



2020
CiViTAS
Cleaner and better transport in cities

HANDSHAKE



Communication, Dissemination and Exploitation Strategy

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Abstract

This communications strategy will outline Handshake's systematic approach to reaching out and communicating with its target audience(s). It will explain the project's ambitions, and based on these set out the messages it seeks to convey, the audiences it wishes to engage, the methods it will employ, the channels it will use, and the materials it will design. ICLEI is leading on the strategy, which will undergo periodic review to respond to the evolving demands of this project.

Project Partners

Organisation	Country	Abbreviation
Instituto di Studi per l'Integrazione dei Sistemi	Italy	ISINNOVA
City of Copenhagen	Denmark	CPH
City of Amsterdam	Netherlands	AMS
City of Munich, Department of Public Order	Germany	KVR
Bordeaux Metropole	France	BM
City of Bruges	Belgium	BRUG
Dublin City Council	Ireland	DUB
Municipality of Kraków	Poland	GMK
City of Helsinki	Finland	HEL
Transport for Greater Manchester	United Kingdom	TfGM
Riga City Council - Traffic Department	Latvia	RCC TD
Roma Servizi per la Mobilità	Italy	RSM
City of Turin	Italy	MS TO
Amsterdam University - Urban Cycling Institute	Netherlands	UVA-UCI
Mobiel 21	Belgium	M21
Velo Mondial	Netherlands	Velo Mondial
DECISIO	Netherlands	DECISIO
ICLEI European Secretariat	Germany	ICLEI
Cadiz	Spain	CAD

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1 About this document

The ultimate goal of a project's dissemination and communication is to conduct various activities that bring its research, outputs and activities to the attention of as many relevant people as possible.

In this way, this communication strategy will clearly outline Handshake's systematic approach to reaching out and communicating to its target audience and raising the profile of the project.

It forms a guidance document for partners to utilise when communicating about Handshake, and to refer to for instruction on managing, coordinating and delivering outputs related to communicating on behalf of the project.

2 About Handshake

CIVITAS Handshake supports the transfer and take-up of successful cycling measures developed by three pioneering and world-class Cycling Capitals (CCs) - Amsterdam (the Netherlands), Copenhagen (Denmark), and Munich (Germany) - to ten future Future Cycling Capitals (FCCs).

Areas of focus include: cycling policy and planning, infrastructure design, modelling and assessment, and awareness and education.

Many cities have partial knowledge in some of these areas, but only a few - such as the Cycling Capitals - have already developed an holistic approach.

Under Handshake, cycling knowledge and expertise will be shared through transfer processes and mentoring programmes that will themselves help shape best practice. Innovation has not always reached the cities who would stand to gain the most from it – the Handshake methods are seeking to change this.

The ten FCCs that will immediately benefit from working with Handshake's Cycling Capitals and project experts cover the breadth of Europe. They are Bordeaux (France), Bruges (Belgium), Cadiz (Spain), Dublin (Ireland), Greater Manchester (UK), Helsinki (Finland), Krakow (Poland), Riga (Latvia), Rome (Italy) and Turin (Italy).

These cities are drawn from diverse geographical, socioeconomic and planning contexts that will help maximise learning beyond Handshake as the project matures.

By helping make urban environments more suitable and enjoyable places for using bikes as an everyday mode of transport, Handshake will help maximise cycling's modal share and realise the common goals of managing congestion, improving public safety and health, and making urban environments more liveable.

3 Target audiences

Handshake primary aim is to ensure that the vast knowledge and best practice found in its CCs is transferred to the relevant figures in the FCCs, i.e. cycling and mobility planners and local and regional policymakers.

However, this material is also of immense value to cities beyond the 13 CCs and FCCs. Thus, Handshake's communication strategy covers a broad target audience split into three categories.

PRIMARY

These are the immediate audiences that communication will be directed towards. In the first instance, communication will aim to build support for cycling improvements and measure implementation within the 13 Handshake cities.

- Local and regional authority transport, mobility, and cycling planners in and around the CCs and FCCs
- Local and regional policymakers in and around the FCCs
- Independent cycling experts and consultants.

SECONDARY

These audiences extend slightly beyond the project parties. Reaching out to them is vital to create framework conditions for a broader acceptance and uptake of cycling solutions.

- Local and regional authority transport, mobility, and cycling planners beyond the (F)CCs
- Central government representatives/national policymakers
- Citizens in the CCs and FCCs
- Academia
- Business
- Other cycling initiatives (e.g. European Cycling Federation and the Cycling Embassies)

TERTIARY

These audiences are still extremely important and will themselves have their own prisms through which they view and republish information coming from Handshake.

- Cycling activists/independent advocates
- Other CIVITAS and EU mobility projects
- Press and media (traditional and specialist)
- European Commission bodies, e.g. DG MOVE and INEA
- The wider public

4 What does CIVITAS Handshake stand for?

As a word, Handshake does not represent an acronym. The project aims to be an accessible, well-informed and up-to-date creator and purveyor of cycling knowledge.

Cycling has rapidly become a more popular activity and form of everyday transport in many cities. However, this is neither the case in all cities nor across all parts of them. Many individuals still prefer motorised transport, and different city partners in Handshake will face different challenges in attempting to mitigate this.

The different context, cultures and languages of Handshake present a challenge to communication that is relevant to the audiences in all countries that Handshake cities hail from. However, there are some principles that Handshake believes apply across all cities.

4.1 Core Handshake beliefs

The following beliefs will provide the foundation for messages utilised for the project.

- Cycling success is achieved by good guidelines for infrastructure design and through effective promotion.
- Promotion of and awareness raising around cycling is a necessary complement to the provision of physical infrastructure. What use is infrastructure if nobody rides a bike?
- Stakeholders are a valued part of the decision-making process and the co-creation of measures should be encouraged.
- Cycling is a constituent part of urban mobility/transport systems, but one that deserves serious consideration and treatment, especially following the many years focusing on motorised transport in cities.
- Cycling brings with it many benefits: it improves public health; as a zero-emission transport mode it has minimal impact upon the environment; it is one of the more affordable modes of transport; and it improves public space.
- Cycling is for everyone – it should be universally accessible and encouraged as a safe and convenient everyday mode of travel/transport.
- The development of cycling measures should not take place in isolation. Instead, it must form part of wider urban development plans.

4.2 Messaging

Project headlines

- Europe's top cities for two wheels uniting to share and inspire cycling excellence.
- Delivering the desired cycling change.
- Diverse geographical contexts, socioeconomic conditions and planning cultures working towards the common goal of accomplishing cycling change.

What is the current situation in cities?

- Cities are hubs of cycling innovation and expertise, pioneering measures that make urban environments suitable and safe for bikes. Yet this wealth of knowledge does not always reach other cities.

How will Handshake change this?

- By supporting the transfer and take-up of successful cycling measures developed by three pioneering and world-class Cycling Capitals - Amsterdam (the Netherlands), Copenhagen (Denmark) and Munich (Germany) - to ten further European cities.
- Cycling knowledge and expertise will be shared through transfer processes and mentoring programmes that will themselves shape best practice.

5 Branding and visual identity

The Handshake project is a Horizon 2020 (H2020) Innovation Action project under the CIVITAS Initiative. To ensure resonance with the CIVITAS Initiative, Handshake employs a colour palette and visual identity drawing on those outlined in the CIVITAS 2020 Corporate Design Handbook.

However, certain design and style elements will differentiate from those within the main CIVITAS Initiative and be original creations for the Handshake project. This will enable the project to forge an identity that is both unique and still CIVITAS-related.

5.1 Logos and their usage

The logo makes clear Handshake's affiliation with the CIVITAS Initiative and uses the core colours set out in the CIVITAS 2020 Corporate Design Handbook. The logo must not be redrawn, digitally manipulated or altered, and must always be reproduced from a master reference. It is available in a standard white and an alternative 'negative' version. Find the CIVITAS Corporate Design Handbook through [the annex](#).



Figure 1: CIVITAS Handshake Logo displayed in the standard white and the negative version

Where appearing on a website and printed documents, this needs to be combined with the CIVITAS funding text and EU logo as shown below.



Figure 2: CIVITAS Handshake Logo displayed together with the EU flag

For guidance on which logo(s) to use for certain mediums and products, contact the Handshake communications manager or consult the CIVITAS 2020 Corporate Design Handbook.

5.2 Images

It is important that the images Handshake uses reflect its beliefs and persona. This includes representing a diverse range of people on bikes of all ages, gender, sex, ethnicity, and ability.

Doing so is crucial to conveying the message of cycling being accessible for all. Furthermore, scenes depicted should cover various times of year and journey purposes and careful attention be paid to the appropriateness of infrastructure shown.

Types of infrastructure appropriate for 'feature images' include high-quality segregated routes and shared slow speed environments in city centres. Painted-on infrastructure should generally be avoided, although it may be suitable when it forms part of experimental schemes.

Referencing and permission for images

Image sources should always be referenced and usage rights checked. The images used should be allowed for commercial use and licensing information included with the image.

This applies to all published work, including PowerPoint presentations at meetings and conferences. In addition, the project is liable for copyright breaches related to images included in public documents and files uploaded to its website. Where possible, consent should also be acquired for individuals featured prominently in original images.

6 Working with city partners

As part of its communication work with the 13 project cities, Handshake will assist them to raise, manage, and (where applicable) improve the profile of cycling. It will achieve this by working with the cities to develop strategies and methods for communicating cycling.

6.1 How will city partners be involved?

City partner contributions to Handshake's communication work will take various forms, such as:

- News articles and blogs;
- Social media;
- Media activity, i.e. press releases, interviews and opinion pieces;
- Multimedia products, such as podcasts and videos;
- Events.

Find more details in the “Methods” and “Channels” sections of the document.

6.2 City communication profiles

This document will help the CIVITAS Handshake communication team promote the work of each city in the project and plan the activities outlined above by:

- Developing clear messaging for promoting cycling in each city;
- Knowing the channels and products that each city has;
- Understanding the stakeholders and who can be reached out to in each city;
- Mapping key local events and milestones.

As every city has a different starting point and local nuances and dynamics, messaging must be tailored to have an impact. A city communication profile from Munich can be found in [the annex](#).

6.3 Gathering information from partners

An Exchange Hub will collate and develop expertise between the project partners. Although an internal space, all partners will be made aware that the conclusions of this learning will be made available through project deliverables. Partners will be invited to share existing best practice and guidance, as well as create and test their own tutorials and advice with the cities in the project.

In addition, this private tailored working space will help cities plan and manage an effective transfer strategy, request and receive support from CCs and experts, keep track of activities, store files, follow discussion threads, and monitor the progress of their work.

6.4 Ensuring balanced coverage of cities

Handshake aims to be fair to all cities within the consortium and will try to balance the amount of coverage it gives to each of them within its outputs.

This will require effort, as in some cities there is already high interest in cycling and related activities (driven by active stakeholders). In other cities, the community of interest around cycling is not as well developed and there may be fewer activities and materials to share.

As the CCs will be used to source information that is inspirational to FCCs, it will likely be the case that coverage of activities in the CCs slightly exceeds that of FCCs.

7 Other stakeholders and information policy

7.1 Promotion by experts

Non-city partners in the Handshake consortium will contribute content and use their channels to promote project activities. However, Handshake is open to promoting messages of external (competing) organisations and individuals in cases where they support Handshake's aims.

7.2 Role of politicians

Politicians are knowledgeable and engaged stakeholders – particularly those responsible for cycling, as they are often chosen because of their belief in and commitment to advancing it.

Indeed, 'opposition' politicians within a local government can be greater cycling advocates than those in power. Thus, they can act as good sources of information regarding what is happening within cities.

However, Handshake understands the political sensitivities disseminating information seen as supporting certain political viewpoints. Cycling is a highly political issue: it often involves value choices on the rights to space within a city. This can also cross over into (party) political standpoints.

To minimise such sensitivities, Handshake will mostly engage with the following political figures:

- Council leaders or the Mayor (who command a more universal role in their municipality);
- Transport portfolio holders (particularly those in support of cycling schemes); and
- Cycling Champions or Commissioners - noting that their views can be controversial and critical of other levels of government, e.g. national governments regarding funding.

Sometimes councils work in broad coalition and therefore the political persuasion of those involved is of less importance, such as in the make-up of a transport committee.

7.3 Role of other mobility projects and cycling initiatives

Handshake forms part of a larger European network for mobility and cycling. Building links with projects, initiatives, and institutions driving work in these areas is vital to creating the conditions needed for a wider acceptance and uptake of cycling solutions. These include other H2020 cycling (and mobility) projects, the ECF and related organisations, and Cycling Embassies.

The relevant contacts points will be identified in these organisations and relationships established to create a network of multipliers that enhances the reach of Handshake's work.

7.4 Role of press and media

Media coverage plays a crucial role in shaping public opinion, particularly at city and regional level. Proactively telling the Handshake story and conveying a positive narrative around cycling in the local media is of intrinsic importance to increasing its acceptance at the local level. See [section 8.2](#) for more information on what form these press activities will take.

As part of the transition management process, key milestones in the development of city cycling activities will be identified and opportunities for press and media mapped against these.

Such opportunities will be considered against the need for privacy and boundaries to actor engagement that form part of successful transition management. These differ from consultation and stakeholder engagement exercises employed in awareness raising and public participation.

Transition management also involves recognising and embracing criticisms of the existing situation. This will be approached sensitively alongside the cities to reach an agreed approach.

7.5 Topic areas

Handshake will take a less forthright position on certain cycling-related topics due to their debated nature (unless clear evidence is provided through Handshake case studies):

- Wearing cycling helmets and the cycling dress code, including high-visibility items;
- Shared spaces – in terms of cycling management and other street user behaviour and preference for/against the sharing of spaces as a general principle with these people/vehicles;
- Criticisms of the value or honesty of using e-bikes;
- The requirement for cyclists to be insured; and
- The behaviour of cyclists in the context of local traffic regulations.

7.6 Debating with dissenting voices

Cycling is a topic that inspires passionate views, and Handshake will very likely encounter individuals or organisations (both online and in person) whose positions differ from those taken

by the project and seek to engage on topics like those listed above. Where appropriate, Handshake will engage in reasoned, fact-based debate with these parties.

Criticism of 'lower quality' infrastructure should mostly be avoided unless it refers to a 'before and after' in the context of a success story. Acceptable boundaries will be discussed with cities.

7.7 Use and reliability of secondary information

Handshake is part of a far larger agenda for cycling across the EU, and it wishes to become part of this existing network. Early on, the project will focus on defining itself in the context of its wider environment – this means choosing thoughts from others to disseminate. As Handshake's own messaging and thoughts mature, it will increasingly promote its findings and knowledge.

Insofar as reasonably possible, Handshake will seek to ensure the validity of information sourced from external partners and act quickly to rectify any errors that arise. This includes disseminating factually incorrect information on social media.

Handshake will not spread defamatory information and exercise due care on controversial topics, particularly relating to partner cities. However, it also wishes to come across as 'real', and its success will be best achieved by not only sticking to corporate messages and language.

8 Methods

8.1 Articles

News articles will be written on topics such as events and milestones in Handshake cities, immersive study tours, and new publications. These will be posted on the Handshake website, portals for the urban mobility community like www.eltis.eu and www.civitas.eu, the websites of cycling embassies and initiatives, and partner websites. Other specialist (active) mobility and transport portals will also be considered.

8.2 Press releases and opinion pieces

At the local level, Handshake will issue press releases communicating important milestones. Where possible, quotations will be gathered from political figures and other actors important to cycling. If appropriate, Handshake will help cities conceive opinion pieces from such figures. Press releases will also relay project objectives and significant news to specialist European online and print publications. This includes one early on and one at the end of the project.

8.3 Newsletters and mailings

Handshake will produce its own newsletter. This will be released eight times over the course of the project and report the latest project developments and events.

As Handshake is seeking to convey the worth and increase acceptance of cycling, it will also include a selection of content from external sources that achieves this. This will include “good reads”, and, where appropriate, inspiring measures and policy from the wider world of cycling.

Handshake will also place its articles in the CIVITAS MOVE newsletter and in those of other stakeholders, such as the Cycling Embassies, the European Cycling Federation, and Eltis.

8.4 Blogs

Regular blogs will appear as part of the project, which will give Handshake CC and FCCs the opportunity to tell city-specific stories and explain the developments in their cities in greater depth. These will be posted on the 'Articles' section of the Handshake LinkedIn account, linked to on the Handshake website, and certain ones included in the website's "feature section".

8.5 Podcasts/audio recordings

Handshake will explore opportunities to record discussions with consortium and/or external cycling experts on hot topics in the field, and/or project activities and progress. These will be posted online, e.g. on LinkedIn, to stimulate a debate with peers and key target audiences.

8.6 Videos

Handshake will not only use videos to promote the project, but to inspire and inform cities beyond those in the project. Success stories and lessons learned related to the FCCs and CCs will be captured in short videos.

Although they will be produced as part of WP5 as "Practical guidance for wider take-up", WP6 (particularly ICLEI) will help develop the video concepts. Aside from these, it is also being considered to produce a video of an immersive study tour.

The webinars produced for Bikenomics will also be uploaded to the Handshake YouTube channel to make them available to the Handshake and wider cycling community.

8.7 Infographics and e-booklets

Together with the videos, these will provide a multifaceted viewpoint on the challenges cities face when introducing cycling solutions.

They will utilise material from the CCs and FCCs, such as interviews with relevant local figures, TV radio and paper clippings, before and after pictures of measures, and advice for future measures. These will be hosted on the Handshake website.

For the e-booklets, Handshake will choose the platform that ensures maximum accessibility.

9 Channels

9.1 Events

Handshake partners will attend various events and conferences relevant to the topic during the European political calendar where they will promote the project, its achievements and products.

Attendance at events will be divided among project partners. ICLEI will select the most appropriate events over a 12-month cycle and allocate a project partner to be responsible for making contact with the event organisers and ensuring Handshake's representation.

A Handshake events calendar is available as a Google sheet to all partners. A function will also be available in the Exchange Hub for partners to post the events they are attending. This will feed into the Google sheet. Relevant events include:

- CIVITAS events
- Velo-City
- The International Car-Free Summit
- EUROBIKE
- International Cycling Safety Conference
- The Polis annual conference
- European Conference on Mobility Management
- Further cycling events and summits

Handshake activities include a number of meetings and study tours, and some will be used for promotion. Participants will not only learn about one specific aspect of the project, but receive additional information and other chances to get involved. Each CC and FCC will organise its own event over the course of the project, whilst a final project conference will be held in Rome in February 2022.

9.2 Website

Handshake's website will be its main public face and information hub. It will include news and events, an About page, profile pages for each city, summaries of solutions being implemented, an area presenting the project's resources, products, publications, and an area for multimedia.

A particular focus will be placed on the links between measures and cities and the CCs and FCCs. A prominent sign-up option will lead visitors to sign up for the newsletter, with clear buttons inviting them to visit various social media channels.

Until the website goes live, a landing page - www.handshakecycling.eu - gives visitors a project description and links to Handshake social media. The website will be developed on Drupal, hosted at the URL above, and presented in English only. As of March 2019, the website is under development.

9.3 Social media

Various social media channels will be used to create a buzz around the project and reach a wider audience. Handshake is already present on Twitter, Facebook, and LinkedIn.

Twitter

The project has a dedicated Twitter account ([@Handshake_EU](https://twitter.com/Handshake_EU)) to post project news and, more generally, inspiring examples of cycling measures and policy. The tone will be informal and playful to encourage other users to engage.

To provide maximum exposure to CCs and FCCs, cities will sometimes be ‘featured’ on Handshake social media accounts for short periods. Potential names include ‘Copenhagen Calling’, whilst possible occasions might be a large event or realising a significant measure.

Handshake recognises and values that communication and the publicising of materials from cities will also be in local languages. Assisting these efforts will help raise awareness of activities at the local level and on Twitter might be done in a couple of ways.

Retweet with a quote in English

- When the first tweet can briefly summarised in English, this option will be considered.



Figure 3: Retweet with comment in English added to original tweet in another language
Dual tweets in another language (Spanish for example) and English using a thread

On certain occasions, Handshake will post an original tweet in the language of the country being referred to. This can be accompanied by an English translation using a thread.



Figure 4: Dual language tweet (in chain)

When material referred to in a status is not in English, its language will be added in brackets.

Facebook

The Handshake Facebook page – [see here](#) – will be used to target the general public and advocacy and campaigners as opposed to a practitioner and policymaker audience. Using the ‘premiere’ function, Facebook will also debut videos that are later hosted on YouTube.

LinkedIn

The project has a dedicated LinkedIn page - [see here](#) - which it will use to post project news and topics for debate with the project’s target audience, such as cycling and urban mobility planners in local authorities and independent cycling experts.

YouTube

A project YouTube account will be created that will host professional videos produced by the project, alongside recordings of learning activities such as webinars.

Instagram

An Instagram account, to be set up later, will show visually striking examples of change in the CCs and FCCs and examples of public participation. This channel will target members of the public and (independent) cyclist advocates as opposed to local authorities and policymakers.

9.4 Media

The project will work with the CCs and FCCs to distribute press releases (see [8.2 Press releases](#)) to regional and local newspapers that inform citizens of activities being conducted as part of Handshake. This will act as an opportunity to promote cycling and raise awareness that the activities are being carried out thanks to EU funding.

If cities are asked to speak on local radio or appear on local television to discuss their cycling policy or measures, they will be requested to mention their participation in the project and that their activities are being made possible by EU funding.

9.5 Partner organisations

Handshake partner organisations play a pivotal role in communications. Using their websites and social media channels, they will raise awareness of the project's news and activities. As the city network in the project, ICLEI will use direct emails to inform its members of learning opportunities, as well as products and resources they can use to improve cycling planning.

9.6 Other cycling multipliers

Beyond the consortium, Handshake will draw on its wider stakeholder network to disseminate news. This includes cycling initiatives at local level (through the cities); at national level, for instance the various Cycling Embassies and national members of the European Cycling Federation (ECF); and European and international level, e.g. the ECF and Velo-City events.

9.7 EU mobility projects

The project will work with existing EU mobility channels, most notably CIVITAS and Eltis portal. Handshake will also making use of the quarterly CIVITAS MOVE newsletter and the monthly Eltis Mobility Update newsletter to publish project news and events.

The existing social media channels of other mobility projects, many of which - the main CIVITAS Initiative, **EUROPEANMOBILITYWEEK**, and other CIVITAS projects – are already maintained by consortium partners, are also assisting Handshake by reposting project-related content.

9.8 Specialist publications

Handshake will look to promote its work in specialist publications focused on sustainability and cycling. Through its partnerships, ICLEI will seek to place articles in sustainability-focused publications such as Cities Today and Sustain Europe. Handshake will also seek to establish contact with cycling-focused magazines, such as Bike Europe, with a view to having stories appear there.

10 Promotional materials

Handshake is creating a number of different materials to promote the project at external events. These will inform the audience on the general aims of the project and raise awareness of specific project activities. Should the need arise, materials will also be produced to publicise specific activities, e.g. the immersive study tours.

The design of any promotional materials will take into consideration the relevant points in the CIVITAS 2020 Corporate Design Handbook, which is linked to in [the annex](#).

10.1 Roll-up

The first version of the roll-up is foreseen to be used during Velo-City 2019 and will initially be printed in English. Later, it will be translated into a variety of languages to maximise the project's outreach in cities around Europe, including those spoken in Handshake cities. These are DA, DE, ES, FI, FR, IT, LV, NL, and PL. Further options will be considered later in the project.

10.2 Brochure

Handshake will produce a short brochure setting out the project's objectives, activities, and processes. This will also include a short profile of each city involved and the project infographic. The booklet will be translated into a variety of languages to maximise the project's outreach in cities around Europe, including those of Handshake cities. These are DA, DE, ES, FI, FR, IT, LV, NL and PL. Further ones will be considered later in the project.

10.3 Presentations

A Microsoft PowerPoint template will be produced that draws on CIVITAS Handshake visual identity and introduces the project. It will be made available in the Handshake Exchange Hub and translated into the languages covered by the Handshake project group (see above). Although partners are recommended to use this presentation to provide audiences with an introduction to Handshake, they may adapt it to the respective event's needs. However, partners must ensure that they always use the provided template as a basis.

11 Results publications

As part of Handshake, thorough and valuable research and analysis will be conducted. This work will feed into the support and capacity-building activities of the project, which will help cities understand more about effective cycling planning. Other work packages will shape this – and the subsequent learning - into various project deliverables.

These will be transformed into clear and visually compelling publications ensuring the outcomes and knowledge generated by Handshake is made available to wider audiences. These products will then establish a legacy of valuable information that will last beyond the project's lifetime.

A publication schedule will be done to guide drafting, editing, layout and publication processes. The documents laid out will likely include "Standards in innovation for quality cycling" (D2.3) and "Stories and lessons from the deployment of Cycling Capital Solutions" (D2.4).

These will be systematically disseminated through various communications channels and at relevant events. To ensure their usage beyond the lifetime of the project, the publications will be hosted permanently on Eltis – the European Commission's one-stop-shop on urban mobility.

12 Exploitation

In order for Handshake's products, research and knowledge to remain in use beyond the project's lifetime, an effective exploitation approach is required. Steps will therefore be taken throughout the project to ensure its legacy. These include uploading relevant Handshake's products - particularly publications, infographics and e-booklets - to established urban mobility platforms, such as Eltis, CIVITAS, and TRIMIS.

To make relevant results, findings, and scientific publications available to as much of the research community as possible, they will also be uploaded to the EU's Open Research Data Pilot, alongside any other suitable open-source repositories found for scientific publications.

This exploitation section forms the beginning of a process that will be ongoing throughout the project, and will culminate (in documentary terms) in the Exploitation Strategy (D 6.5) in M40.

13 Timeline

There are various stages during which communications activity related to Handshake is likely to peak. These include:

- Project meetings (General Assemblies)
- Site visits and study tours and symposia
- Events/conferences attended by Handshake partners in a Handshake capacity
- Publications

-
- Particularly city initiatives such as launches of campaigns, solutions and infrastructure (particularly if closely Handshake-related)
 - Final conference

A calendar will be maintained over the course of the project. An initial outline is given below.

- Formal milestones
- Newsletters
- General Assembly meetings
- Key conferences
- Other activities

	2018	2019	2020	2021	2022
<i>January</i>				General Assembly 5	
<i>February</i>				Newsletter 5 Video-graphics etc. available (MS16)	Final Conference Newsletter 8 Final press release
<i>March</i>		General Assembly 2	Newsletter 3 Immersive study tours and symposia commence (MS9-19)		
<i>April</i>		Website launch Website up and running (MS20) Press release Newsletter 1			
<i>May</i>		Bikenomics method webinars (MS12)	General Assembly 4		
<i>June</i>		Velocity 2019	Velocity 2020	Velocity 2021	
<i>July</i>				General Assembly 6 + advisory group meeting (MS26)	
<i>August</i>				Newsletter 6	
<i>September</i>			Newsletter 4		
<i>October</i>	Kick off meeting (MS22)	General Assembly 3 + advisory group meeting (MS26) CIVITAS Forum Cycling solutions defined (MS4)	Mid-term results (MS14)		
<i>November</i>	Social media up and running (MS19)	Newsletter 2		Newsletter 7	
<i>December</i>	Landing page live (MS19)			End of project results (MS15)	

As part of their city communication profiles, cities will provide a city calendar of main/seasonal events and announcements they will be making, for example on campaigns and launches of new infrastructure. This will facilitate overall project communication planning and the organisation of the one Handshake event being organised in each city.

14 Monitoring activities and quality

ICLEI will be in charge of monitoring all communication and dissemination activities over the course of the project, as well as ensuring the quality of all communication products and processes. The former consists of two pillars:

Monitoring - Internal

All communications activities led by ICLEI will be compiled and the target reach analysed. Statistics from the website will indicate the most popular areas, and document download histories will reveal the most used items. Social media statistics will shed light on the content that is most liked, shared, and by whom. Good performance will be indicated by the continued growth of the follower base and comparisons with similar projects.

Monitoring - External

Consortium partners will be asked to fill in a monitoring document, provided by ICLEI, on a periodic basis. Such a document will provide the project with a good view of the target reach. Evaluation forms will be distributed after workshops and study visit to get qualitative feedback on the activities organised.

Quality assurance

The two main principles driving quality assurance in Handshake are 'fit for purpose' - i.e. that the product is suitable for its intended use - and (insofar as possible) 'right first time'.

Quality assurance will involve managing the quality of drafts, products, services, and production, and insofar as possible the four eyes principle will be applied in each of these areas. A suggested process (including timeframes) to aid the timely delivery of well-written documents for layout will be included in the publication schedule.

Generally, what is deemed suitable quality will be determined internally by project partners, and not by society in general. The judgement of something's suitability also goes beyond its simple cost. For example, a low-priced product may be viewed as being of a high quality because it is disposable, where another may be viewed as having poor quality because it is not disposable.

15 Responsibilities

ICLEI

External

- Editorial and publication responsibility of: the project website, social media accounts, newsletters, project press releases, promotional materials, publications.

- Dissemination network: lead on collaboration with other CIVITAS H2020 projects and communication activities with other cycling multipliers.
- Media work: create a press release template, lead on European level media relations, support cities in local level media work.
- Branding and communication materials: provide all partners with visual identity and guidelines, Word document and PPT presentations, brochures.
- Events: coordinate partners' presence at events.

Internal

- Keep partners up to date: Update Exchange Hub with required information and files.
- Monitoring: provide tracker for other partners and fill in own work.

Other non-city consortium partners - DECISIO, Mobiel 21, ISINNOVA, University of Amsterdam

External

- Sharing: Partners must assist in raising awareness of Handshake, its activities, products and results by sharing Handshake communications on their own channels (web, social media, interest groups).
- Monitoring: keep a record of all activities for monitoring through the template provided by ICLEI.
- Events: partners will present the projects and its findings to any relevant events, exhibitions, and conferences they attend.
- National events: certain partners involved in events, including partner cities, will look to use these to raise awareness of the project on a national level.

Internal

- Keep partners up to date: Update Exchange Hub with required information and files.
- Monitoring and evaluation: Fill in the dissemination tracker provided by ICLEI.

Cycling Capitals and Future Cycling Capitals

External

- Content input: for newsletters, website, publications, infographics, and e-booklets.
- Blogs: every two months, longer articles will appear on the website and social media platforms. All cities have the opportunity to contribute.
- Local events: organise 1 x local level event in their cities.
- Multimedia: be prepared to participate in short videos and podcasts (audio clips).
- Social media: engage with the project account and other partners on social media where possible.
- Press work: engage in occasional media activity, i.e. composing press releases, and potentially interviews and opinion pieces.

Internal

- Map the communication situation: fill in the city communication profile at the beginning of the project and update midway through.
- Keep partners up to date: Update Exchange Hub with required information and files.
- Monitoring: Fill in the dissemination tracker provided by ICLEI.

16 Annex

16.1 Annex 1 - links to accompanying materials

- CIVITAS 2020 Corporate Design Handbook - [find it here](#).
- CIVITAS Handshake Logos - [download](#) a folder containing them all.
- CIVITAS Handshake Editorial Guidelines (D6.2) - find them [here](#).

16.2 Annex 2 - Communication targets for CIVITAS Handshake

Medium	Target	Responsible party
Online		
Facebook	50 posts/year	ICLEI
Twitter	100 tweets/year	ICLEI
LinkedIn	40 posts/year	ICLEI
Instagram	No target (ongoing use)	ICLEI
YouTube	No target (ongoing use)	ICLEI
Print		
Leaflets and postcards	2000 disseminated	ICLEI
Newsletters	8	ICLEI
Press releases	6	ICLEI
In person		
Conferences	20 “representations”*	All partners
Event	1 in each city (13 in total)	All cities

* in a formal, planned presentation capacity agreed with ICLEI in advance to form part of the communications schedule with a 12 month forward programme

16.3 Annex 3 – stakeholder and contacts map

A stakeholder map of 500 local and national level contacts will be created across European cities. This will include cycling experts inside and outside of the Handshake project and its cities. Social media, particularly Twitter, is a good arena for identifying those inside of the project. The stakeholder map will consist of as follows. In general, two contact points per organisation are envisaged.

	Number of organizational contacts	Number of individual expert contacts	Source of contacts
Handshake			
Handshake Expert Partners	5	10	Consortium agreement/knowledge
Handshake City Partners	13	26	Consortium agreement/knowledge
Handshake Advisors	3	6	Consortium agreement/knowledge
Key external figures in Handshake cities – city level			
Mayors	13	13	Via partner cities
Transport Politician	13	13	Via partner cities
Transport Dept Heads	13	13	Via partner cities
Handshake City Mobility Companies	13	26	Via partner cities
Activists/academics/campaigners	13	26	Via partner cities
Key external figures in Handshake countries – national level			
Transport Ministries	12	24	(note – 2 Italian cities within consortium)
Cycling Embassies	12	24	To be confirmed with cycling embassies in each country.
Key external figures in non-Handshake			

cities – city level			
ICLEI	80	160	ICLEI (SUMPS-UP, GreenCharge, SMARTICIPATE, SMARTEES)
Other partners	50	100	Other partner projects - to be identified
Key external figures in non-Handshake - country level			
ICLEI	27	27	ICLEI (PROSPERITY)
Europe-wide external contacts			
EC	10	10	ICLEI
News agencies	5	5	ICLEI/embassy advisors
Others		50	To be identified during project
TOTAL		533	

16.4 Annex 4 - City Communication Profile - Munich

Purpose of this document

This document is designed to help the CIVITAS Handshake communication team effectively promote the work of your city in the project by:

- *Deciding on clear **messaging** for how to promote cycling in your city;*
- *Knowing the channels you have to promote material;*
- *Understanding your stakeholders and thus who we can reach out to in your city.*

We can use the above knowledge to source information that is relevant and acceptable to you in our Handshake communications activities.

Mission statement

Summarise your city's mission in Handshake in one sentence. This will headline your city's webpage on the Handshake website.

- **Cycling in Munich stands for a sustainable and future-proof mobility and it is fun to do so.**

Key messages

List **three** key messages about what you want to achieve during Handshake and with cycling in your city. These will help you promote cycling and the project in your city.

1. **Space in the city is limited. Due to this, it should be fairly and safely provided for all road users, also for cyclists.**
2. **Traffic safety is top priority. No one shall be harmed when cycling in Munich.**
3. **Everyone has the opportunity to travel without car in Munich. Cycling plays particularly an important role.**

Photos

Please upload photos of the following into this (add hyperlink) Google Drive folder.

- Your city's municipal logo in high-quality. If possible, please include an EPS file and a PNG/JPG file.
- 4-5 high-quality photos of your city for use on the website (including some cycling images).

Please also list below any online municipal, local or national photo libraries with (active travel) images that could be used in the project:

- <https://www.muenchen.de/rathaus/Stadtfotos/Presse-Service/Muenchen-Fotos.html> (photo gallery with attractions of Munich)
- <https://www.flickr.com/photos/49743195@N03/albums> (photo gallery of our cycling campaign “Radlhauptstadt München”)

Communication channels

We would like to promote and give insight into the work of Handshake cities during the project. Let us know more about where you provide information about cycling and the stakeholder community also active in your city.

Websites and newsletters

Please tell us about the main general website and newsletter (if any) you publish or use for cycling.

Channel (e.g. website, newsletter)	URL or handle (account name)	Description/Comments
website	https://radlhauptstadt.muenchen.de/	Please note that we will realign our cycling campaign and will launch a new brand identity and new communication activities during the year.

Channel (e.g. website, newsletter)	URL or handle (account name)	Description/Comments
newsletter	https://radlhauptstadt.muenchen.de/neuigkeiten/newsletter/	Please note that we will realign our cycling campaign and will launch a new brand identity and new communication activities during the year.
website	https://www.muenchen.de/rathaus/Stadtverwaltung/Kreisverwaltungsreferat/Verkehr/RadIn-in-Muenchen.html https://www.muenchen.de/rathaus/Stadtverwaltung/Referat-fuer-Stadtplanung-und-Bauordnung/Verkehrsplanung/Radverkehr.html https://www.muenchen.de/verkehr/fahrrad/radtouren.html https://www.muenchen.de/verkehr/fahrrad.html	official information of the municipal departments on cycling
website	https://www.muenchen.travel/rubriken/entdecken/sport-freizeit/fahrrad-touren	Guest Service, information on exploring the city by bike

Products

Please add links to digital versions of communication products you've produced on cycling - e.g leaflets, brochures, booklets, guidance, campaign websites.

Name of material	Type of material (e.g. leaflet)	Web link	Description/Comments
Radverkehr in München	brochure	https://www.muenchen.de/rathaus/dam/jcr:9cd1c7ba-8032-4621-	brochure with facts and

		8db7-287bb16ffbae/Radverkehr-Muenchen-2007.pdf	figures on cycling promotion in Munich, updated version pub. 2010
Radfahren im Trend – und sicher!	brochure	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/radfahren-im-trend-und-sicher.pdf	brochure on cycling regulations and a respectful behavior in road traffic with a specific focus on safety issues, pub. 2010
Platz fürs Rad	brochure and leaflet	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/platz-rad-flyer-web-titel.pdf https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/platz-rad-broschuere-web.pdf	tips and recommendations for private bicycle parking, pub. 2012
Entspannt mobil	leaflet	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/entspannt-mobil-sicher-unterwegs-web.pdf	leaflet with an overview on cycling regulations and focus on a respectful behavior in road traffic, pub. 2013
Münchner Radlszene	brochure	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/radlszene-2016-radlhauptstadt-web.pdf	Brochure with information addresses and contact details of local bicycle associations and initiatives, bike repair shops etc., pub. 2015
Fahrradstraßen	leaflet	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/170717_Flyer_Fahrradstrasse_Einzelseiten_web.pdf	leaflet with information on bicycle streets (characteristics and

			regulations), updated version pub. 2017
einfach unterwegs	leaflet	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/Radlflyer-einfach-unterwegs.pdf	leaflet for guests and tourists with suggested bike tours, pub. 2017
Bitte mit Helm!	leaflet	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/Bitte_mit_Helm_Radlhauptstadt_2018.pdf	leaflet with information on bicycle helmets, pub. 2018
Radlkalender	brochure	https://radlhauptstadt.muenchen.de/fileadmin/Redaktion/Broschuere/n/Radlkalender_2018_Upload_Website.pdf	brochure giving an overview of all cycling relevant dates and events in Munich and the region, pub. 2010-2018 every year
Münchner Radlstadtplan	city map	https://radlhauptstadt.muenchen.de/radlinfos/muenchner-radlstadtplan/	city map with all cycling routes in Munich, pub. Every 2 years
Münchner Radlroutenplaner	Online route planner	http://rad.mvv-muenchen.de/mvzbike/index.html	
Sichtbar? Die Radldämmerung	Video	https://www.youtube.com/watch?v=J6jIYw22ttM	Spot to create safety awareness
Event Documentation/retrospects	Video	https://www.youtube.com/channel/UChOZHQF4hk5r6tuSVMzlt0Q	
Image Products	Postcards		Postcards to create a positive and cool image

Social media - local municipality

These should be the official accounts for the whole city, for cycling-related planning departments, or for cycling-related initiatives.

Name	Channel (i.e. Twitter, LinkedIn)	URL or handle (@ or account name)
KVR	Facebook	https://de-de.facebook.com/KreisverwaltungsreferatMuenchen/
Stadt München	Facebook, Twitter	https://de-de.facebook.com/Stadt.Muenchen/ @StadtMuenchen
Radlhauptstadt München	Facebook, Twitter, Instagram, YouTube	https://de-de.facebook.com/radlhauptstadt/ @Radlhauptstadt, @radlhauptstadt, https://www.youtube.com/channel/UChOZHQF4hk5r6tuSVMzIt0Q

Social media - individuals in local authority, policy makers, and politicians.

These can be accounts of individuals in your local authority working on cycling initiatives, or relevant local policy makers or politicians that you are comfortable with us using for Handshake.

Name	Position (e.g. Mayor)	Channel (i.e. Twitter, LinkedIn)	URL or handle (@ or account name)

Social media - other important local figures in cycling

Please include details of other stakeholders involved in cycling in your local area who are independent of the local authority, e.g. civil society organisations, cycling advocates/activists, or others. This will help us understand the cycling landscape in your city and complete a stakeholder map.

It is good to include figures who hold both positive and negative views of cycling and progress in your city, as this is useful for us to have an awareness of and we can discuss this further during the workshop at the general assembly in March as part of transition management. You can indicate if you are comfortable for these to be used as sources for Handshake communications materials.

Name - person/organisation	Channel (i.e. Twitter, Facebook, LinkedIn, website)	URL or account handle	Comfortable with us publicising information on local cycling initiatives from this source? (Y/N) / comments
<i>Current partners (e.g. relevant professional cycling groups or well-established campaign body, or providers of services like bike sharing):</i>			
<i>Activist groups (that work around the fringes of local</i>			

Name - person/organisation	Channel (i.e. Twitter, Facebook, LinkedIn, website)	URL or account handle	Comfortable with us publicising information on local cycling initiatives from this source? (Y/N) / comments
<i>authority initiatives but engage less formally) with either positive or negative views:</i>			
<i>Green City e.V.</i>	<i>Facebook, Twitter, Instagram</i>	<i>https://de-de.facebook.com/greencityev/, <i>@GreenCityeV, @greencityev</i></i>	
<i>ADFC München</i>	<i>Facebook, Twitter</i>	<i>@ADFC_Muenchen</i>	
<i>BUND Naturschutz</i>	<i>Facebook</i>	<i>https://de-de.facebook.com/bn.muenchen/</i>	
<i>Munich ways</i>	<i>Facebook, Instagram</i>	<i>https://www.facebook.com/MunichWays/</i>	
<i>Other individuals with views on cycling (e.g. business people or environmentalists) with either positive or negative views:</i>			

Local/national media

Please list local or national media outlets that might cover Handshake news. This might be TV, radio, newspapers, or internet sites.

Name of outlet	Outlet type (radio, TV etc)	Web link	Contact (if you have one)
<i>Hallo München</i>	<i>newspaper</i>	https://www.hallo-muenchen.de/	
<i>Wochenanzeiger</i>	<i>newspaper</i>	https://www.wochenanzeiger-muenchen.de/	
<i>Süddeutsche Zeitung</i>	<i>newspaper</i>	https://www.sueddeutsche.de/	
<i>Münchner Merkur</i>	<i>newspaper</i>	https://www.merkur.de/	
<i>tz</i>	<i>newspaper</i>	https://www.tz.de/	
<i>Abendzeitung München</i>	<i>newspaper</i>	https://www.abendzeitung-muenchen.de/	
<i>muenchen.tv</i>	<i>TV</i>	https://www.muenchen.tv/	
<i>Bayrischer Rundfunk</i>	<i>TV, radio</i>	https://www.br.de/index.html	
<i>Radio Gong</i>	<i>radio</i>	https://www.radiogong.de/	
<i>charivari</i>	<i>radio</i>	https://www.charivari.de/?gclid=CjwKCAiA767jBRBqEiwAGdAOr7-J_jRduKwpaRNzFMT77TfwsXcgqjWICVmaW-0fq6ZLbtQPXKBa2hoCWJUQAvD_BwE	
<i>Green City Life</i>	<i>Magazine</i>	https://www.greencity-magazin.de/	
<i>Grün und Gloria</i>	<i>Blog</i>	https://www.gruenundgloria.de/	
<i>Mucbook</i>	<i>Blog / Magazine</i>	https://www.mucbook.de/	

Are you happy for us to reference news stories in our communications which present mixed or critical reviews of your cycling policy or initiatives (for example from interviews with local cyclists)? This can often be the case with local news. **Please mark next to your answer with an X.**

Yes

No

Not sure – wish to discuss X

Political or strategic activities and initiatives linked to cycling

Please list key strategic initiatives linked to cycling decision-making processes, i.e. those that may be directed at politicians and officers rather than cyclists themselves. For example - consultative group meetings/stakeholder forums, or a regular statement/report on related activities, e.g. a bicycle account, forward investment programme or strategy monitoring update.

Name of initiative	Type of action or activity (e.g. meeting or document)	Approximate usual time (e.g. month) of activity	Web link	Contact (if relevant)
city council decision in principle to promote cycling	document	regular update		
steering group on cycling issues (representatives of all departments dealing with cycling issues and city council representatives)	meeting	twice a year		
various working groups on key topics e.g. marketing/PR, traffic junctions, bicycle streets	meeting	at least twice a year		
work group on cycling issues with local cycling association (ADFC)	meeting	twice a year		
city council hearing on cycling key issues e.g. complaint management	forum	if required		

Events

schedule

We would like to know your forward plan of events, regular campaign days and infrastructure launches for at least the next year, so we can include these in our communications calendar. Please write these in the calendar below. Even approximate dates are fine (e.g. infrastructure schemes) – mark these with **TBC**.

If these are likely to occur each year of the project, please tick.

Comment: We will realign our cycling campaign and will launch a new brand identity and new communication activities during the year. We expect to start in summer 2019 with the new campaign. For this reason, our annual planning is not completed yet.

2019	CYCLING EVENT (description)	Link (e.g. website)	Annual ? (Y/N)	CYCLING CAMPAIGN (DAY/WEEK)	Link (e.g. website)	Annual? (Y/N)	INFRASTRUCTURE LAUNCH (description)	Link (e.g. website)
January								
February							green arrow sign for cyclists	https://www.sueddeutsche.de/muenchen/gruener-pfeil-fahrradfahrer-pilotversuch-1.4327326
March	cycling flea market		Y	bike safety check (1 day)		Y		
April				bike safety check (1 day)		Y		
May				bike safety check (1 day)		Y		
				joint press conference with local police department		Y		
June				bike safety			public air pumps and	

2019	CYCLING EVENT (description)	Link (e.g. website)	Annual ? (Y/N)	CYCLING CAMPAIGN (DAY/WEEK)	Link (e.g. website)	Annual? (Y/N)	INFRASTRUCTURE LAUNCH (description)	Link (e.g. website)
				check (1 day)			self-service stations (envisaged)	
July							start of steel construction works for new pedestrian and cyclist bridge ("Arnulfsteg")	
August	cycling night		Y					
September				Mobile open-air exhibition "FAHRRAD!"				
October								
November								
December								