

DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN

D9.2



WeGenerate

PEOPLE-CENTRIC SUSTAINABLE NEIGHBOURHOODS



Co-funded by
the European Union

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EXECUTIVE SUMMARY

This deliverable presents the revised Dissemination, Exploitation and Communication Plan of WeGenerate – Co-creating people-centric sustainable neighbourhoods through urban regeneration, a four-year Horizon Europe Innovation Action supporting local governments and communities in four Demo Cities – Bucharest, Cascais, Cesena and Tampere – as they implement sustainable, low-carbon, inclusive and people-centred urban regeneration processes.

The document corresponds to Deliverable D9.2.1 under Work Package 9 (WP9) – Dissemination, Communication and Outreach. It serves as a strategic and operational framework for the planning, implementation, monitoring and continuous improvement of the project's communication, dissemination and exploitation activities. The plan provides guidance to all consortium partners on how to communicate project objectives, activities, results and impacts to relevant stakeholder groups at local, national and European levels, while ensuring consistency of messages, visual identity and communication practices across the consortium.

Building upon the principles and strategic framework established in the Grant Agreement (Part B), this revised version further develops and operationalises the project's dissemination, communication and exploitation approach. In particular, the document provides additional detail on communication and knowledge exchange flows, target audience segmentation, dissemination and communication activities, exploitation routes, transferability and replication mechanisms, and monitoring and evaluation procedures. These updates aim to strengthen the effectiveness, coherence and long-term impact of WeGenerate's outreach, knowledge-sharing and exploitation efforts throughout the remainder of the project and beyond its completion.

INTRODUCTION

This revised version of the Communication, Dissemination and Exploitation Plan builds upon the principles and strategic framework established in the Grant Agreement (Part B) and further develops them based on the experience gained during the implementation of the project to date. The document updates and operationalises the communication, dissemination and exploitation activities of the consortium, providing greater detail on target audiences, communication flows, dissemination activities, exploitation routes and monitoring mechanisms for the remainder of the project duration.

WeGenerate is an Innovation Action designed to fully address the topic HORIZON-CL5-2022-D4-02-02 'Solutions for the sustainable, resilient, inclusive and accessible regeneration of neighbourhoods enabling low carbon footprint lifestyles and businesses (Built4People)'.

The project seeks to infuse the elements of people and co-creation in the urban regeneration processes. It fully embraces the paradigm shift from building for the people to building with the people. We – cities, citizens, communities, businesses, researchers, and practitioners – take ownership of the urban regeneration processes and co-create together sustainable, resilient, people-centric, inclusive, accessible, and beautiful neighbourhoods.

WeGenerate is about the stories of four neighbourhoods and their communities located in different parts of Europe. Although they are at different stages of development and are facing different challenges, they share the same vision of positive change. WeGenerate will help them to reinvent themselves and in the process find new values and opportunities.

The project runs from **01/11/2023 to 31/10/2027** with a budget of **EUR 8 099 347,50** and includes 21 main stakeholders comprising 20 from 8 EU partner countries.

1. Dissemination and Communication Plan

The main objective of this deliverable is to steer the dissemination and communication activities during the WeGenerate project lifetime, ensuring that the actions, results and outcomes of the project reach the targeted audience. Also, that they cover the project's overall objectives and are within the allocated budget.

This chapter specifies the communication objectives the project should reach throughout its duration and beyond October 2027, to mainstream findings (i.e. exploited results). Achieving these objectives will further enable the sustainability of the project in the long-term. To accomplish this, we establish target audiences, key messages, communication channels, tools, and timelines for both internal and external consortium communication and dissemination.

Our communication strategy will involve several key steps to ensure effective planning, implementation, and evaluation, described below.

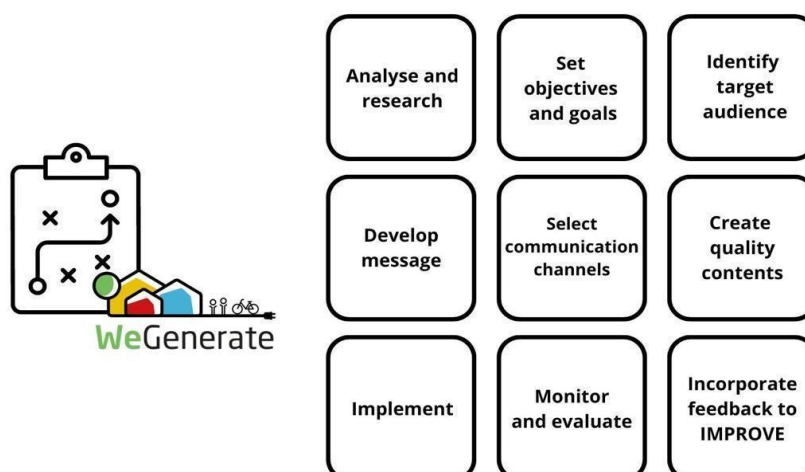


Figure 1 – Components of the Communication Plan

1.1. Analysis and research

This initial step involves understanding the project's objectives, target audience, stakeholders, and the broader context in which communication will occur. Conducting research, including audience analysis and market research, helps identify communication needs, preferences, and potential barriers.

The overall objective is promoting awareness and understanding while involving stakeholders to respond to the project challenges around sustainable and inclusive urban regeneration.

This requires a balanced approach that integrates social, economic, and environmental goals and, particularly, understanding local needs. That includes recognising local/national initiatives, policies and funding incentives, as well as technical assistance, collaboration and learning together through tailored capacity building. None is achievable without empowering communities to take ownership of the urban regeneration process and co-creation of neighbourhoods. This assessment will establish the network and define the target audience, the assessment of challenges and key messages and channels for communication.

1.2. Setting objectives and goals

Based on the analysis, clear and measurable communication objectives and goals will be established. These objectives should align with the project's overall goals and outline what the communication efforts aim to achieve.

Effectiveness and transparency in communication is essential for inclusivity and community engagement. Accordingly, several objectives and goals should be seized:

- **Awareness and understanding** – The objective is to increase public awareness and understanding of the benefits and processes involved in urban regeneration as those adopted by the project demo cities, measured through established activities and information campaigns.
- **Stakeholder engagement** – The objective is to enhance stakeholder engagement throughout the project lifecycle with the goal of securing the participation of at least information and consultation processes.
- **Transparency and accountability** – Maintain high levels of transparency regarding the project activities, progress and value of regeneration models through bi-annual newsletters, publications, regular social media posts, videos, press releases, events and constant highlights in the project website.
- **Promotional campaigns** – Conduct effective promotional campaigns revolving around WeGenerate main results and activities to highlight the progress and successes of regeneration efforts, whilst building consensus among the community for compromise and support to regeneration initiatives.

- **Accessibility and inclusivity** – Ensure all communication is accessible and inclusive, respecting cultural and linguistic diversity with the goal of featuring messages to specific local needs and targeted audiences, conveyed through the selected and most effective channels for communication.

1.3. Target audience identification

Identifying and understanding the proxy and EU-wide target audience is crucial for tailoring messages and selecting appropriate communication channels.

A diverse range of stakeholders has specific interests and roles in urban and people-centric regeneration processes. WeGenerate will consider the following key audience segments:

Target audience	Geographic scope	Examples	Purpose of engagement	Call to action
Local communities and citizens	Demo Cities and Fellow Cities	Residents, neighbourhood associations, local businesses, schools	Raise awareness and encourage participation in regeneration activities	Participate in co-creation activities, events and consultations
Local policy makers	Demo Cities and Fellow Cities	Municipal councils, urban planning departments, energy agencies	Promote adoption of WeGenerate approaches	Integrate project findings into local regeneration strategies
National policy makers	Portugal, Italy, Finland, Romania, Czech Republic, Greece, Spain and other countries represented in the consortium	Ministries, national energy agencies, urban development authorities	Support policy uptake and replication	Consider WeGenerate recommendations in future policies and programmes
European policy actors	EU level	Cities Mission, DUT Partnership, NEB Community, Eurocities, EUKN, Covenant of Mayors	Mainstream project outcomes	Reference and promote WeGenerate methodologies and policy recommendations

Research community	European and international	Universities, research centres, Horizon Europe projects	Disseminate scientific knowledge	Use and build upon project results
Industry and service providers	European	Energy providers, mobility operators, technology providers, urban consultancies	Promote uptake of solutions	Assess deployment and commercial opportunities
Investors and financing bodies	European and national	EIB, national development banks, impact investors	Demonstrate investment value	Explore financing opportunities for urban regeneration initiatives
Media	Local, national and European	Local newspapers, specialised media, EURACTIV, POLITICO Europe	Increase visibility	Cover project activities and outcomes

Table 1 – Target Audiences, Engagement Objectives and Calls to Action

1.4. Communication and Knowledge Exchange Flows

To maximise the impact of WeGenerate and ensure an effective transfer of knowledge among all relevant stakeholders, the project's dissemination, communication and exploitation activities are based on a set of interconnected communication and knowledge exchange flows. These flows reflect the collaborative nature of the project and support the transfer of knowledge, experiences, lessons learned and results among cities, communities, stakeholders and wider European audiences.

The WeGenerate Dissemination, Communication and Exploitation Strategy is grounded on dynamic interactions between stakeholders involved in the project and organised around the concept of "Interaction Bubbles". These communication flows support both the implementation of project activities and the wider uptake, replication and exploitation of project results.

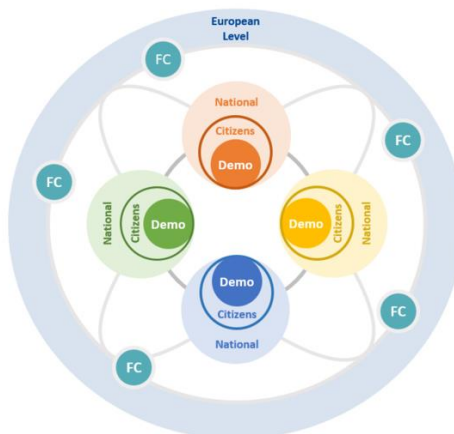


Figure 2 – WeGenerate ‘Interaction Bubbles’ Communication Flow

The **first communication flow takes place between the four Demo Cities** through a structured process of peer-to-peer knowledge exchange. Through workshops, study visits, collaboration activities and the support provided by the WP2 Innovation Hub, the Demo Cities exchange experiences, identify common barriers and enablers, and jointly develop approaches for sustainable, inclusive and people-centric neighbourhood regeneration. This continuous exchange contributes to the creation of a common pool of knowledge that supports the development of project outputs, policy recommendations, replication activities and communication materials.

The **second communication flow takes place between the Demo Cities and their citizens, local communities and other local stakeholders**. Communication activities at local level aim to raise awareness of the urban regeneration processes being implemented, promote participation in co-creation activities and strengthen community ownership of the proposed solutions. Particular attention is given to ensuring that communication activities reach diverse groups within the communities, including vulnerable and underrepresented stakeholders, contributing to the project's objectives of inclusiveness and social innovation.

The **third communication flow connects the Demo Cities with national stakeholders**, including public authorities, governmental bodies, professional associations, funding organisations, sectoral networks and other organisations with an interest in sustainable urban regeneration. Through targeted dissemination activities, workshops, events and networking actions, WeGenerate seeks to increase awareness of project results, facilitate knowledge transfer and encourage the integration of project findings into relevant policies, strategies and programmes at national level.

The **fourth communication flow links the Demo Cities and the Fellow Cities** participating in the project. Through study visits, knowledge exchange workshops, coaching activities and the development of Replication Roadmaps, the Fellow Cities are supported in understanding, adapting and applying the WeGenerate approach within their own local contexts. This communication flow plays a central role in the project's transferability and replication strategy and contributes to extending the impact of WeGenerate beyond the original demonstration sites.

Building upon these four communication flows, **WeGenerate also promotes a broader European-level dissemination and exploitation dimension**. Project results, lessons learned and policy recommendations are communicated through European networks, communities of practice, research and innovation platforms, policy dialogues, scientific publications and participation in major European events. Through these activities, the project seeks to contribute to European policy developments, support the replication of successful approaches and facilitate the uptake and exploitation of project results by cities, organisations, researchers, practitioners and market actors across Europe.

Together, these communication and knowledge exchange flows provide the framework through which WeGenerate promotes awareness, engagement, replication, policy uptake and long-term exploitation of its results, ensuring that project outcomes generate impact both during and beyond the project lifetime.

1.5. Message development

We will create compelling and relevant messages to effectively communicate with our target audience. Messages should be clear, concise, audience-centric, and aligned with the project's objectives. Tailoring messages to different audience segments may be necessary to maximise impact.

To better communicate, some guidelines and approaches are to be followed when conveying messages:

- **Clear, simple and easy to understand** - the language should be appropriate for the target groups.
- **Tailored to target groups** - it is very important to carefully consider what each stakeholder group would need to know about the project.
- **Provide correct and relevant information** – explain achievements, solutions or impact within target groups in order to attract interest of target audiences.

- Be creative and get into the mindset of each target group – combining information and graphic appeal
- Select the right moments, means and format to maximise outreach and impact
- **Encourage involvement and ownership** – build a unique reputation and generate trust for the adoption of outcomes during and beyond the end of the project.

Moreover, the preparation of materials and messages follow the path of outputs and relevance of wanted or needed impacts for the involved demo cities, their followers and other regions and audiences across the European Union.

Preliminary messages to be further developed include:

- Regenerating neighbourhoods for and with people
- Together we re-generate cities
- People-centric approaches can drive urban regeneration
- We re-generate thriving and sustainable neighbourhoods

The further establishment of emblematic messages from the project is yet to be discussed and fine-tuned with all partners from the WeGenerate consortium.

1.6. Channel selection and planning

Choosing the right communication channels is critical for reaching the target audience effectively. This step involves selecting a mix of channels, including traditional media, digital platforms, and social media.

Having identified the main aspects of communication and dissemination and defined the target groups in the previous sections, it is important that the implementation plan is in tandem with main phases of WeGenerate implementation progression. These are highlighted below:

- **Awareness-related phase:** This phase starts from the beginning of the project and runs up to its completion. It aims to raise awareness about the project, its objectives and activities. This phase focuses on communicating broadly to all audience groups the activities, initiatives, materials and tools under preparation that can be useful to the wider community (local, national or EU-wide). It is a way to catch and raise interest from stakeholders, developing storylines to further foster recognition of replication potential and/or exploitation. Campaigns are designed to enhance the reach out of outcomes.

This phase includes, among other Press Releases, Newsletters, infographics (i.e., factsheets), videos, social media posts, events and presentations (i.e., technical or scientific papers).

- **Output and Exploitation-related phase:** This phase starts with the release of the first outputs. Partners will be communicating tangible results and success stories to the public, local communities, businesses, civic groups, funders and sponsors, academia, local media and local and institutional policy players. Each target group will be approached using different channels, messages and timings (matching scheduled outputs/deliverables and milestones).

The project deliverables will be published on the website (see list of public deliverables in Annex 1) while materials, tools and general results, will be conveyed to relevant stakeholders mainly in the 'Interaction Bubbles'. The purpose is sharing success stories and best practices while harnessing collective power for sustained positive behaviour. The partnership will promote bridging with other initiatives and projects (i.e., Driving Urban Transitions Partnership, Re-Value, DivAirCity, Open, NetZeroCities, STARDUST) and disseminate or promote initiatives in tandem with EU policy developments that align with the subjects of the project (i.e., sustainable neighbourhoods, urban regeneration, social innovation, green energy, mobility, digitalisation, smart cities). WeGenerate will also exploit outcomes contributing to Key Policy Priorities, Horizon Europe Missions (i.e., Adaptation to Climate Change, Climate Neutral and smart Cities) or the New European Bauhaus.

1.7. Content creation and distribution

Creating high-quality content that aligns with the project's objectives and resonates with the target audience is essential. Content may include written materials, visuals, videos, and interactive elements, such as online events. Effective distribution strategies ensure that content reaches the intended audience through selected channels at the right time.

Content types can be strategically used to address different aspects of the urban regeneration process, from initial awareness and education to ongoing engagement and feedback gathering. Some examples of tailored content that are considered are as follows:

- Digital brochures and infographics outlining the project details, anticipating benefits, that can be easily understood and accessed by different stakeholders, enhancing transparency and understanding
- Social media campaigns featuring "behind-the-scenes" content, progress updates, and spotlight features on local community benefits and improvements to keep the community informed, engaged, and supportive of the project's progress. Campaigns are aligned with

Demo cities strands of work and local social media measures (i.e., Urban WeGenerate Pathways) as well as with different outcomes (i.e., Urban WeGenerate Guidance Package, Urban WeGenerate Solution Booklet, Social innovation Cookbook)

- Video contents featuring testimonials from community members, planners, and local businesses. Include stories of anticipated and realised benefits of urban regeneration plans and achievements. This helps humanise the project and build emotional connections by showing real people and their expectations or experiences, fostering community support and enthusiasm.
- Email flash information and newsletters – sent to a stakeholders database and subscription list that includes updates, upcoming events, and ways to get involved with the project. This generates a direct line of communication with interested parties, ensuring they stay informed and connected with the project's developments.

1.8. Implementation

Executing the communication plan involves putting the strategy into action. This includes scheduling activities, managing resources, coordinating partners, and monitoring progress to ensure that communication efforts are on track.

In designing the project, all partners were made part of the Dissemination and Communication activities to ensure maximum impact of the activities foreseen.

Therefore, all partners have a role and responsibility, either passive or active, in disseminating and communicating the outcomes under their responsibility and aiding in sharing all published information on the project.

The Communication and Dissemination (WP9) lead partner, EUPPY, will guide in the production of communication and dissemination materials, content and timing, and on the graphic or animated production. EIT UM and ICLEI will contribute to the tasks under WP9. Each partner, group of partners and WP leaders have the responsibility to timely inform on materials to be disseminated and establish with the WP9 leader the content of messages to convey.

Partners are also requested to actively promote and participate at relevant events to disseminate the project and need to communicate and provide evidence for further reporting.

More specifically, the share of responsibilities is as follows:

Task	Lead	Participants	More information / subtasks
T9.1: Dissemination and Communication Plan	EUPPY	EIT UM, ICLEI	In collaboration with WP8, this task will prepare the Dissemination, Exploitation and Communication Plan, to ensure that relevant, accurate, and consistent information reaches the targeted stakeholders and audiences. Specific gender-targeted consultation and awareness campaigns will be planned. The Communication Plan will provide a framework to manage and coordinate a wide variety of communication and dissemination activities that take place during the project. It will define: a) the targeted audiences; b) the promotional materials and communication channels to be used; c) the key information and messages to be disseminated; d) the distribution of responsibilities between partners; e) the frequency of the communication and f) a roadmap of the actions and events to be carried out throughout the project.
T9.2: Communication Toolset	EUPPY	All partners	This task includes: • Setup and design of the project identity and all promotional materials. The official project website and all relevant Social Media accounts and channels will be developed and managed throughout the project. • Project website shall include sections on the project's objectives, consortium, Demo/Fellow Cities, newsletters, a press corner and deliverables. Results will be highlighted in factsheets and all promotional materials will be downloadable. A dedicated page will include details of all events related to the project. • Social Media channels will be selected as part of the Communication Plan and might include platforms such as LinkedIn, Twitter and YouTube. Other innovative channels such as thematic blogs, video competition, live camera, etc. will be explored.

			• A repository of relevant projects, initiatives, and networks will be created for content dissemination. A database will be managed and updated to facilitate direct communication to target groups. The connection to them will be established through consortium partners in order to maximise the project outreach. • Dissemination and communication at European level (e.g., to policy makers and policy interest groups) will be coordinated with T9.4 and T9.5. • The content to be published will be prepared in coordination with all partners, it will be tailored and communicated to specific target groups. Translation of materials will be done based on the demand and with the support of partners to facilitate dissemination and communication at the local and national level (T9.3). • Key KPIs will be defined and monitored to assess the Communication Plan, these KPIs may include number of unique users and rate of new visitors of the project website, total number of subscribers/followers and total number of interactions (likes, shares, comments, etc.) in the social media channels.
T9.3: Supporting Local and National Communication	EUPPY	ICLEI, EIT UM, Demo Local Circles	This task coordinates and supports the local and national communication and dissemination activities of the four Demo Cities, and their communication with respective national institutions and organisations. In coordination with WP8, templates and methodologies will be provided for local partners to engage with citizens and relevant local and national stakeholders. Locally, these may include local awareness campaigns, press releases, events, roadshows, etc. Nationally, these may include site visits, workshops with relevant national institutions and/or fellow cities, presentations at national events, articles in national media, etc. Press kits and promotional materials (including short videos) will be developed. Promotional materials can be provided for

			translation into the local languages of the Demo Cities on demand. Local and national communication and dissemination activities will be tracked and monitored as part of this task.
T9.4: Events and Platforms	ICLEI	FRHF, EIT UM, EUPPY, LNEG, UNIBO, UTCB, VTT, NOVA SBE, CRES, IREC, CVUT, RM3, NTNU	Project partners will magnify the international outreach of the project by participating in events organised for this purpose and also by leveraging other external events and platforms partners have access to. T9.4.1. Organise two European Policy Dialogue Roundtables to increase the uptake of the policy recommendations developed by the project (T9.5.1) and to ensure vertical outreach with local, national, and European level policy makers. (M36, M46) T9.4.2. Deliver presentations based on the project outcomes at relevant European conferences, channelled via project partners involved in their organisation (e.g., European Sustainable Cities & Towns Conference, Urban Future, Smart Cities Expo, CITIES conference, European Week of Regions and Cities) (M6-M46) T9.4.3. Participate in the outreach, dissemination and communication activities organised by relevant European initiatives and platforms, to ensure outreach with other city ecosystems and communities of practice, such as the Cities Mission (NZC, Re-Value, Up2030), DUT Driving Urban Transitions and NEB communities (M1-M48) T9.4.4. Organize the WeGenerate Final Conference to showcase the results achieved by the project (possibly as part of the established conference series 'Informed Cities') (M48)
T9.5: Thematic Case Studies and Policy Recommendations	ICLEI	FRHF, EIT UM, EUPPY, LNEG, UNIBO, UTCB, VTT, NOVA SBE, CRES, IREC, CVUT,	This task builds upon the project's findings to inform policy dialogues and wider communities of practice at European level. The outputs of this task will be disseminated via the project's website, social media channels, newsletters, and other external communication channels, as well as at the events and through the platforms described in T9.4. T9.5.1. Author five Policy Papers, targeting different policy arenas and related audiences (e.g., finance, building industry, EU policy, local

		RM3, NTNU	policy, national policy, etc.). These papers will highlight the relevance of project results to EU policy processes (e.g., EU Cities Mission, New EU Urban Agenda, New European Bauhaus, Clean Energy Package, Renewable Energy Directive, EU Cohesion Policy, NextGenerationEU, Urban Mobility Framework, and Smart and Sustainable Mobility Strategy). T9.5.2 Write four Thematic Case Studies summarising the key findings across all four Demo Cities (WP3-WP6) for each Solution Cluster (WP2), targeting practitioners working in relevant domains.
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Table 2 – COMMUNICATION SHARED RESPONSIBILITIES

1.9. Monitoring and evaluation

Regular monitoring and evaluation help assess the effectiveness of communication efforts and identify areas for improvement. Key performance indicators (KPIs) aligned with communication objectives are tracked, and feedback from the audience is collected to inform adjustments and optimise future communication activities.

To monitor and measure the quantity and efficiency of the project's dissemination and communication activities, performance metrics will support the evaluation of the communication activities. The listed **key performance indicators** will be considered:

Tools/Channels	Key Performance Indicator	Target value (end of project)
Project website	Number of visitors Number of new visitors Number of page views Origin of visitors	An average of 500 per month
Newsletters	Number of subscribers Number of subscribers opening the newsletter email Number of newsletters released	1000 More than 50% 8
Social Media channels (Facebook, X-Twitter, LinkedIn and YouTube)	Number of posts published	More than 300 in each platform
	Number of posts shared	More than 3.5%
	Number of followers	More than 1000 on LinkedIn
	Number of YouTube subscribers	More than 150
	Number of YouTube video views	50 per video
Press releases	Number	At least 15

Events	Number of events organised Number of participants in project's events	TBD
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Table 3 – KEY PERFORMANCE INDICATORS

1.10. Feedback and adaptation

Incorporating feedback from stakeholders and the audience is essential for refining the communication strategy and ensuring its relevance and effectiveness over time. Flexibility and adaptability are key as communication needs and circumstances may change throughout the project lifecycle.

Effective communication not only involves disseminating information but also engaging in a two-way dialogue with stakeholders. Therefore, collecting and integrating feedback is crucial for ensuring that communication strategies remain relevant and effective over time. This approach not only helps enhance the project outcomes but also builds a strong foundation of trust and cooperation by and among the partnership.

- Feedback channels will be considered to gather views from stakeholders. These will be reactions during events, discussions in specific working groups, both external and internal to the consortium, and through the project communication channels
- Data analysis will support adaptation, for example: revise the network of contacts considering the dynamics of stakeholder groups, or adjust the dissemination and communication plan based on feedback,
- Keep regular monitoring and evaluation of the performance metrics and conduct review of communication measures against effectiveness and impact.

By following these main steps, we intend to develop and implement a communication strategy that effectively engages stakeholders, fosters support, and drives positive outcomes for the project.

2. Tools for Dissemination and Communication

2.1. Visual identity

The design of the project visual was developed at the very early stage, taking into consideration its overall concept and its target audience.

The main element of the project's identity is its logo, which will always be displayed in all official publications.

The logo is available in different colour variations. There are also logo variants allowing it to be on top of dark backgrounds.



Figure 3 – WeGenerate LOGO VARIANTS

There are also **very important requirements** in what regards the public display of the project materials: it is mandatory that all beneficiaries, managing authorities and implementing partners display prominently the EU emblem and funding statement **on all the communication materials, dissemination activities and any equipment, infrastructure, vehicle, supply or result** financed by the grant.

The following emblem is applicable to WeGenerate:



Figure 4 – EU EMBLEM AND FUNDING STATEMENT

In addition, all official project documents must indicate the following disclaimer: “Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.”

On [this page](#) beneficiaries of EU funding can download ready-to-use EU funding emblems to comply with the visibility requirements. There are several variants of the emblem.

2.2. WeGenerate Logo Colour Codes

WeGenerate colour palette follows the colour codes below:



Figure 5 – WeGenerate COLOUR PALETTE

2.3. WeGenerate Fonts

The recommended fonts for WeGenerate are Calibri (body text) and Calibri Light (titles).

2.4. Official Website

The WeGenerate official website provides general information about the project and is one of the main sources available for stakeholders' interaction, engagement and scrutiny.

The website was designed at the early stages of the project and put online, following schedule, by the end of January 2024. It is stored at <https://wegenerate.eu/>. It will be updated according to the evolution, developments and needs of the project.

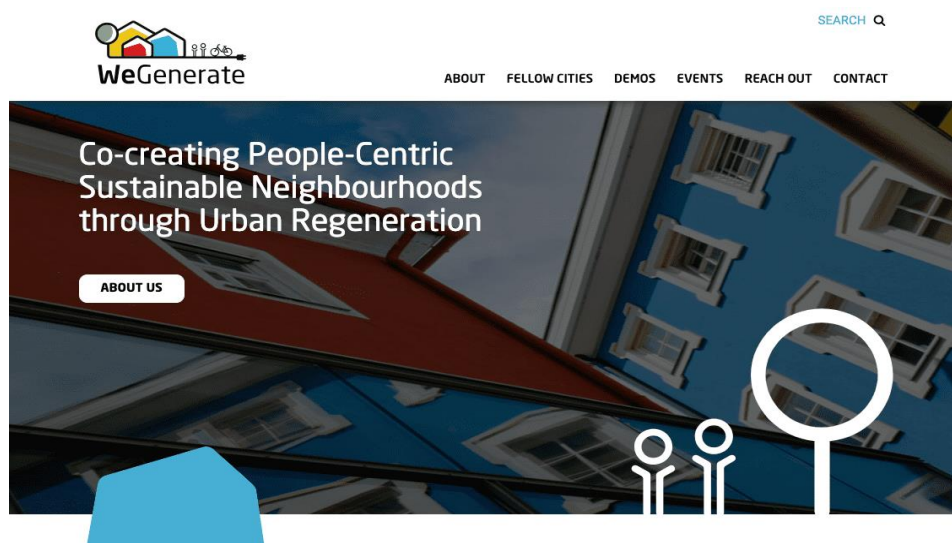


Figure 6 – WeGenerate HOMEPAGE

The following main sections compose the website

- **Home** – There is a background picture with the colours of the project's logo and short sentences about the project. The latest three published news are on display. A horizontal website menu on the top leads to further information. This menu, together with the footer providing links to social media and to the project's newsletter subscription are available in all website pages.
- **About** – This section provides a short **description of the project**, as well as its main **objectives**. It is followed by a table with the **public results** that are expected throughout the project's duration. This table will be updated whenever each result is released. In the end, all project **partners** are listed through the display of their logos and a description about each partner and link to their website are available (text box opens when a logo is clicked on).
- **Fellow Cities** – This section's first purpose is to store the main information on the Call for Fellow Cities. It provides an infographic about the call, the terms of reference and the link to the application form. In the future, this section will store information about the Fellow Cities' urban regeneration challenges and stories. There is also a map with the location of the four Demo Cities that be updated with the location of the Fellow Cities with different location pins.
- **Demos** – This section contains information about the four demo cities and their objectives within the project.
- **Events** – This section will display the events organised by the project. There will be event boxes with a short description of the event, its agenda, its speakers and a link

to registration. After the event, presentations of speakers will be made available through the same box.

- **What's New** – This section displays the **news**, the **publications** (public deliverables and other documents) and the **newsletters**.

2.5. Social Media

WeGenerate has a [Facebook page](#), a [X-Twitter account](#), a LinkedIn [Page](#) and a [YouTube channel](#).

Using these platforms to disseminate ongoing work and results of the project serves multiple purposes, primarily revolving around outreach, engagement, and networking.

Facebook, with its extensive user base and diverse demographics, allows to reach a broad audience, including communities' members and other stakeholders. Here, project updates, milestones, and community events can be shared to foster transparency and inclusivity. For instance, regular posts can highlight the project's progress updates such as the completion of a new public space or the launch of a community survey to gather feedback on proposed developments.

X-Twitter's fast-paced nature and concise format make is appropriate for sharing quick updates, news, and engaging with a wider audience through hashtags and retweets. Tweets can showcase visual progress updates such as before-and-after photos of revitalised neighbourhoods or share relevant articles and resources from urban regeneration experts.

LinkedIn offers the opportunity to connect with key stakeholders, policymakers, urban planners, and potential funders interested in urban regeneration projects. Here, project updates can be shared focusing on the project's impact, partnerships, and success stories. For example, LinkedIn articles can delve into the project's innovative approaches to sustainability or highlight collaborations with local businesses to support economic revitalization efforts. Additionally, sharing success stories of community members who have benefited from the project can add a human touch and inspire further engagement.

The project follows all project partners in these three platforms and will be followed back by them. Partners commit to share the project's social media publications in their own accounts, thus providing more visibility to ongoing work and results.

YouTube, as a dynamic platform for visual storytelling, education, and community engagement, will be used by WeGenerate to showcase the impact of its initiatives through

informative videos. Additionally, YouTube offers the opportunity to host livestream (and store) webinars and panel discussions, enabling real-time interaction with stakeholders and experts.

Platform	Link	Project's handle
Facebook	https://www.facebook.com/profile.php?id=61554196284360	@WeGenerate
X -Twitter	https://twitter.com/WGenerate32584	@WeGenerate_EU
LinkedIn	https://www.linkedin.com/company/people-centric-sustainable-neighbourhoods/	@WeGenerate
YouTube	https://www.youtube.com/channel/UCCfm6FtuRenYGfpcgrVWN7w	@WeGenerate-PCSN

Table 4 – WeGenerate SOCIAL MEDIA PLATFORMS

2.6. Repository of tools

The project provides a location for storage of files: a documentation repository – an [official repository](#) for the project related files. In this location, there is a [Communication Toolset](#) containing templates for meeting agendas, meeting minutes, monthly reports, single page, PPT presentations, press releases and deliverables (reports). A set of .PNG and .PDF files for the project's logo is also available.

A list of identified events will be made available in the project's cloud. Partners will be able to use this document either by adding other events or to inform others about the events that they will be participating in and representing WeGenerate.

2.7. Promotional materials

Promotional materials are also available in the [Communication Toolset](#). Other materials will be produced and updated according to the project's needs.

Already available promotional materials are:

- **Roll-Up** – providing non-technical overview of the project, it contains a QR code to the project's website; to use at in-person events organised either by the project or by third parties. When printed, it measures 85x200cm.
- **Trifold brochure** - providing a detailed and non-technical overview of the project, it is targeted not only to stakeholders but also to a wider audience.



Figure 7 – WeGenerate ROLL-UP



Figure 8 – WeGenerate TRIFOLD BROCHURE

2.8. Dissemination materials

Newsletter

The primary goal of the newsletter is to **keep subscribers informed about the latest developments, progress, and upcoming events within the project**. It will also serve as a **bridge** for fostering meaningful dialogue, soliciting feedback, and encouraging active participation from the communities. Additionally, the newsletter may highlight success stories, spotlight community champions, and share resources and opportunities for involvement, thereby **fostering a sense of ownership and pride among residents in the ongoing transformation of their neighbourhoods**.

The newsletter will contain several sections, as follows:

- An article or an interview related to the Demo Cities and/or the Fellow Cities.
- Information on the project's Work Packages main highlights, which implies that each partner will be asked to provide relevant inputs to the Newsletter. The request for inputs will be done by WP9 every two-months, to avoid neglecting any relevant activity, while contributing to monitoring performance.
- Information about relevant EU policy news.

- Information about relevant future key events (local, regional or EU level).

The newsletter will be **reader-friendly** and **provide links to further information** or details, when available. One newsletter will be published every semester.

Press releases

Press releases will be produced to coincide with key project achievements such as the organisation of a large event or the implementation of key activities. Such press releases will be sent directly to WeGenerate' partners, who will then forward them to their relevant target groups. Given the importance of **national and local impact**, project partners, namely the demo cities, will share press releases within their network at regional / national level and media, ensuring that key information is spread. EURACTIV, POLITICO and EU OBSERVER may also be used for dissemination purposes.

Factsheets

Factsheets - which can take the form of leaflets - about the results of the project may be produced on a case-by-case basis with the purpose to transform deliverables into easy-reading documents. This will increase the visibility of the project to relevant stakeholders but, above all, to people connected to the specific urban regeneration projects in the demo cities.

2.9. Participation in third-party events

WeGenerate will be presented in several events at national and European level. The participation and involvement in major events at EU level will occur yearly. EU events are good platforms to reach identified target groups and decision-makers. Here are some examples:

- [European Week of Regions and Cities](#)
- [EU Green Week](#)
- [European Sustainable Energy Week](#)
- Covenant of Mayors Investment Forum

Participation in other events is also to be considered, such as:

- [Smart City Expo World Congress](#) (Barcelona, 5-7-11/2024)
- [European Conference on Sustainable Cities and Towns 2024](#) (Aalborg, 1-3/10/2024)

2.10. Planned Dissemination and Communication Activities

In line with the Grant Agreement and the Communication, Dissemination and Exploitation objectives of the project, WeGenerate implements a broad range of dissemination and communication activities throughout its lifetime. These activities support awareness raising, stakeholder engagement, knowledge transfer, policy uptake, replication and exploitation of project results.

The activities are implemented through the collaboration of all consortium partners and are continuously adapted according to project developments, stakeholder feedback and emerging dissemination opportunities.

The main dissemination and communication activities planned during the project are summarised below.

Activity	Description	Target Audience	Planned Output
Project website	Publication of project news, events, publications, deliverables and project results	All stakeholder groups	Continuous updates throughout the project
Social media communication	Promotion of project activities, events, results and stakeholder engagement through social media channels	Citizens, stakeholders, communities of practice, wider public	Regular posts throughout the project
Newsletters	Dissemination of project progress, achievements, events and policy developments	Subscribers, stakeholders, policymakers, researchers	One newsletter every six months
Press releases	Promotion of major project achievements, events and milestones	Media, policymakers, stakeholders, general public	At least 15 press releases
Multimedia materials	Production of videos, interviews and visual content showcasing project activities and results	Citizens, stakeholders, communities of practice	Produced throughout the project as required
Spotlight stories and interviews	Presentation of experiences and perspectives from Demo Cities, Fellow Cities and key stakeholders	Citizens, policymakers, communities of practice	Published throughout the project
Scientific publications	Publication of project findings in peer-reviewed open-access	Research and academic community	At least 10 scientific publications

	journals and conference proceedings		
Conference presentations	Presentation of project activities and results at scientific, technical and professional events	Researchers, practitioners, policymakers	At least 10 conference presentations
Policy papers	Development of policy recommendations based on project findings and lessons learned	Local, national and European policymakers	5 policy papers
European Policy Dialogue Roundtables	Policy-focused events supporting discussion and uptake of project recommendations	Policymakers and policy interest groups	2 roundtables
Knowledge exchange workshops	Workshops supporting peer-to-peer learning among Demo Cities and Fellow Cities	Cities, practitioners and stakeholders	4 knowledge exchange workshops
Study visits	Visits supporting transferability, replication and mutual learning	Fellow Cities and relevant stakeholders	8 study visits
Coaching and exchange activities	Capacity-building and replication support for Fellow Cities	Fellow Cities and local stakeholders	Ongoing throughout the replication process
Final conference	Large-scale event presenting project achievements, lessons learned and recommendations	All stakeholder groups	1 final conference

Table 5 – Dissemination and Communication Activities and Expected Outputs

The implementation of these activities contributes directly to the project's communication, dissemination and exploitation objectives, while supporting the transfer of knowledge among stakeholders and facilitating the uptake, replication and long-term sustainability of project results.

The effectiveness of these activities is monitored through the Key Performance Indicators presented in Section 1.8 and reviewed periodically to ensure that dissemination and communication efforts remain aligned with project objectives and stakeholder needs.

3. Exploitation and Replication Strategy

This chapter builds upon the exploitation principles outlined in the Grant Agreement and provides an updated framework for the exploitation, replication, transferability and policy

uptake of WeGenerate results. The approach presented here is complemented by the detailed exploitation activities developed under WP8 and will continue to evolve throughout the project lifetime.

3.1. Exploitation Strategy

Exploitation is a key component of the WeGenerate approach and aims to maximise the long-term impact, uptake and sustainability of the project's results beyond the project lifetime. Building upon the framework established in the Grant Agreement, the exploitation strategy focuses on identifying, validating, promoting and facilitating the uptake of the project's Key Exploitable Results (KERs) by relevant stakeholder groups, including cities, policymakers, practitioners, researchers, businesses and communities.

The exploitation strategy follows a progressive and structured approach that combines technical, organisational, policy and market-oriented dimensions. The process includes the identification and characterisation of Key Exploitable Results, the assessment of their value propositions, the analysis of potential user groups and markets, and the definition of suitable exploitation pathways according to the nature of each result.

The strategy also considers factors such as intellectual property rights, ownership, market readiness, replication potential and long-term sustainability. Where relevant, exploitation activities may include commercial uptake, service provision, integration into existing organisational practices, incorporation into public policies, further research and innovation activities, capacity-building initiatives or open-access dissemination.

During project implementation, significant progress has been achieved in the identification and structuring of the project's Key Exploitable Results. A dedicated partner consultation process enabled the consortium to identify and characterise relevant KERs and to collect information regarding their potential users, exploitation opportunities and interdependencies. The resulting portfolio has been further refined and organised according to the commercial and non-commercial nature of the results.

To support the development of tailored exploitation pathways, an initial dependency mapping exercise has been undertaken to identify relationships between KERs and better understand how different results contribute to, enable or strengthen one another. This work provides the foundation for the subsequent development of exploitation roadmaps, business considerations and sustainability planning.

As the project progresses, exploitation activities will continue to focus on validating the KER portfolio, assessing market and user readiness, identifying suitable business and governance models where applicable, and supporting the uptake of project results by relevant stakeholder groups. Particular attention will be given to ensuring that project outputs remain accessible, transferable and usable beyond the project's duration, contributing to the long-term impact of WeGenerate.

3.2. Individual Exploitation Routes

The exploitation of WeGenerate results will be pursued through different pathways, reflecting the diversity of expertise, roles and interests represented within the consortium. While a common exploitation framework is established at project level, individual exploitation routes are tailored to the specific nature of each partner organisation and the results to which they contribute. Table 6 summarises the main exploitation routes foreseen for different categories of project partners.

Partner Type	Main Exploitation Route	Examples of Results	Expected Long-Term Impact
Universities and research organisations	Scientific dissemination, further research, education and training activities	Scientific publications, methodologies, datasets, case studies, educational materials	Advancement of knowledge, new research projects, integration into teaching programmes
Cities and public authorities	Integration into policies, planning processes and governance frameworks	Urban regeneration methodologies, co-creation approaches, policy recommendations, guidance materials	Improved urban regeneration practices and policy implementation
Networks and non-profit organisations	Knowledge transfer, capacity building and stakeholder engagement	Guidance Package, policy papers, training materials, replication methodologies	Wider uptake by cities, practitioners and communities of practice
Technology providers and technical partners	Further development, deployment and commercialisation of solutions and services	Digital tools, digital twins, data-driven solutions, technical methodologies	Market uptake, service provision and business development opportunities
Energy, mobility and sectoral solution providers	Integration into operational activities and commercial portfolios	Energy, mobility and sustainability solutions demonstrated in the project	Replication in other cities and business opportunities
All consortium partners	Dissemination, replication and contribution to	Project results, lessons learned, policy recommendations	Long-term impact, transferability and

	European initiatives and policy processes		mainstreaming of project outcomes
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Table 6 – Individual Exploitation Routes by Partner Type

These exploitation routes will continue to be refined as the project progresses and as the Key Exploitable Results portfolio is further validated. The consortium will regularly assess exploitation opportunities, potential users and implementation pathways to maximise the long-term impact and sustainability of project outcomes.

3.3. Replication and Transferability

Replication and transferability are central elements of the WeGenerate impact strategy and are intended to ensure that project results can be adapted and applied beyond the four Demo Cities. The project adopts a structured approach to knowledge transfer, enabling cities and stakeholders from different geographical, institutional and socio-economic contexts to benefit from the experiences, methodologies and solutions developed during implementation.

A key component of this strategy is the engagement of the Fellow Cities, which act as replication partners throughout the project. Through continuous interaction with the Demo Cities, Fellow Cities are supported in understanding, adapting and applying the WeGenerate approach within their own local contexts. This process contributes to validating the transferability of project outcomes while generating valuable feedback on implementation conditions, barriers and enabling factors.

Replication activities are supported through a range of dedicated mechanisms, including study visits, peer-to-peer exchanges, capacity-building activities, knowledge exchange workshops and coaching programmes. During the project, these activities have included the organisation of WeConnect Sessions, CityXchanges between Demo and Fellow Cities, thematic training sessions and participation in joint project events. These actions promote mutual learning and facilitate the exchange of practical experiences among cities and stakeholders.

The Urban WeGeneration Guidance Package constitutes one of the project's principal replication instruments. Building upon the experiences and lessons learned from the Demo Cities and Fellow Cities, the Guidance Package is being developed as a practical resource to support cities and practitioners in implementing people-centric neighbourhood regeneration processes. The Guidance Package will consolidate methodologies, tools, recommendations

and implementation insights generated throughout the project, while ensuring sufficient flexibility to accommodate different local circumstances.

Replication activities are further supported through the development of Replication Roadmaps, which help participating cities assess local conditions, identify relevant opportunities and define pathways for the adaptation and uptake of project results. Particular attention is given to identifying key enablers, barriers and contextual factors influencing successful implementation.

Beyond the Fellow Cities programme, WeGenerate promotes transferability through its dissemination, communication and exploitation activities, engagement with European networks and communities of practice, participation in conferences and policy events, and the publication of guidance materials, policy papers and scientific outputs. These activities contribute to extending the reach and impact of project results across Europe and support the long-term sustainability of the project's outcomes.

By combining demonstration, peer learning, capacity-building and practical guidance, the replication and transferability strategy seeks to maximise the adoption and long-term impact of WeGenerate approaches, supporting the transition towards more sustainable, inclusive and people-centric neighbourhood regeneration across European cities.

3.4. Policy Uptake and Mainstreaming

Policy uptake and mainstreaming are essential components of the WeGenerate exploitation strategy. Beyond demonstrating innovative approaches to people-centric neighbourhood regeneration, the project aims to ensure that its findings, methodologies, recommendations and lessons learned contribute to policy development and implementation at local, national and European levels.

The project will support policy uptake through the systematic translation of project results into evidence-based recommendations targeted at relevant decision-makers. Particular attention will be given to identifying policy implications emerging from the implementation of solutions and co-creation processes in the Demo Cities, as well as from the replication experiences of the Fellow Cities. The resulting knowledge will contribute to the development of practical recommendations addressing barriers, opportunities and enabling conditions for sustainable and inclusive urban regeneration.

A key mechanism supporting policy uptake is the preparation of five Policy Papers under Task 9.5. These publications will target different policy arenas and stakeholder groups, including

local authorities, national administrations, European institutions, financing bodies and industry stakeholders. The Policy Papers will present actionable recommendations derived from project activities and demonstrate how WeGenerate outcomes can support the implementation of relevant European policy objectives.

To further strengthen the dialogue between project partners and decision-makers, WeGenerate will organise two European Policy Dialogue Roundtables. These events will provide opportunities for policymakers, practitioners, researchers and other stakeholders to discuss project findings, validate recommendations and explore pathways for their integration into future policies, programmes and funding frameworks.

The main policy uptake and mainstreaming pathways foreseen within WeGenerate are summarised in Table 7.

Policy Level	Target Stakeholders	Main Instruments	Expected Outcome
Local	Municipal authorities, urban planning departments, local energy agencies, neighbourhood organisations	Guidance Package, Policy Papers, Demo City activities, local workshops and events	Adoption of people-centric regeneration approaches, integration into local plans and strategies
National	Ministries, national agencies, national city networks, funding bodies	Policy Papers, national dissemination activities, workshops and stakeholder engagement	Integration of project recommendations into national policies, programmes and funding mechanisms
European	European Commission services, European Parliament stakeholders, EU networks and initiatives, cities and regions	Policy Papers, European Policy Dialogue Roundtables, participation in European events and communities of practice	Contribution to European policy discussions and mainstreaming of project results
Research and Innovation Ecosystem	Horizon Europe projects, research organisations, universities, innovation platforms	Scientific publications, conferences, knowledge exchange activities	Uptake of methodologies and findings in future research and innovation activities
Communities of Practice and City Networks	Eurocities, EUKN, Covenant of Mayors, DUT Partnership, Cities Mission, New European Bauhaus and related initiatives	Knowledge exchange activities, events, publications and communication campaigns	Wider replication, transferability and long-term uptake of project approaches

Table 7 – Policy Uptake and Mainstreaming Pathways

Mainstreaming activities will be further supported through active participation in European initiatives, networks and communities of practice related to urban regeneration, climate neutrality, social innovation and sustainable neighbourhood development. Particular emphasis will be placed on creating synergies with initiatives and platforms such as the Driving Urban Transitions (DUT) Partnership, the EU Cities Mission, NetZeroCities, the New European Bauhaus, Eurocities and the European Urban Knowledge Network (EUKN), among others.

Through the combination of evidence generation, policy dialogue, stakeholder engagement and participation in European communities of practice, WeGenerate aims to facilitate the long-term uptake and mainstreaming of its results, ensuring that project outcomes continue to generate value and influence urban regeneration policies and practices beyond the project's lifetime.

4. Conclusions

The dissemination and communication activities outlined in this document establishes a comprehensive framework for communicating the goals, activities, and outcomes of our urban regeneration project. It is designed to ensure effective stakeholder engagement, foster transparency, and promote the broader impact of our initiatives. This plan serves as a baseline, laying the foundation for ongoing communication and engagement strategies and what will follow next to ensure co-creation processes among the WeGenerate partners.

As the project evolves over the next four years, this plan will undergo regular reviews and updates to remain aligned with emerging trends, stakeholder feedback, and project milestones. Our commitment to continuous improvement and adaptability will guide these iterative processes, ensuring that our communication efforts remain relevant, effective, and inclusive. In conclusion, this dissemination plan represents a living document that will grow and adapt with the project.

Annex 1 - List of public deliverables

No.	Title	Date
D1.2	Project Management Handbook	December 2023
D1.3	Quality Assurance Plan	January 2024
D1.4	Data Management Plan	January 2024
D2.1	Social Innovation Cookbook	March 2024
D2.2	WeGenerate Solution Booklet	July 2027
D3.1	Urban WeGenerate Action Plan and Implementation Roadmap - Cesena	January 2025
D3.2	Storytelling of Urban WeGenerate Pathway - Cesena	July 2027
D3.3	Long-Term Sustainability Plan - Cesena	September 2027
D4.1	Urban WeGenerate Action Plan and Implementation Roadmap - Cascais	January 2025
D4.2	Storytelling of Urban WeGenerate Pathway - Cascais	July 2027
D4.3	Long-Term Sustainability Plan - Cascais	September 2027
D5.1	Urban WeGenerate Action Plan and Implementation Roadmap - Bucharest	January 2025
D5.2	Storytelling of Urban WeGenerate Pathway - Bucharest	July 2027
D5.3	Long-Term Sustainability Plan - Bucharest	September 2027
D6.1	Urban WeGenerate Action Plan and Implementation Roadmap - Tampere	January 2025
D6.2	Storytelling of Urban WeGenerate Pathway - Tampere	July 2027
D6.3	Long-Term Sustainability Plan - Tampere	September 2027
D7.1	WeGenerate Impact Model for Sustainable Inclusive Neighbourhood (Initial)	July 2024
D7.2	Standardised Data Measurement and Processing Protocol	July 2024
D7.3	Report on the Cross-Demo Baseline Comparison	November 2024
D7.4	WeGenerate Impact Model for Sustainable Inclusive Neighbourhood (Final)	August 2027
D7.5	Overall Project and Cross-Demo Impact Assessment	September 2027
D8.1	Replication Roadmaps for the 5 Fellow Cities	October 2026
D8.3	Urban WeGenerate Guidance Package	September 2027
D9.1	Project Website	January 2024
D9.2	Dissemination, Exploitation and Communication Plan	April 2024
D9.3	D9.3.1 Policy Paper D9.3.2 Policy Paper D9.3.3 Policy Paper D9.3.4 Policy Paper D9.3.5 Policy Paper	April 2025 November 2025 June 2026 January 2027 July 2027
D9.4	D9.4.1 Thematic Case Study D9.4.2 Thematic Case Study D9.4.3 Thematic Case Study D9.4.4 Thematic Case Study	May 2025 January 2026 October 2026 July 2027

Annex 2 - Communication channels & materials and other tools

Communication channels
Website
Facebook
X-Twitter
LinkedIn
YouTube
Communication Materials
Project Logo
WG_ROLL-UP_85x200cm.pdf
WG_PPT_PRESENTATION_Template.pptx
WG_PRESS_RELEASE_Template.docx
WG_REPORT_Template_IMPROVED.docx
Other Tools
WG_MEETING_AGENDA_Template.docx
WG_MEETING_MINUTES_Template.docx
WG_MONTHLY_REPORT_Template.docx
WG_PAGE_Template.docx
Events_database.xlsx