his or her educational level, of the developments achieved for weather and climate forecasting for the required spatial detail at the city level.

To this end, FICLIMA will focus its efforts on tailoring the message to the target audience by making the interpretation of complex methodologies accessible. The adaptation to the dissemination level will be developed through the selection of the dissemination channel, so that the more complex scientific details and results will be communicated in scientific journals and congresses, while the publications in social networks (X, LinkedIn or Instagram) will focus more on practical applications. Through Ficlima's website and Urbreath's website, complete information balanced for all types of audiences will be communicated.

Traza: TRA is going to actively participate in the project's dissemination and communication efforts by leveraging its existing communication channels, such as its website, publication and social media platforms. Additionally, TRA will play a key role in designing the messages and guiding the C&D for the Living Labs in Madrid, and for its replicability in other cities.

Basurama: Among the activities programmed to cover the WP5, Basurama will lead those related to citizen's participation processes. These meetings, workshops and other activities will be communicated through our social networks, mainly Instagram and Twitter (X), where we have more than 10k followers.

Dark Matter LabsL: Dark Matter Labs is supporting the City of Madrid and local partners in harnessing data and digital capabilities along with regulatory and contractual innovation to unlock the full potential of co-designed NbS interventions for urban regeneration and climate adaptation. DML is committed to contribute to communication and dissemination in a way that supports evolving from an economy of extraction to an economy of care. To that point, DML defends the need to embrace transparency and clarity in our communication, moving from one-directional to conversational frameworks, and to contribute to the development of infrastructure, media and relationships for shared sensemaking and learning. DML is going to actively participate in the project's dissemination and communication efforts by leveraging its existing communication channels, such as its website (over 1k unique visitors daily), medium publications (over 5k views/month) and social media platforms. Additionally, DML is happy to contribute to and/or review publications authored by other partners, where relevant, and to take part in local or digital events that support the shift described above.

City of Madrid: Madrid City Council will make available its communication channels for the dissemination of the URBREATH project. Its role in terms of communication will seek to ensure that messages are aligned with the city's strategies and plans.

City of Leuven: The City of Leuven can use its own communication channels (social media, website, newsletter, magazine,...) to communicate on the Urbeath project towards the citizens. On the dissemination towards other partners and cities the city of Leuven can use its network in Europe to communicate about this project. The City also has got regular visit from different cities for a study trip

on climate change adaptation where we organise walks or cycling tours on nature based solutions.

City of Tallinn: City of Tallinn uses its official communication channels for disseminating information and results about project URBREATH. Main dissemination channels (in local language) are: Tallinn city webpage, Facebook channels for Tallinn city as well as for Tallinn city EU funded projects, Tallinn city projects Newsletter “Projektor”, Podcast “Avalinn”. Smart Tallinn Projects LinkedIn page communicates info on Tallinn city EU funded projects in english. Tallinn city distributed a press release about the start of the URBREATH project; the project idea was also mentioned by the vice mayor on the local public broadcasting programme. In its communication Tallinn city will mainly focus on the pilot activities while introducing the main idea and results of URBREATH project as a whole.

City of Cluj-Napoca: Cluj-Napoca will engage in the project's communication and dissemination efforts by utilizing its established channels, including its website and social media platforms, to share updates and results. Additionally, Cluj-Napoca aims to propose adaptable communication solutions that focus on the use of valuable communication instruments and creating a network of engaged partners and stakeholders.

City of Parma: Parma will disseminate the project information on its website (<https://www.comune.parma.it/it>) and its social media pages (Facebook, LinkedIn, X, Flickr, Instagram and Youtube). The City of Parma will also issue press releases when relevant, in order to reach a wider audience through local newspapers to share local and project activities and results.

City of Athens: As a Follower City, Athens will engage in the project's communication and dissemination efforts by utilizing its established channels, including its website (anaplassis.gr) and social media platforms (LinkedIn, Facebook, Twitter), to share updates and results. AT will also issue press releases when relevant, in order to reach a wider audience through local newspapers to share local and project activities and results.

City of Aarhus: The City of Aarhus is a Follower City to the City of Leuven in the Atlantic Climate Zone, and has a wide array of channels through which it can communicate the project's results and events such as the city's own website Aarhus.dk (with sections available in English) and various SoMe platforms such as Facebook, Instagram, and LinkedIn. Additionally, a key part of Aarhus' engagement in URBREATH is about internal communication, breaking down internal municipal barriers and working across different municipal departments (led by different, politically appointed and sometimes competing aldermen) in an effort to collaborate on NBS, urban development, health, and digitalization. Nationally the network formed by all the 98 municipalities (Local Government Denmark/KL) functions as an important arena for dissemination. With both Leuven and Aarhus being part of the “EU Mission for 100 smart and sustainable cities”, there will also be ample dissemination opportunities at the European level.

City of Pilsen: The city of Pilsen will continue disseminating information about the project and sharing learnings from the Pilsen via the city channels: online media (Pilsen website, facebook, LinkedIn, youtube), Pilsen city press releases, traditional media (newspapers, TV), online events and workshops,

conferences and fairs organised by Pilsen (Inovujeme Plzeň, AI days, various Smart city events,)), podcasts, hackatons, datathons and other events focused on the startup-community of the PINE ecosystem.

Target groups: smart cities in Czechia and EU, Pilsen citizens, communities, general public, innovative businesses, start-up community of the Pilsen's PINE ecosystem, NGOs, public and gov. bodies

Website: <https://www.sitmp.cz/> , <https://smartcity.plzen.eu/en/>

LinkedIn: <https://www.linkedin.com/company/sitmp>

X (Twitter): <https://www.facebook.com/sitmp.cz/>

Facebook: <https://www.facebook.com/sitmp.cz/>

Youtube: <https://www.youtube.com/@spravainformacnichtechnolo4296>

City of Kajaani: Kajaani City will contribute to communication and dissemination activities of the project via its existing communication channels to reshare the project news and results, such as website, newsletters, social media. Kajaani City and KAMK closely cooperate in the communication activities ensuring a wide coverage of the target groups. Kajaani City will also exploit its network of partners and stakeholders to increase the visibility of the project activities and results.

University of Stuttgart: USTUTT is closely linked with the Fraunhofer IAO through a cooperation agreement, which facilitates active and diverse communication of project contents via access to Fraunhofer IAO's existing communication channels. These channels include the institute's own website and blog, where short news and detailed scientific blog posts are regularly published. Furthermore, the use of Fraunhofer IAO's official social media channels, such as LinkedIn, is pursued to reach a wider audience. Additionally, USTUTT is a partner in the "Morgenstadt" network initiated by Fraunhofer IAO, which directly relates to the theme of sustainable urban development. This involvement in relevant networks allows for the forging of valuable contacts and the leveraging of synergies through communication with pertinent partners in the URBREATH research field.

USTUTT also emphasizes the publication of scientific articles to contribute to the academic discourse. Lastly, USTUTT is committed to active participation in exhibitions and fairs to directly present project contents to an interested audience and to foster interactions.

Municipia: MUNICIPIA will contribute to communication and dissemination activities of URBREATH through its various channels that will be used to repost or diffuse the project results. MUNICIPIA will also exploit its network of partners and established distribution channels towards its customer base as well as multiply the visibility of the project's activities and results via each own online channel (website, social media).

South Pole: South Pole will actively participate in the project's dissemination and communication efforts and activities by leveraging its communication channels. We will primarily use our website and social media platforms to share and disseminate progress and results of the projects. Equally, we will seek opportunities to include the presentation of URBREATH at conferences and similar events where we may participate.

9 URBREATH Exploitation Strategy

9.1 Strategic Approach

9.1.1 Mission and Vision

The mission of the URBREATH Exploitation Plan is to harness the innovative outcomes of the project—ranging from advanced digital tools to novel business models—in order to catalyze sustainable urban development and climate resilience across European cities. This plan aims to transform the scientific insights and technological innovations generated by the project into practical, scalable solutions that address urgent urban and climate challenges. The primary objective is to ensure that these solutions not only meet the current needs of urban stakeholders but also anticipate future demands in a rapidly evolving environmental and regulatory landscape.

The mission focuses on:

- **Delivering Impact:** Translating URBREATH’s scientific research and technological advancements into impactful urban solutions that are adopted widely by cities, improving their sustainability and resilience.
- **Engaging Stakeholders:** Actively involving a diverse array of stakeholders, including public authorities, industry partners, and civil society, to ensure the solutions are grounded in real-world needs and opportunities.
- **Sustaining Innovation:** Establishing a framework for ongoing innovation and adaptation of the project outputs beyond the funding period, ensuring long-term relevance and utility.

The vision of the URBREATH Exploitation Plan is to establish a gold standard for urban sustainability and resilience, influencing global standards and practices. URBREATH aims to be at the forefront of urban transformation, enabling cities to become more livable, equitable, and resilient through the adoption of its outcomes.

This vision encompasses:

- **Global Leadership:** Positioning URBREATH as a leading model of how urban areas can integrate cutting-edge science and technology to foster environmental sustainability and resilience.
- **Community and Well-being:** Ensuring that the benefits of the project extend to all segments of urban populations, enhancing quality of life and social equity.
- **Policy Influence:** Influencing policy at local, national, and European levels, ensuring that the project’s findings and technologies shape future urban development and climate policy.

The strategic approach of the URBREATH Exploitation Plan will utilize a structured roadmap to achieve these ends, incorporating comprehensive stakeholder analysis, detailed business planning, and proactive management of intellectual property rights. The roadmap will focus on maximizing the commercial potential and societal benefits of the Key Exploitable Results (KERs), aligning closely with broader European initiatives such as the European Green Deal and the Climate-neutral and Smart Cities Mission.

The approach will be dynamic, with regular reviews and adaptations to respond to new challenges and opportunities that arise during the project lifecycle. This ensures that the exploitation strategy remains aligned with evolving market conditions and stakeholder needs, ultimately contributing to the sustainable and resilient transformation of urban environments across Europe.

9.1.2 Key Exploitable Results

The URBREATH project has identified a range of Key Exploitable Results (KERs) which form the foundation of its exploitation strategy. These KERs are instrumental in achieving sustainable urban development and enhancing climate resilience. The exploitation of these results is anticipated to impact various stakeholders including scientific communities, public authorities, industry sectors, urban planners, and civil society organizations. Here's a detailed analysis of the KERs:

KER1: Communities of Practice (CoP)

This involves the establishment and nurturing of dynamic communities that foster knowledge sharing and collaborative innovation among experts and practitioners in urban sustainability and climate resilience. The CoP will enable continuous learning and improvement of practices through regular interactions and the sharing of best practices and technological advancements.

KER2: ICT Tools, Methods, and Processes for Stakeholder Engagement

This KER focuses on developing and deploying innovative ICT tools that facilitate effective engagement of stakeholders in urban planning and development processes. These tools will help in gathering insights, feedback, and contributions from a broad spectrum of stakeholders, thereby ensuring that the urban development initiatives are inclusive and reflective of diverse needs and perspectives.

KER3: Innovative Simulation Models for Urban Regeneration and Climate Neutrality

Simulation models will be utilized to predict the outcomes of urban regeneration projects and their impact on achieving climate neutrality. These models will support decision-making by providing scenarios and visualizations of potential changes, helping urban planners and policymakers to choose the most effective strategies for sustainable development.

KER4: Advanced Digital Twins with Participatory Urban Planning Functionalities

The development of digital twins represents a significant technological advancement in urban planning. These digital replicas of physical entities will be equipped with participatory functionalities, allowing for greater involvement of citizens and stakeholders in the planning process, thus enhancing transparency and community engagement.

KER5: Services, Models, and Tools for Climate Effect Impact Assessment

This involves the creation of robust tools and models that can accurately assess the impacts of various climate interventions. These tools will help cities to monitor and evaluate the effectiveness of their strategies in mitigating climate change impacts, ensuring that resources are utilized effectively and adjustments are made as necessary.

KER6: Innovative Clustering of NBS and Hybrid Approaches

Focusing on the integration of Nature-based Solutions (NBS) with hybrid technological approaches, this KER aims to enhance urban climate resilience. It will involve developing innovative methods for clustering these solutions in a manner that maximizes their environmental, economic, and social benefits.

KER7: NBS Evidence-Based Impact Assessment and Evaluation Framework

This framework will provide methodologies for assessing the impacts of NBS on urban environments, contributing to a body of evidence that supports the broader adoption of these practices. It will facilitate the measurement of outcomes related to biodiversity, ecosystem services, and socio-economic improvements.

KER8: URBREATH Replication Methodology

A structured methodology for replicating successful practices and technologies across different urban contexts will be developed. This will enable the scaling of successful initiatives, promoting widespread adoption and adaptation in various cities and regions.

KER9: Novel Business Models

Development of innovative business models that are specifically designed to support the commercialization and sustainability of urban development technologies. These models will address economic viability, scalability, and the integration of public and private sector roles and investments.

The strategic exploitation of these KERs involves targeted dissemination and commercialization activities designed to reach and influence key stakeholders, foster policy integration, and drive market uptake. Each KER is linked to specific dissemination plans, involving academic publications, workshops, and direct engagement with urban developers and policymakers. The project's approach ensures that each result not only contributes to the scientific and technical advancements but also supports economic and social improvements, aligning with broader European goals such as the European Green Deal and the Climate-neutral and Smart Cities Mission.

The URBREATH project's exploitation strategy is dynamic and iterative, with continuous evaluation and adaptation based on stakeholder feedback and market developments. This adaptive approach ensures that the project remains relevant and effective in its goal of transforming urban environments into sustainable, resilient, and livable spaces.

9.1.3 Relevant Market Segments

The URBREATH project has identified several key market segments for the exploitation of its outputs, tailored to leverage the innovative nature-based solutions (NBS) and digital tools developed within the project. Each market segment targets specific stakeholders with tailored approaches and outcomes designed to maximize the uptake and impact of the project's results. Here's a detailed analysis of the relevant market segments based on the project's exploitation strategy:

- **Public Authorities and Government Entities:** This segment includes local, regional, and national government bodies responsible for urban planning, environmental protection, and infrastructure development. The project aims to integrate its outcomes into public policy and decision-making processes, thereby supporting sustainable urban development and climate action plans. Products like policy briefs, workshops, and specially designed webinars are geared towards this segment to facilitate the adoption of URBREATH's innovative solutions in public policy frameworks.
- **Urban Planners, Architects, and Engineers:** Professionals in urban design and construction are crucial targets for the dissemination of URBREATH findings and recommendations. The project provides technical reports, case studies, and advanced digital tools like simulation models and digital twins, which help in designing and constructing climate-resilient and sustainable infrastructures. Workshops and demonstration events are also tailored to engage this group, showcasing the practical applications of project outputs.
- **Industry and Business Sectors:** Companies involved in developing products and services that support sustainable urban development are significant beneficiaries of the URBREATH project. This segment focuses on developing new business models and commercial products that can be integrated into existing market offerings. Industry-specific events, trade fairs, and B2B networking play a vital role in engaging this segment, facilitating the commercial exploitation of the project's innovations.
- **Scientific and Research Community:** Academics and researchers are engaged through the dissemination of URBREATH's advancements in sustainable urban development and climate resilience. The project outcomes are shared via academic papers, conference presentations, and participation in specialized forums and webinars. This helps in advancing the scientific understanding and creating new research opportunities based on the project's findings.
- **Civil Society Organizations and Community Groups:** NGOs, community groups, and other civil society organizations are targeted to advocate for and implement sustainable urban development initiatives at the grassroots level. The project leverages media, social networks, and community events to disseminate information and engage these groups, ensuring that the benefits of the project reach a broader audience and stimulate community-led initiatives.
- **Education and Training Institutions:** Educational programs and training modules are developed to incorporate URBREATH's findings into academic curricula and professional development courses. This segment benefits from the project's research outputs to enhance educational content and provide new learning opportunities in the fields of urban sustainability and climate resilience.

The URBREATH project utilizes a comprehensive stakeholder analysis to tailor its exploitation strategies to the needs and interests of these diverse market segments. This analysis informs the development of a detailed exploitation roadmap, ensuring that each segment is approached with the most effective tools and methods for engagement. The project's exploitation plan is dynamic and adapts to changing market conditions and stakeholder feedback, ensuring that the exploitation activities remain relevant and effective throughout the project lifecycle and beyond.

By addressing these specific market segments, URBREATH ensures that its innovative solutions are not only developed but are also effectively deployed and utilized across a broad spectrum of stakeholders, enhancing urban resilience and sustainability at multiple levels.

9.1.4 Relevant Market Segments According to URBREATH's Technology Trends

The URBREATH project integrates advanced technologies to address urban sustainability and climate resilience challenges. The technology trends identified in the project focus on the application of Nature-Based Solutions (NBS), digital twins, high-resolution environmental modeling, and AI-driven analytical tools. These technologies direct the identification of specific market segments poised for significant impact and adoption of URBREATH's innovations.

- **Smart Cities and Urban Planning:** Cities adopting smart technologies are primary targets for URBREATH's digital twin and AI-driven tools. These technologies provide city planners and administrators with sophisticated tools for urban design, planning, and management, enabling dynamic and responsive urban environments that can adapt to changing climatic conditions and urban demands.
- **Environmental Management and Conservation:** Organizations focused on environmental management and conservation can leverage URBREATH's high-resolution models and simulations to better understand and mitigate the impacts of urban development on natural habitats and biodiversity. The tools developed will aid in the assessment and implementation of NBS that support ecological resilience and sustainable urban ecosystems.
- **Public Health and Safety:** Public health agencies and safety organizations can utilize the predictive capabilities of URBREATH's technologies to manage and mitigate risks associated with urban heat islands, air quality, and extreme weather events. The project's tools enable these organizations to forecast environmental conditions and deploy appropriate responses to protect public health.
- **Infrastructure and Construction:** Companies in the construction and infrastructure sectors can benefit from the project's integration of NBS into urban development. URBREATH's approach helps in designing infrastructure that is not only environmentally sustainable but also economically viable, addressing the growing demand for green building practices and materials.
- **Water Management:** Entities responsible for water management in urban areas can use the project's tools to improve water resource management, addressing issues such as storm water runoff, flooding, and water conservation. The project's NBS models provide strategies for integrating green infrastructure into urban landscapes to enhance water resilience.
- **Policy Makers and Governmental Agencies:** Governmental agencies and policy makers can apply the insights and tools developed in URBREATH to craft policies that promote sustainable urban development and climate adaptation strategies. The comprehensive data and models provided by the project support evidence-based decision making and policy formulation.
- **Education and Research:** Academic institutions and research organizations are key segments for the dissemination of URBREATH's findings. The project's advancements in NBS and urban climate resilience offer new research avenues and educational content for students and professionals in environmental science, urban planning, and related fields.

URBREATH strategically integrates these technologies to cater to the identified market segments, enhancing their capacity to respond to the challenges of urbanization and climate change. The project's exploitation strategy ensures that the developed solutions are tailored to the needs of these segments, facilitating widespread adoption and maximizing impact.

9.1.5 Partnerships Mapping and Business Models

9.1.5.1 Partnerships Mapping

The URBREATH project employs a strategic partnership mapping approach to align project outcomes with stakeholder needs, ensuring the effective exploitation of innovations. This process identifies and engages a variety of stakeholders across different sectors, establishing a foundation for collaboration and co-creation of value.

Stakeholder Engagement and Analysis: The project begins with a comprehensive stakeholder analysis to identify and categorize potential users and beneficiaries of the project results. This involves assessing stakeholders' interests, influence, and potential for adopting the innovations developed. The identified stakeholders include urban planners, public authorities, industry leaders, academic institutions, and community groups.

Feedback and Adaptation: The URBREATH project utilizes regular feedback mechanisms through workshops and consultations to adapt strategies to better meet stakeholder needs. These interactions help refine the project's deliverables and ensure they are market-ready and user-centric.

Collaborative Workshops: Dedicated workshops facilitate direct engagement with stakeholders, enhancing the relevance and applicability of project outcomes. These workshops also serve to identify and mitigate risks associated with the exploitation of results and intellectual property management.

9.1.5.2 Business Models

The URBREATH project has developed a robust business model framework to support the sustainable exploitation of project outcomes, including innovative technologies and methodologies.

Preliminary Business Model Canvas (BMC): The BMC outlines the project's value proposition, customer segments, revenue streams, and cost structures. It identifies key resources, activities, partnerships, and customer relationships essential to the project's success. The BMC is regularly updated to reflect changing market conditions and stakeholder feedback.

Exploitation Strategies: The project has defined specific exploitation strategies for each Key Exploitable Result (KER). These strategies detail how the project outcomes will be commercialized and brought to market, emphasizing the creation of sustainable value for different stakeholders.

Role of Key Partners: The URBREATH project identifies key partners responsible for leading the exploitation of specific KERs. These leaders coordinate business development activities and ensure that

the innovations reach the appropriate markets and users. Each partner contributes to the project's overall commercialization efforts, utilizing their unique expertise and networks.

Intellectual Property Management: Effective management of intellectual property rights (IPR) is central to the business model, ensuring that all innovations are protected and correctly licensed. The project's consortium agreement outlines the mechanisms for sharing and exploiting jointly developed intellectual properties among partners, securing a fair distribution of benefits from the project outcomes.

Long-Term Sustainability: URBREATH's business models are designed to ensure the longevity of project outcomes. This includes planning for post-project exploitation activities, establishing a roadmap for continued development and market penetration, and setting up mechanisms for monitoring and evaluating the impact of deployed solutions.

9.1.6 Barriers and Risks

The URBREATH project identifies and addresses various barriers and risks that could impede the successful exploitation of its results. The comprehensive analysis of these barriers involves understanding their nature, potential impact, and developing mitigation strategies to ensure the project's objectives are met without significant setbacks.

Key Barriers and Risks

- **Social and Cultural Barriers:** A major challenge includes the resistance from communities towards new urban greening and re-naturing projects, often due to a lack of awareness or perceived threats to local norms and practices. To overcome this, URBREATH will deploy extensive dissemination, education, and community engagement initiatives to increase awareness and foster positive perceptions towards project outcomes.
- **Regulatory and Policy Hurdles:** The implementation of nature-based solutions (NBS) can be hindered by existing regulatory frameworks and zoning laws that are not adapted to support such innovative interventions. URBREATH addresses this by engaging policymakers and stakeholders in dialogue to revise and adapt policies that can support the deployment of NBS. The project aims to work within and across policy environments to streamline regulatory processes.
- **Technical and Operational Challenges:** The project faces technical barriers related to the complexity of integrating advanced technologies like digital twins and simulation models into existing urban infrastructures. Addressing these requires building technical capacities among local planners and stakeholders through training programs and technical support, ensuring they can effectively use and maintain the developed tools.
- **Economic and Financial Constraints:** Cost is a significant barrier, as the adoption of URBREATH's frameworks and the implementation of NBS require substantial initial investments which may not be immediately affordable for local governments or private entities. The project plans to engage with financial institutions and investors to explore innovative financing models like green bonds or impact investing to fund these initiatives.

- **Land Use Conflicts and Ownership Issues:** Urban settings are complex, with fragmented ownership and land use patterns that can restrict the availability of suitable spaces for greening projects. URBREATH tackles this by selecting pilot sites with pre-negotiated access rights and by working collaboratively with property owners to gain buy-in and facilitate project implementation.

Mitigation Strategies

- **Engagement and Capacity Building:** Ensuring all stakeholders, including the public and local authorities, are fully engaged through workshops, training sessions, and continuous communication is crucial. This approach helps in building local capacities and securing buy-in from the early stages of the project.
- **Policy Advocacy and Regulatory Reform:** Active lobbying and advocacy efforts are needed to influence policy reforms that favor the integration of NBS into urban planning. By demonstrating the benefits through pilot projects, URBREATH aims to provide evidence-based advocacy to support policy changes.
- **Technical Assistance and Knowledge Transfer:** Developing a support framework that provides technical guidance and knowledge transfer to local planners and engineers will help overcome technical barriers. This includes the provision of detailed guidelines, best practices, and case studies derived from pilot testing.
- **Innovative Financing Models:** Exploring and establishing innovative financing mechanisms is vital. This includes partnerships with financial entities to create investment opportunities that are appealing and provide a return on investment, thus making projects financially viable in the long term.

By systematically addressing these barriers and risks, the URBREATH project enhances its capacity to achieve its exploitation goals, leading to successful urban transformations that are sustainable, inclusive, and resilient

9.1.7 Planned Sustainability Activities

The URBREATH project integrates sustainability into its core activities, focusing on long-term impacts and the continuous use of its outcomes beyond the project's duration. The planned sustainability activities are designed to ensure the enduring integration of Nature-Based Solutions (NBS) and innovative technologies across European urban landscapes. This section outlines the key sustainability strategies and measures that will be adopted throughout the project lifecycle.

- **Long-term Monitoring and Impact Assessment:** URBREATH plans to implement robust monitoring mechanisms to evaluate the effectiveness and impact of the deployed NBS and technological solutions. This includes setting up sensors and digital platforms to continuously assess environmental and social impacts. Key Performance Indicators (KPIs) will be established to measure improvements in biodiversity, water infiltration, heat island effect reduction, and community well-being.
- **Capacity Building and Knowledge Transfer:** Sustainability is furthered through extensive training programs and knowledge transfer activities aimed at urban planners, policymakers, and

local communities. These initiatives will enhance stakeholders' ability to maintain and adapt the implemented solutions according to evolving urban challenges and opportunities. This approach ensures that the competencies developed during the project remain within the communities and institutions involved.

- **Policy Integration and Advocacy** to facilitate the integration of URBREATH's outcomes into local and regional policy frameworks, the project will engage in active policy dialogue and advocacy. This includes the development of policy briefs, the organization of stakeholder workshops, and direct interactions with policymakers to encourage the adoption of supportive regulations and policies that promote sustainability and the broader application of NBS.
- **Community Engagement and Empowerment** URBREATH prioritizes community engagement and empowerment by involving local stakeholders in the planning and implementation phases of the project. By fostering ownership and active participation, the project ensures that the solutions are not only sustainable but also aligned with the needs and preferences of the local populations. Community-driven approaches help in achieving more effective and accepted outcomes.
- **Replication and Scaling:** the project aims to create scalable and replicable models of its NBS and technological solutions. To facilitate this, URBREATH will develop a detailed replication methodology that other cities and regions can adopt. This includes the creation of guidelines, toolkits, and best practices that can be adapted to different urban contexts and scaled according to specific local needs.
- **Partnerships and Collaborative Networks:** Building and maintaining strong partnerships are crucial for the sustainability of the project's impacts. URBREATH will collaborate with various stakeholders, including academic institutions, industry leaders, NGOs, and government bodies, to form a supportive network that can carry forward the project's goals. These partnerships ensure a multi-disciplinary approach to sustainability and enhance the project's reach and impact.

Through these planned sustainability activities, URBREATH aims to establish a lasting legacy that extends beyond the project's timeframe, influencing future urban development and resilience initiatives across Europe. The project's comprehensive approach to sustainability ensures that its benefits are widespread, durable, and capable of adapting to future urban challenges.

9.2 IPR Management Strategy

9.2.1 Introduction

In line with the recommendations of the grant agreement regarding the exploitation of the developed components during the course of the project and considering the relevant intellectual property (IP) legislation and rights, conducting IP-related agreements is identified as the appropriate method for allocating and protecting ownership.

To achieve this, the following aspects will be identified and examined throughout the IPR allocation process:

- The components developed as a result of the URBREATH project.
- Their management.

- Instances of joint ownership.
- Protection of the components from unauthorized use.
- Dissemination methodology.
- Exploitation strategies.

It is predicted that the IP-related agreements will likely be signed in the final stages of the project, following the actual development of the platform components. These agreements will address the accurate and appropriate allocation of IP ownership to the partners based on their contributions, while also defining the exploitation rights, royalties, strategy, and the type of IP protection (e.g., patent, trademark, etc.).

9.2.2 Definitions

To enhance the understanding of key terms related to IP management and IPR rights, the following definitions are provided:

- “Intellectual Property” is intangible property resulting from creations of the mind. It falls into 2 categories: i) industrial property, such as patents on new inventions, trademarks, designs and models, as well as service brands and protected designations of origin and ii) copyright and related rights, such as music, literature, paintings and sculptures.
- “Intellectual Property rights” are those that allow owners - creators as inventors or artists or any rights holders to decide how, when and where their creations are used and/or exploited.
- “Grant agreement” refers to the one signed and related to project - URBREATH, as it stands up to the day of conduction of this deliverable or may be amended in the future.
- “Consortium agreement” refers to the one signed by the partners of the URBREATH project, as it stands up to the day of conduction of this deliverable or may be amended in the future.

9.2.3 Intellectual property plan methodology

The first step in ensuring proper allocation of IPR involves gathering of the necessary information from the partners. Partners will be asked to provide all relevant details about the components envisaged to be developed collaboratively, including their projected ownership and development status (whether pending or completed). This information will be provided through the URBREATH IPR tracker, created in Excel form. A process to identify the key exploitable results will be following, having in mind the nature of the result – component and its exploitation value. The tool also includes detailed information on the type of license for use, related KPIs, key metrics for evaluating KER performance, a brief description, financial forecasts (expenses/revenue), and the development status of the components.

To ensure proper allocation of the IPR, partners must maintain documentation and evidence to provide necessary information regarding their participation in the development of each exploitable result. This ensures accurate IPR allocation in accordance with applicable laws and conditions. This is especially important in cases of joint ownership or potential conflicts during the allocation process.

After collecting input from the partners, we will be able to identify any conflicts between partners regarding IPR allocation. If such issues arise, the authorized partner will seek more detailed information about the related exploitable result, arrange meetings and calls between the involved partners and the project coordinator, and consult any other relevant bodies as necessary to ensure the conflict is resolved. The process of identifying, defining, and allocating the exploitable results will continue until

the end of the URBREATH project, with DBC carrying out all necessary procedures to ensure proper IPR allocation.

Additionally, if employees of any partner, other personnel, or third parties are entitled to claim rights on the exploitable results, the partner must ensure that a relevant agreement has been made so the partner can fulfill its contractual obligations. In such cases, the authorized partners responsible for IPR allocation must be informed to take any necessary additional actions.

Finally, if any conflicts are avoided or resolved through the actions of the competent partners, the allocation of IPR will be formalized through the drafting of IPR agreements.

9.2.4 Knowledge management framework

Besides collecting the necessary information, the following sections address the identification of the appropriate legal framework for protecting the project's key exploitable results, providing detailed information on topics such as:

- Access rights to the aforementioned key exploitable results,
- Ownership of the key exploitable results,
- Cases of joint ownership,
- Methods for transferring ownership,
- Protection of the key exploitable results,
- Exploitation of the results, and
- Related publications.

9.2.5 Measures for project results' protection

The development of the exploitable results is the primary goal of the project, and a factor that must be safeguarded through the implementation of legal measures that ensure the proper and effective protection of the IPR. Consequently, we have identified the appropriate legal requirements that need to be implemented for the URBREATH project to ensure the IPR of the partners developing the exploitable results is properly protected.

9.2.6 Patent

One applicable protection measure is a patent. Patents are exclusive rights granted for a new technical invention, giving the owner the legal right to exclude others from producing, using, or selling the invention for a certain period in exchange for publishing an enabling disclosure of the invention. A patent holder can grant a license to someone who wants to produce copies of the invention in return for a fee (or royalty), thereby obtaining a return on their investment.

The patent application and acquisition process involves specific procedures. Applications can be submitted to either national or regional patent offices (such as the European Patent Office (EPO)), with the geographical scope of the invention's protection determining the choice of the appropriate regional authority. However, an application for a European Patent at the EPO still requires validation at national offices to benefit from protection.

A patent applicant must provide the competent office with all the necessary information in a sufficient, clear, and complete manner so that a person skilled in the art can carry out the invention (known as "patent claims"). The term of a patent is 20 years from the date of filing the application. A standard

essential patent (SEP) is a patent that is essential for implementing a specific industry standard or technical solution.

To obtain a patent through the European patent granting procedure, the following steps must be followed:

Filing the Application: A European patent application includes a request for grant, a description of the invention, claims, drawings (if any), and an abstract. It can be filed in English, German, or French without translation and can be submitted either electronically or on paper. The initial fee must be paid within one month of filing.

Assessment of Application: The applicant undergoes an assessment to ensure all necessary information and documentation have been provided, enabling the application to receive a filing date. Key factors in this assessment include the identification of the applicant and a detailed description of the invention.

European Search Report: After successful filing, a European search report is prepared, listing all relevant documents available to the Office for assessing novelty and inventive step. This report is based on the patent claims, description, and any drawings. It is then sent to the applicant along with cited documents and an initial opinion on whether the claimed invention and application meet the requirements of the European Patent Convention.

Publication of the Application: The application is published by the European Patent Office 18 months after the filing date. Early publication may be requested. This step ensures that potential customers, investors, or third parties are informed about the pending application.

- **Examination for Patent Grant:** During this stage, the EPO assesses whether a patent can be granted based on available information and any objections filed. If objections cannot be overcome, the application is refused, and the applicant can appeal this decision.
- **Grant of Patent:** If the examining division determines that a patent can be granted, it issues a decision to that effect. Publication in the European Patent Bulletin follows once translations of the claims are filed, and the grant and publication fees are paid. The granted European patent comprises individual national patents and takes effect on the date of publication.
- **Validation and Enforcement:** After publication, the patent must be validated in each designated state within a specific time frame to maintain its protective effect and enforceability against infringers. In some contracting states, the patent owner may need to provide a translation of the specification in an official language of the national patent office and pay fees by a specified date according to relevant national laws.
- **Opposition Proceedings:** Third parties, typically competitors, can oppose a granted European patent if they believe it should not have been granted, usually within nine months of publication in the European Patent Bulletin. Oppositions are handled by opposition divisions, typically comprising three examiners.
- **Revocation or Limitation:** Patent proprietors may initiate revocation or limitation proceedings after the grant of the patent. A decision to revoke or limit the European patent is published in the European Patent Bulletin and applies retroactively to all contracting states where the patent was granted.
- **Appeals:** Decisions of the EPO, such as refusals or oppositions, can be appealed. Appeals are heard by independent boards of appeal, and in some cases, a petition for review may be filed with the Enlarged Board of Appeal.

9.2.7 Copyright

Copyright is a form of intellectual property that grants exclusive rights to a developer, author, or creator to reproduce, license, and otherwise utilize a creative work in literary, artistic, educational, or musical forms. It aims to safeguard the original expression of an idea presented in a creative work, rather than the idea itself. The prerequisite of originality means that a work must reflect the author's unique personality, showcasing their creative choices and intellectual effort. Unlike patents and trademarks, copyright protection is inherent and does not require specific governmental approval. It's important to note that copyright laws vary by jurisdiction, leading to territorial protection. Consequently, protection in one region or country does not automatically extend globally. In Europe, copyright protection lasts for the duration of the author's life, plus an additional 70 years after their death.

9.2.8 Trademark

A trademark is a distinctive symbol, phrase, word, or image that signifies a specific product and sets it apart from others in its category. It serves as a clear identifier of a product's origin, indicating ownership of the brand by a particular company. Trademarks can take various forms, including words, logos, designs, or a combination thereof, and they are essential indicators of business identity.

Trademark owners have the right to prevent others from using identical or similar signs for goods or services that could lead to confusion among consumers. Similar to patents, trademarks typically require registration with national or regional offices. The location of registration determines the geographical extent of protection for the trademark.

The process to register a trademark in the EU involves several steps: i. Conducting a trademark search to ensure no similar marks are already registered in the EU. ii. Filing a trademark application if no similar registration is found. iii. Providing any additional information requested by the European Union Intellectual Property Office (EUIPO) promptly. iv. If the application is successful, the trademark will be published in the EU Trademark Bulletin. v. Final approval of the trademark by the EUIPO if no oppositions are filed.

Once registered, a trademark in the EU is valid for 10 years from the date of issuance. To maintain trademark rights, renewal is required every 10 years.

9.2.9 Trade secrets

Trade secrets encompass a wide array of confidential information and expertise that may not be suitable for, or adequately protected by, patents. This includes early-stage innovations, proprietary manufacturing processes, and lists of suppliers and clients. One effective method for safeguarding trade secrets is through the use of Non-Disclosure Agreements (NDAs), which establish rights and responsibilities for parties involved and provide recourse for breaches of confidentiality.

For information to qualify as a trade secret and merit protection, it must meet the following criteria:

- The information should not be readily accessible to the public or experts in the relevant field.
- The information holds commercial value.
- Measures must be taken to maintain the secrecy of the information, including the implementation of non-disclosure agreements with individuals granted access to it in any capacity.

10 Conclusions

This deliverable is part of WP8 “Impact creation and exploitation” and provides information regarding URBREATH’s dissemination, communication and sustainability strategy. The report presents an overview of the targeted audiences and identifies the tactics that will be used to communicate and disseminate the project’s results. In addition, an overview of the sustainability plan is provided together with a description of the key exploitable results of the project and an analysis of risks and issues related to sustainability and the foreseen activities. Moreover, relevant journals, events, magazines and websites that are found suitable for presenting the project and promoting its goals, as well as other EU research projects and initiatives related to URBREATH, are listed. All these aspects are essential for the impact of project results and ensuring that the whole consortium will endeavour to make third parties aware of project outcomes. The proposed dissemination and communication actions will be continuously monitored and accordingly updated. This deliverable provides an overview of what is known and planned at the time of writing this document.