

**PLANNING LAND USE STRATEGIES: MEETING
BIODIVERSITY, CLIMATE AND SOCIAL
OBJECTIVES IN A CHANGING WORLD**

**D6.1 – CDE PLAN, ACCOMPANIED BY LAUNCH OF
ONLINE PROJECT HUB**

WORK PACKAGE 6, TASK 6.1

FINAL DELIVERY DATE: 31-08-2023

Deliverable version	V2
Dissemination level	PU
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This project has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No 101081464.

DOCUMENT INFORMATION

Project Acronym	PLUS Change
Project Title	Planning Land Use Strategies: Meeting Biodiversity, Climate and Social Objectives in a Changing World
Project Coordinator	Julia Leventon – Czech Globe
Project Duration	48 M (June 2023 – May 2027)
Deliverable Number	D6.1
Deliverable Type	DEC
Dissemination Level	PU
Contractual Delivery Date	M3
Delivery Date	31-08-2023
Version	v.2
Pages	51
Work Package	WP6 – Dissemination, communication and exploitation
Lead Beneficiary	ISOCARP
Contributing Beneficiaries	Biobased
Keywords	Communication, dissemination, exploitation



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 the European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.



This work was funded by UK Research and Innovation (UKRI) under the UK government's Horizon Europe funding guarantee [grant number 10067940].

Project funded by



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
**State Secretariat for Education,
Research and Innovation SERI**



DOCUMENT HISTORY

Date	Version	Author	Description
22-08-2023	v.0	Alice Jelmini Taliah Dommerholt	First Draft
29-08-2023	v.0.1	Vendula Kubušková Julia Leventon Kimberly Major Hannah Hagen	Internal Review
30-08-2023	v.1	Alice Jelmini Taliah Dommerholt	Final
31-08-2023	v.2	Taliah Dommerholt	Final 2 – minor edits



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List of Abbreviations

Term	Description
CDE	Communication, Dissemination and Exploitation
D	Deliverable
EU	European Union
GA	Grant Agreement
ISOCARP	International Society of City and Regional Planners
KPI	Key Performance Indicators
PURPLE	Peri-urban regions platform Europe
SERI	State Secretariat for Education, Research and Innovation
T	Task
UKRI	UK Research and Innovation
WP	Work Package



Executive Summary

This Deliverable is part of Task 6.1, within Work Package 6. The Plan is a comprehensive strategy designed to effectively communicate the project’s objectives, findings and results to different target audiences, while also outlining the key strategies and activities that will be employed to achieve maximum impact of project outcomes. The plan starts by introducing purpose and scope of the CDE efforts, highlighting the project’s commitment to addressing challenges related to climate change, biodiversity, and human well-being through innovative land use strategies. The plan identifies the three primary audience groups – civil society, planners and policy makers, and academia – and places a strong emphasis on active stakeholder engagement in the two-way-co-creation of results, and on creative arts and storytelling methodologies to support these processes of co-creation and effective communication. By executing the planned communication, dissemination and exploitation activities, the Key-Performance Indicators (KPIs) defined in chapter 7 will be achieved. The activities, as described in the Implementation & Roadmap chapter, are divided into 3 stages of implementation, aimed to build an audience, expand practice case experiences and progress, and finally disseminate and exploit beyond PLUS Change duration. Finally, this document is accompanied by the launch of the project website, that will be continuously updated to reflect the project’s outcomes.



1 Introduction

1.1 Purpose & Scope

The PLUS Change Communication, Dissemination and Exploitation Plan aims at effectively communicating the project, its findings, and results to the target audience, including the practice case regions, policy makers, researchers, and the general public, as well as fostering its exploitation. The goal is to create knowledge and awareness of the project’s objectives and impact, and to promote in the regions across Europe the development of strategies and decision-making processes for land use that effectively address challenges related to climate change, biodiversity, and human well-being. The Plan, as part of the WP6, supports the uptake and maximization of the PLUS Change’s impact by building audience, exchanging knowledge, and enhancing understanding of how land use planning and related decision-making can play an optimal role in “building a more resilient tomorrow”.

Dissemination and Communication are complementary approaches working together with Exploitation to maximize the impact of PLUS Change. However, they aim to reach different target audiences, and it is important to make a distinction. Communication aims to build audience and create awareness about the project and its objectives, and it is “one way”; while dissemination is “two way” to exchange knowledge and to ensure that the results are made widely available and can be used to advance innovation.

Communication aims to reach a broad audience, including non-experts, and starts at the beginning of the project and continues throughout its duration. The goal is to promote the project and explain the research in an accessible and creative way. The project relies on creative engagement, with a clear visual identity, and the creative outreach programme *Possible Landscapes* by partner Biobased, that will ensure that the outputs are a cohesive and comprehensive whole that increase visibility and impact.

Dissemination, on the other hand, targets specific audiences – civil society, planners and policy makers, and researchers - and is based on knowledge exchange through and with the practice cases at regional and local scales, and through and with multiplier cluster at the European scale. The purpose is to foster knowledge transfer and circulation to land use stakeholders. In this regard, the Possible Landscapes approach, combined with existing practice partner local knowledge and expertise, facilitates, and ensures exchange across a wide range of citizens and stakeholders.

Finally, Exploitation measures will ensure a longer-term impact emerging from the heart of the project, using existing networks and mechanisms that will ensure the sharing of relevant analyses to maximize take up of PLUS Change work and output. Exploitation maximises impact of research and creates additional value from project results. It starts during the project lifetime but extends beyond its conclusion.

The CDE Plan aims to develop the lead to a long-term scientific and societal impact of the project, and will therefore identify the key stakeholders, channels and messages that will enable the project to reach its target audience. By effectively communicating the project’s findings and outcomes, the CDE plan will contribute to 2021 EU Strategy on Adaptation to Climate Change and its call for a smarter, faster, and more systematic approach to address the inevitable impacts of climate change impacts across all levels of governance. Accordingly, the deliverable is shaped into a



comprehensive roadmap for communication, dissemination, and exploitation as tools for supporting and promoting the project.

1.2 Document Structure

Overall, the CDE Plan will play a critical role in achieving the project's objectives and ensuring its impact on the target audience. Following the introduction (Chapter 1), the deliverable outlines the CDE strategic approach (Chapter 2), providing content and an overview the project's central CDE strategies. This is followed by a Communication Plan (Chapter 3), focusing on key communications features including the visual identity, project website, social media, and project news. Chapter 4 discusses the plan for dissemination and exploitation, outlining the different tools and methods that will maximise impact and uptake of results. Chapter 5 then outlines the three main target groups and the strategies to reach these groups. Chapter 6 discusses the roadmap for implementation, following by Chapter 7, about the internal organisation of the CDE plan, KPIs, and monitoring. This is followed by a conclusion (Chapter 8).



2 CDE Strategic Approach

The overarching aim of T6.1 is to communicate project results and link them to appropriate audiences in usable forms. In accordance with standards set by the European Commission (Table 1), we define communication as the promotion of actions and results, dissemination as the publication of results, and exploitation as the uptake of results.

Central to the CDE strategy is the identification of key target audiences. By pinpointing these groups, we can tailor our messaging and content in a way that resonates with each demographic. Our chosen channels of communication and dissemination are diverse, ensuring that engagement efforts are widespread and effective.

The CDE plan aims to reflect key values of the project, specifically surrounding topics of justice, inclusion, and cocreation. As we navigate the project's trajectory, we use imaginative storytelling and participatory methodologies to engage with stakeholders and give tangible form to their visions of future land use. This dynamic approach serves as a catalyst for meaningful data collection and the cultivation of innovative ideas.

Table 1. Overview of CDE (adapted from the European Commission).

	Communication	Dissemination	Exploitation
What	Promote actions and results: Inform, promote, and communicate your activities and results	Make results public: Open science; knowledge and results for others to use	Make concrete use of results: commercial, societal, political purposes
Who	Reaching multiple audiences: citizens, media, stakeholders, etc.	Those that can learn from the results: scientists, authorities, industry, policymakers, sectors of interest, civil society, etc.	Those that can use the results: researchers, industry, SMEs, authorities, industrial authorities, policymakers, sectors of interest, civil society
How	<ul style="list-style-type: none"> Well-designed strategy Convey clear messages Use of media channels 	Publish results: <ul style="list-style-type: none"> Scientific magazines Scientific and/or targeted conferences Databases 	<ul style="list-style-type: none"> Create roadmaps, prototypes, software, toolboxes Sharing knowledge, skills, data
When	From the start until the end of the project	As soon as there are results	Once there are exploitable results and continuing beyond the end of the project
Why	<ul style="list-style-type: none"> Engage with stakeholders Attract experts Generate market demand Raise awareness Showcase European collaboration 	<ul style="list-style-type: none"> Maximise impact of results Allow other researchers to go a step forward Contribute to the advance of the state of the art 	<ul style="list-style-type: none"> Lead to new legislation of recommendations For the benefit of innovation, the economy, and society Help to tackle a problem and



		<ul style="list-style-type: none"> • Make scientific results a common good 	respond to an existing demand
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2.1 Context

PLUS Change is funded by Horizon Europe, the ninth European Research and Innovation Framework programme (2021-2027), which endeavours to “steer and accelerate Europe’s recovery, preparedness and resilience”. As part of the first Horizon Europe Strategic Plan (2021-2024), the project contributes to **Key Strategic Orientation C**, “*making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction and production systems*” and the **Impact Area** “*climate change mitigation and adaptation*”. It further falls under **Cluster 5**, *Climate, Energy and Mobility* and contributes to **Destination**, *climate sciences and responses for the transformation towards climate neutrality*.

PLUS Change is specifically funded under the topic HORIZON-CL5-2022-D1-01-03-two-stage, which focuses on *social science for land-use strategies in the context of climate change and biodiversity challenges*. This is one of three topics under Cluster 5’s call for ‘Climate sciences and responses’.

In line with its funding mandate, PLUS Change aims to understand how land-use decisions can best support efficient and socially responsible policy objectives, ranging from climate, to biodiversity, to human wellbeing, and on various scales, from the individual to regional to European. In doing so, the project will develop a toolbox of land use instruments and approaches, consistent with long-term goals and strategies of Horizon Europe.

With the PLUS Change CDE plan, we aim to advance knowledge and provide solutions that contribute to the overarching objectives of the project, creating awareness, facilitating knowledge exchange, and communicating outcomes to the target audiences. The CDE plan also contributes to the EU mission on adaptation to climate change (including societal transformation), directly supporting the European Green Deal, Paris Agreement, and other related political endeavours in the fields of climate and energy.

2.2 PLUS Change Objectives for CDE

The development of the CDE plan is intended to support all partners with the following objectives:

- Develop and define the PLUS Change approach to CDE, drawing on the project’s values of inclusion, accessibility, and participation
- Determine the main tools and channels for CDE, building a strong online presence through appropriate media channels and an online hub (project website) that acts as a community of knowledge (showcasing practice cases, disseminating artistic output and interactive modules, and sharing public project deliverables through news articles, infographics, etc.)
- Actively and effectively promote PLUS Change at all levels, creating awareness of project results and achievements during and beyond the project



- Develop a PLUS Change visual identity that aligns with project goals and values, including guidelines for visual communication (e.g., default templates for MS Word, PowerPoint, and text templates)
- Engage stakeholders, including relevant communities, through creative methodologies and other co-creative strategies
- Define internal workflows, organisation, and coordination of CDE activities to ensure PLUS Change consortium partners correctly implement CDE activities
- Define target audiences, including strategies to address them and key messages for each group; outline and express the key learnings of the project to these target audiences through engaging and creative ways,
- Enhance exploitation activities by identifying potential collaboration opportunities and exploring possibilities for commercialisation and knowledge transfer of project outcomes
- Review and adapt the CDE plan regularly (together with project partners) to ensure effectiveness and improve efficiency and impact
- Integrate PLUS Change activities into the communication strategies of project partners and relevant networks for wider dissemination

2.3 Central CDE Strategies

To meet the objectives for CDE outlined in Section 2.2, the following strategies will be used throughout the project:

- **Active engagement with stakeholders.** Actively engage with relevant communities and stakeholders in the two-way co-creation of PLUS Change results
- **Key messages.** Communicate key learnings and key messages of the project to target audiences in efficient ways
- **Sharing and transferring knowledge.** Facilitate the exchange of knowledge and best/novel practices among stakeholders and scientific communities through targeted dissemination practices
- **Creative arts and storytelling methodologies.** Support processes of co-creation and effective communication of results. This includes developing project-specific storytelling methods that each Practice Case can use to communicate progress and results.
- **Awareness building.** Development of targeted strategies to raise awareness about the project, its objectives, and results, in order to create a broader understanding of the challenges related to land use strategies.
- **Capacity building.** Development of targeted communication strategies to reach decision-makers and sharing the project's results, tools and recommendations that can support their decision-making and enable effective action
- **Maximizing impact of project activities.** Ensure the long-term impact and sustainability of the project by using existing networks and mechanisms for knowledge sharing.
- **Uptake of project outputs.** Share the knowledge, tools and data beyond the scope and end of the project to facilitate the uptake of the project's results and promote their integration into future land use policy frameworks and decision-making processes



3 Communication Plan

Communication activities in the PLUS Change project work to increase the visibility of the project, making use of external and internal partner networks. As shown in Table 1, the Communication strategy aims to inform and promote project activities and results, reaching diverse audiences, from laymen to experts. Starting from the beginning of the project, the communication strategy will convey clear messages and make use of the project’s social media channels, as outlined in the following sub-sections. The purpose is to engage with stakeholders, attract experts, raise awareness about project activities, share results (showcasing results and important lessons learned), and demonstrate European collaboration. Although led by ISOCARP, all partners will be involved in communications activities, especially at the local level.

The main strategy of communications includes:

- Sharing project results and activities at multiple scales
- Building an online presence, making use of a variety of multi-media tools and platforms
- Establishing a project identity that is used by all partners
- Informing the Project Officer about communications activities that should be shared with the broader community

Table 2. Main communication tools and activities.

Communication Tools and Activities	Description, Timing (responsible actor)	Target audience
Graphic design & visual identity	PLUS Change will develop a distinctive visual identity. This aesthetic will be used in all communications activities, including the development of infographics. Templates (MS Word, PPT, press release), as well as standardised text describing the project will be made available to partners to ensure project activities send a clear and unified message. M1-M8 (ISOCARP)	All; internal
Website & Online Hub	Primary and core project communication channel. Includes information, updates, and events of PLUS Change, and shares public project results and deliverables. M6-M48 (ISOCARP)	All
Social media platforms	Regular communication through social media websites, including: <ul style="list-style-type: none"> • Twitter (EU policy makers, academics, urban professionals) • Instagram (civil society, Practice Case residents) • LinkedIn (academic and urban professionals) • TikTok (civil society, Practice Case residents) 	All



	Content includes news updates, infographics, and video. M1-48 (ISOCARP) Plus Change social media will also engage with the social media of the European Climate, Infrastructure and Environment Executive Agency (CINEA) and PLUS Change partners.	
Newsletter	Every six months the project will send a digital newsletter summarizing the achievements and activities, past and upcoming M6-48 (ISOCARP)	Planners & Policy; research
Press releases & media communications	Regular press releases, most being on the local level in collaboration with practice cases, as well as press releases for a more general, international audience, about key project events. For specific deliverables, key results, and PLUS Change activities, blogs/news posts will be made available online, summarising the key takeaways. When relevant, results will be shared visually. Includes a press kit to standardise the message. M1-M48 (ISOCARP)	Planners, & policy; Civil society
Comms Kit	Promotional material, including brochures and posters. The majority will be digital, although print options will be made available. M4-M8 (ISOCARP)	All; internal
Presentations & events	PLUS Change partners will communicate project results and activities at relevant events. M1-M48 (all)	ALL

3.1 Visual Identity

This section introduces the visual identity of the project, outlining the vision and different design elements of the project.

3.1.1 Vision

Our primary design objective was to create a visual identity that embodies the values of the project, such as democracy, participation, inclusiveness, resilience, and adaptation. It was essential to develop a design that resonates with the various target demographics of the project, encompassing diverse forms of land use and the ways in which people interact with land. Our project case studies tackle a range of issues (e.g., meeting housing demands while maintaining sufficient green spaces; responding to intensive industrialization and urbanization without compromising environmental quality; coping with the impact of changing climate conditions on agricultural, etc.). We therefore opted for a design that was holistic and representative of the different contexts we are working with (urban, peri-urban, and rural), having an overall ‘natural’ kind of feel. The project's visual identity reflects the project as much as possible, utilizing imaginative colours and design aspects that evokes a sense of creativity, capturing the essence of the project's themes and objectives.



3.1.2 Colour palette

When choosing the colour palette, we decided on colours that would be accessible to those with different forms of colour blindness (see Figure 1 below). The chosen colours are natural and earthy, with the primary colour (colour 1), being a greyish blue, complemented by a warmer yellow and an orangey red. The colour palette will be used throughout the project, playing a pivotal role in the project identity.

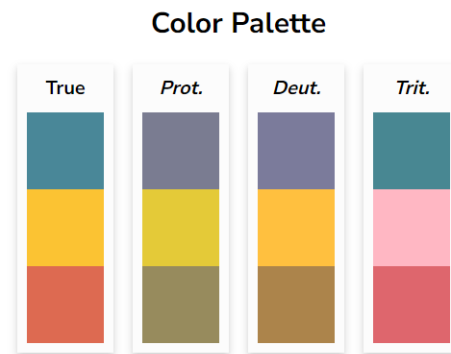


Figure 1. Colour palette as seen by people with different types of colour blindness, including protanopia, deuteranopia, and tritanopia (source: <https://davidmathlogic.com/colorblind/#%23498798-%23FBC333-%23DD6A51>).

Colour 1: #498798 (Titles, Heading 1 & Heading 2 in a lighter hue, #64A6B8)

Colour 2: #FBC333 (Heading 4)

Colour 3: #DD6A51 (Heading 3)



3.1.3 Logos

In collaboration with a graphic designer and through co-creative processes with the PLUS Change consortium, a logo was designed to encapsulate the project. The logo has three key components, which include:

- Sun, representing climate change
- Leaf, representing biodiversity
- House, representing well-being



These three are growing out of the PLUS Change text, representing growth and progress. The graphic can be used alone (Figure 2), or with the PLUS Change text (Figure 3). There are also options for monochrome blue (Figure 3) or black (Figure 4) logos.

Due to formatting of the logos, it is important to use the correct form of the logo (generally png), rather than using screenshots. The image files formats allow for the logo to be resized, while maintaining correct dimensions and quality. To adequately inform project partners on the correct logo uses and the visual identity, an internal tutorial document will be made. In general, the logo should be downloaded directly from the SharePoint and should not be cropped, rescaled, or rotated.

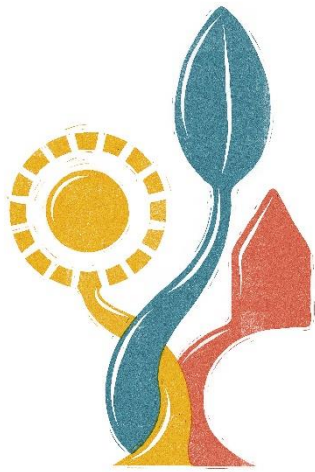


Figure 2. PLUS Change primary icon.



Figure 3. Standard colour PLUS Change logo.



Figure 4. PLUS Change logo in blue monochrome.

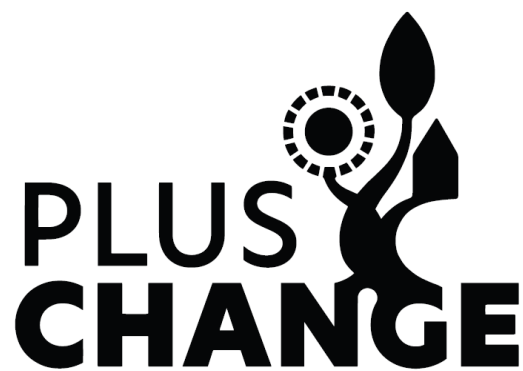


Figure 5. PLUS Change logo in black monochrome.

In addition to proper use of the logo, it is necessary to include the funding emblems in all PLUS Change output. PLUS Change has received funding from the Horizon Europe Programme, and



partners have received funding from UK Research and Innovation (UKRI) and from the Swiss Federation, State Secretariat for Education, Research and Innovation (SERI).

The EU emblem information can be found here:

https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en

The UKRI Funding logo information can be found here:

<https://ukri.frontify.com/d/zgfuBB2r7aAg/brand-basics#/brand-basics/our-logos>

And the Swiss funding information can be found here: https://www.sbf.admin.ch/logos_en



Figure 6. Screenshot of funding emblems used in PLUS Change deliverables.

3.1.4 Typography

Bierstadt is the main font used for all headings and fonts. The colours are outlined above (3.1.2), and the main colour used for body text is dark grey, #262626.

Name of Heading & description	Specs	Example
Title (title of deliverable, document info, document history)	Font: Bierstadt, Bold Size: 20 Colour: #468798	TITLE
Heading – Unnumbered (table of contents, figures, tables, list of abbreviations, executive summary, etc.)	Font: Bierstadt Size: 20 Colour: #468798	Heading
Heading 1 – Section Titles	Font: Bierstadt Size: 20 Colour: #468798	Heading
Heading 2 – Subsections	Font: Bierstadt Size: 16 Colour: #64A6B8	Heading 2
Heading 3 - Subsections	Font: Bierstadt Size: 14 Colour: # DD6A51	Heading 3
Heading 4 - Subsections	Font: Bierstadt, Italics Size: 12 Colour: # FBC333	Heading 4



TITLE – SIZE 20, BOLD, COLOUR #468798

Heading (Unnumbered) - Size 20, Colour: #468798

Body Text – Size 11, Colour: #262626

1 Heading 1 – Size 20, Colour: #468798

1.1 Heading 2 – Size 16, Colour: #64A6B8

- List Example

1.1.1 Heading 3 – Size 14, Colour: # DD6A51

Table 1. Table format example.

Column 1	Column 2	Column 3

1.1.1.1 Heading 4 – Size 12, italics, Colour: # FBC333



Figure 1. Figure caption example.

Figure 7. Typography of PLUS Change deliverables.

3.1.5 Graphics

3.1.5.1 Icons





The Icons are available in the three project colours, as well as in black. When we create output for the project – including deliverables, presentations, posters, etc. – these icons will be used to label the different key components. Project partners have the option to use the icons in the colours they prefer.

The first set of icons represent land use, justice & equity, and participation & co-creation. These were selected as the underlying themes that reoccur throughout the project. The second set represent the overarching categories of land use: urban, rural, and peri-urban.

As the project progresses, more icons will be commissioned as needed.



Table 3. PLUS Change Icons.

Icon Title	Icon
Land Use	
Justice & Equity	
Participation & Co-creation	
Urban, Peri-urban, Rural	

3.1.5.2 Map

The first iteration of the map for the website is simple, identifying the locations of the Practice Cases. As the project progresses, we will create a more complex map, likely including the shapefiles of the different Practice Cases and potentially land use variables of the different areas as well.





Figure 8. PLUS Change map.



Figure 9. Example of one of the Practice Case shapefiles, specifically, Amsterdam, NL.

3.1.6 Templates

To maintain uniformity in generated content across the project, a variety of documentation templates will be drafted. These templates are designed in alignment with the project's identity and are used to enhance communication activities. Further templates will be created as needed.

Templates include:



- Project Deliverables (completed)
- Standard PowerPoint slides with optional text and graphics (M4)
- Press Releases (M4)

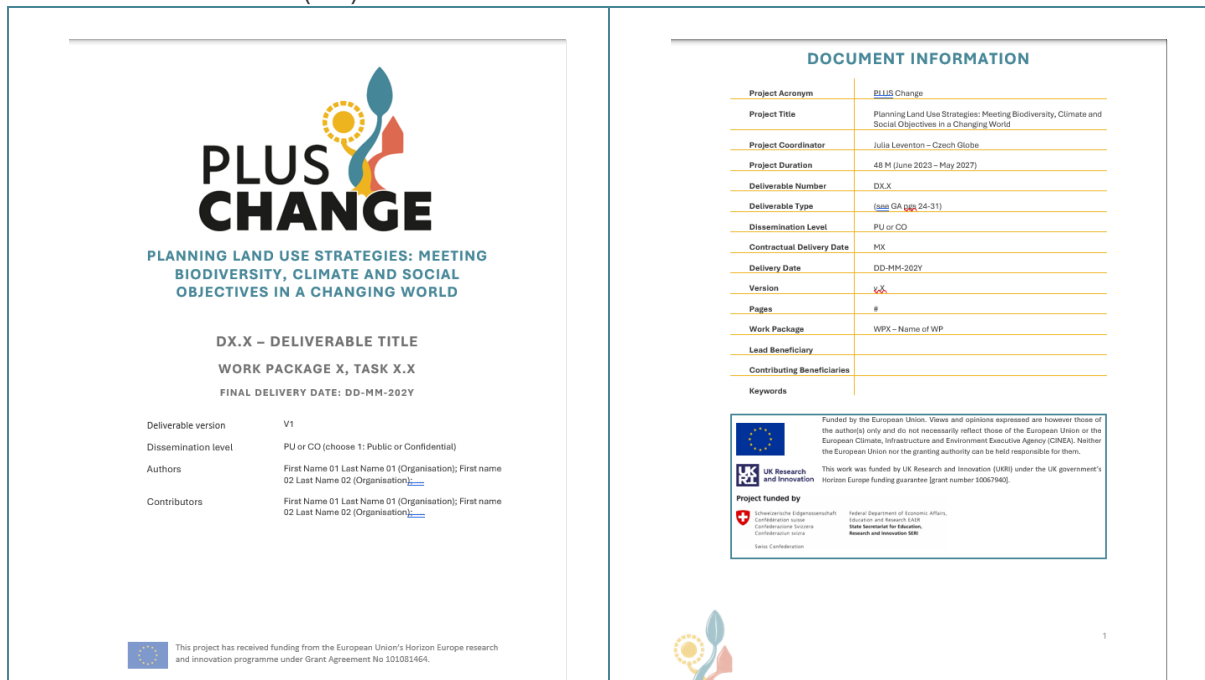


Figure 10. First two pages of the Deliverable template.

3.1.7 Standard texts

We have created standard texts that can be used by all project partners in their local communications activities and websites, translated into their own languages. Standard texts will be periodically reviewed by partners to reflect project results and updates.

PLUS Change is an EU-funded Horizon project that aims to create strategies and decision-making processes for land use, addressing issues related climate change, biodiversity, and human well-being. By bringing together a diverse range of stakeholders and incorporating case studies from across Europe, the project focuses on understanding the relationships between urban, regional, and peri-urban areas. The overarching goal is to generate knowledge and drive transformative change towards a sustainable world.

The PLUS Change consortium consists of 23 different partners, involving transdisciplinary expertise from the sciences, social sciences, humanities, and arts. Our 12 Practice Cases are real-world examples of land use decision making and action within a geographic area, and include Amsterdam, NL; Nitra City, SK; Flanders, BE; Kaigu Wetland, LV; Park Ela, CH; Province of Lucca, IT; Green Karst, SI; Three Countries Park, DE, BE, & NL; South Moravia, CZ; Surrey, UK; Ile de France, FR; Mazovian Region, PL.

Throughout the project, we adopt a transdisciplinary perspective to understanding how values, knowledge, governance, powers, and roles of different actors interact to influence land



use decisions. We strive to recognise the diverse needs and values associated with land use, considering the consequences of effective interventions and good governance. Our approach to land use planning takes a long-term, dynamic perspective, considering social and physical changes over time, trade-offs, synergies, and expected/desired climate and biodiversity trends. The transfer and exchange of experiences and knowledge between different practice cases and land use domains play a crucial role in achieving the goal of inducing positive change. By learning from different perspectives and experiences, the project strives to create a more sustainable and climate-friendly approach to land use, benefiting both the environment and the communities.

Figure 11. Standard texts.

3.2 Website & Online Hub

For many, the website will be the primary way of accessing the project and it is therefore essential to develop a design that resonates with the various target demographics of the project, encompassing diverse forms of land use and the ways in which people interact with land.

The website will be created using Wordpress CMS. This allows us to develop a website in a relatively short time with custom design and user-friendly management for the end user. Wordpress itself is also very conducive to the use of media (images & video).

The first iteration of the website will be published in M3 of the project, August 2023. This is a somewhat barebones version of the final website, and includes introduction to the project and Practice Cases, as well as links to social media. A more complete version of the website will be published in M7, December 2023. This will be more fleshed out and interactive. The idea is that the website will be continually adapted and expanded upon as the project progresses. It will function as a knowledge hub and space where users can interact with project content.

3.2.1 Website structure

The website will function as the main ‘portal’ for the PLUS Change project stakeholders and will be used by the 23 project partners as the main tool for communication and activities. It should therefore:

- Present the main features of the project (About)
- Introduce the 12 Practice Cases (Practice Cases)
- Share updates on project progress (News)
- Collect and disseminate knowledge and results, including interactive modules (Knowledge Hub)
- Specify other media channels and contact points (Contact)



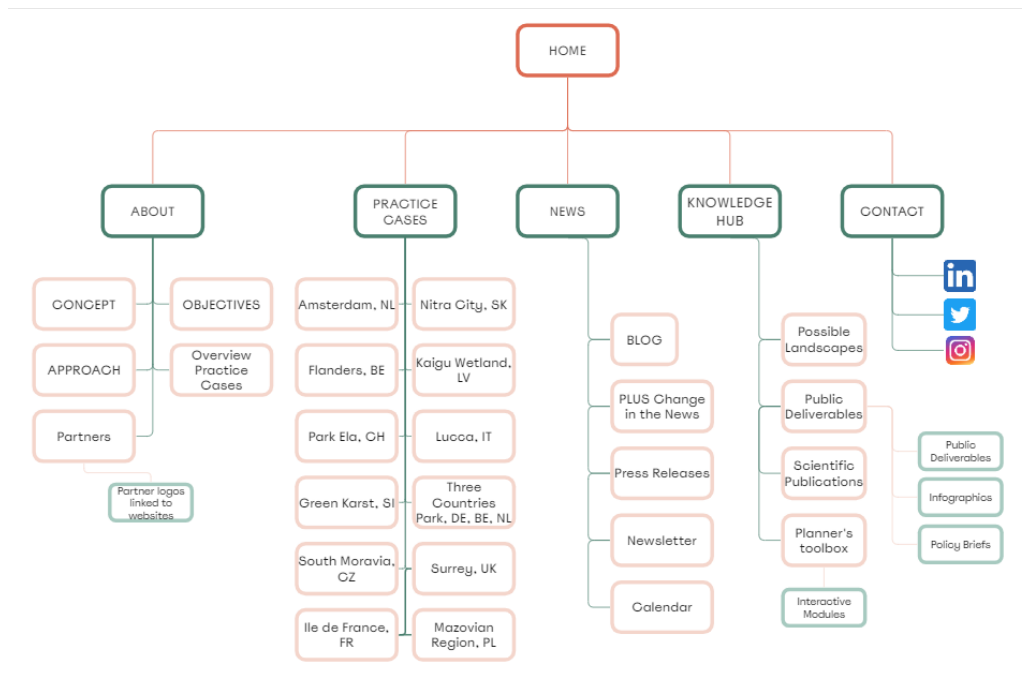


Figure 12. Draft layout of the project website.

3.3 Social Media Presence

Social media plays a key role in PLUS Change CDE. It will be used to communicate project activities and results, share news related to upcoming and past events, and connect with other projects and networks. LinkedIn will be used to target professionals, including academics, practitioners, and policymakers. It will be used to share information related to technical output, as well as general project updates and events.

Twitter content is significantly shorter than LinkedIn content and will be used to reach a broader audience (through the use of relevant hashtags) and engage in topical discussions.

Instagram will be used for the more visual aspects of the project, sharing images from workshops and activities in Practice Cases and from Possible Landscapes activities. Although a TikTok has not yet been created for the project, it will also likely be used to share the more hands-on and creative outcomes/processes of the project.

A protocol will be developed for partners to create content and interact with these different social media platforms.

LinkedIn: <https://twitter.com/PLUSChangeEU>

Twitter: <https://twitter.com/PLUSChangeEU>

Instagram: <https://www.instagram.com/pluschangeproject/>



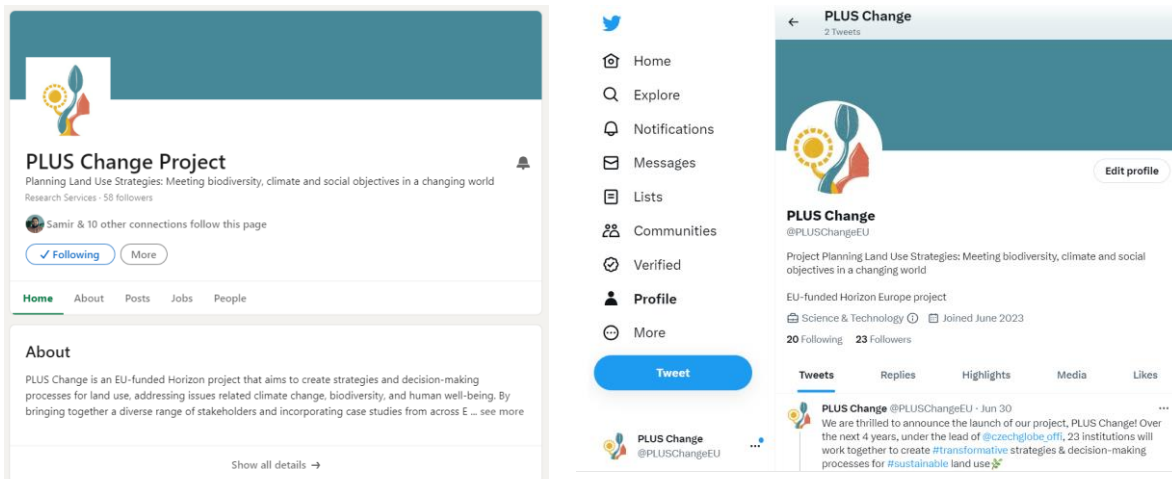


Figure 13. Screenshots of the PLUS Change LinkedIn (Left) and Twitter pages.

3.4 Newsletters & press releases

Every 6 months, we will publish a PLUS Change newsletter, sharing progress and key project results from each Practice Case and the different partners. Interested parties will have the option to subscribe to the newsletter through the project website. The consortium will also prepare press releases to promote important project events, results, and milestones throughout the project. They will be shared through the project’s website and social media accounts and be distributed to partners to translate into their own languages, if desired.



Figure 14. The first press release announcing the Kick off Meeting of the PLUS Change project.



3.5 Events

Partners will participate in relevant events to boost visibility for the project and key results. This is important for ensuring that project results are used beyond the scope of the project, as well as for creating connections with other relevant researchers/stakeholders and keeping up to date with advancements in the field of land use planning.

3.6 Communication kit

A communication press kit will be developed and distributed to all partners by ISOCARP. The kit will include information about the project through a factsheet/brochure, an overview PLUS Change presentation, and a poster. The brochure and poster will be available in both print and online versions. Additional promotional material will be created as needed. Partners will have the opportunity to translate material into local languages if necessary.



4 Dissemination & Exploitation of Results

The dissemination and exploitation approach employed for PLUS Change is a comprehensive and strategic framework designed to effectively share project findings and outcomes with key stakeholders and target audiences. It focuses on fostering knowledge exchange, ensuring widespread accessibility of results, and facilitating innovation and impact in the field of land use planning. The focus is on longer term impact, aiming at packaging results so that target audiences can extract key messages from the outputs of the project. The purpose is to create a dynamic and interactive dissemination process that maximizes knowledge transfer, encourages collaboration, and supports the implementation of sustainable land use strategies. It ensures that the project's findings and outcomes are effectively communicated, leading to increased awareness, informed decision-making, and positive societal and environmental impacts.

Exploitation of project results encompasses the utilization of results and key learnings beyond the project's immediate scope. It involves strategically leveraging the knowledge, findings, and lessons learned throughout the project for specific future deployments. This exploitation process builds on the established audiences reached through dissemination activities, and focuses on promoting the adoption, replication, and adaptation of the project's outcomes in external contexts, ensuring their relevance and applicability beyond the project's lifespan.

Dissemination and exploitation are catered to a variety of different target groups but focus specifically on stakeholders and audiences that can learn from and make use of the generated knowledge and results. In the table below (Table 4), we outline the main dissemination activities of PLUS Change, indicating the main target audiences of these tools. The main target audiences, elaborated upon further in Chapter 5, include **1) citizens, civil society, and land managers, 2) Planners, planning associations and policy makers, and 3) Academic & research dissemination.**

Table 4 Summary of PLUS Change Communication, Dissemination and Exploitation activities

Dissemination & Exploitation Tools and Activities	Description, Timing (responsible actor)	Target audience
Planners' Toolbox	Featured on the PLUS website, the toolbox will show case practice cases and disseminate artistic output. It further consists of interactive modules/simulation tools and training materials, and a serious game. All aimed at capacity building. M6-48 (ISOCARP, P4All, with all partners)	Planners & Policy; research
Intervention Handbook	Featured on the PLUS website, the handbook contains project results that assist planners in staging land use interventions M48 (CZECHGLOBE)	Planners & policy; research
Ambassador Programme	15 ambassadors from diverse interests related to land use change will be recruited and trained to represent PLUS change activities and increase engagement M15-M48 (CZECHGLOBE)	All, with a focus on Civil society



Newsletter	Every six months the project will send a digital newsletter summarizing the achievements and activities, past and upcoming M6-48 (ISOCARP)	Planners & Policy; research
Social media	Regular communication through social media websites, especially LinkedIn. Content includes news M1-48 (ISOCARP)	All
Practice briefs	Briefs on interventions in planning and policy systems, concisely communicating results to targeted groups M36-M48 (CZECHGLOBE)	Planners & Policy
Scientific papers	Academic publications to foster specific outreach and dissemination M24-M48 (All)	Research
Scientific conferences	Scientific presentations to present methodologies and emerging results to foster outreach to key academic communities	Research
Possible Landscapes	New Heroes develops a facilitated performative Possible Landscape Co-creation workshop that inspires participants to visualize their ideas on possible future landscapes. The outcomes are incorporated in a visual creative production for each practice location. This Possible Landscape production is a flexible tool that may be used in various creative ways to engage further local communities over the course of the project. From formal exhibits to billboards, online storytelling or puzzles and flyers. The collection of Possible Landscapes culminates in the final Best of Plus Change exhibit with additional modular elements also shared in each practice location during local storytelling events. M1-48 (Biobased)	All
Practice case workshops	8 multi-actor workshops within practice cases M1-48 (PURPLE)	All
Multiplier cluster workshops	Planning associations (e.g., PURPLE, ISOCARP), land user organisations, and policy-makers that represent land use stakeholders at a European (and beyond) scale. We analyse their practices, broader scale systems processes including transboundary issues, their needs and interventions M1-M48 (PURPLE)	Planners & policy
Clustering with other Horizon Europe Projects	Form synergies with sister projects and other relevant projects to amplify results.	Research
Policy outreach events at consortium meetings	Targeting policy-makers and government representatives on topics of land use and the environment at a European (and beyond) scale. Events will showcase the project to this audience, and elicit their inputs, and ensure links to the priorities of	Planners & Policy



	the current presidency M1-M48, Mazovia Reg, VLM, REGION	
Amplification of results through events	Dissemination to the different professional audiences will be further supported by both internal (e.g., ISOCARP and PURPLE) and external to the consortium (e.g., other Horizon projects)	Planners & Policy; research
Final conference	Conclusion of the project and sharing of key outcomes	All

4.1 Dissemination & exploitation tools and activities

To maximize the impact and relevance of PLUS Change and reach the target audiences, we explore and define a diverse range of strategies and activities. These will be employed to effectively disseminate and exploit the research findings and outcomes that will emerge from the project. At the same time, through the following activities we aim to reach a wide audience and ensure that our work contributes to the advancement of knowledge and real-world applications.

4.1.1 Scientific publications

One of the key pillars of our dissemination and exploitation efforts is the publication of scientific works to showcase PLUS Change's technical knowledge and scientific achievements. These publications will serve to share our insights, methodologies and empirical findings with the wider scientific community.

As mentioned by the GA, research data and outputs will be managed in line with the FAIR principles as laid out in the European Commission's Open Access to Scientific Publications and Research Data scheme. A detailed Data Management Plan (DMP) will be designed and updated throughout the project as a living document. The types of data and research outputs include spatial data, climate and biodiversity indicators, social observational and experimental data.

- *Peer reviewed scientific journals:* potential journals include Land Use Policy, Journal of Land Use Science, Landscape Research, Land, Environment & Planning, International Journal of Urban and Regional Research, Journal of Rural Studies, Papers in Regional Science, Cities: The International Journal of Urban Policy and Planning
- *Scientific conferences:* Expected conferences include Earth System Governance, Global Land Programme, Ecosystem Services Partnership, Royal Geographical Society, INSPIRE conference, Transformations, International Conference on Environmental Psychology, International Ecological Economics, ISOCARP Congress

4.1.2 Technical publications

Technical results will be disseminated through various channels, including articles, position/white papers, catalogues, blog posts, policy briefs, and other platforms suitable for technology providers. These materials will serve as practical guides, toolkits or manuals that highlight the outcomes of PLUS Change into accessible and applicable formats.



4.1.3 Workshops & trainings

PLUS Change's partners and practice cases will organise and engage in relevant workshops and trainings. Recognizing the key importance of capacity-building and knowledge transfer, these activities will run throughout the whole project's lifespan, providing forums and techniques for engaging in new ways with a range of actors and citizens on the topic of land use.

More specifically, to foster continuous transdisciplinary co-creation within our practice cases, we will conduct a series of eight multi-actor workshops throughout the project duration, that utilize a diverse range of participatory methods. The workshops have been planned synchronized with the ongoing workplan of the project, ensuring that they communicate and refine results with the direct target audiences and research users. In each practice case, there is a core set of stakeholders (~20) who engage across all workshops, with additional actors engaging in topics specific to them. The goal is to design research questions, create data, share knowledge and experience, and validate and discuss findings.

4.1.4 Practice cases and the Multiplier Cluster

Practice cases constitute a fundamental way for achieving direct impact within the practice case regions and among their closely affiliated peers with established collaborations. Meanwhile, the multiplier cluster serves as a principal conduit for rapid impact, connecting planning associations and policymakers at the EU level in the domains of land use, climate, and biodiversity. Initially, these cases and clusters function as a mode of dissemination, involving stakeholders at both local and European levels in project initiatives focused on land use strategies and the corresponding actions. Subsequently, they evolve into catalysts for future adoption and expansion.

4.1.5 Possible Landscapes art installation

Possible Landscapes is a creative outreach programme that runs parallel with the project and engages in multimedia storytelling to co-create interactive modules and artistic output. After extensive collaboration with researchers and the practice case partners, a final art exhibition will be displayed at the final event, containing 3-D model installations and storytelling. The *Best Of Plus Change* exhibit is modular so that elements may travel to various practice locations. The purpose is to share the various pathways to achieving desired future land use practices, and then disseminate these findings through artistic output to an array of audiences, from land users to policy makers to the public.

4.1.6 Planners' Toolkit

As mentioned in the GA, the planners' toolkit includes a serious game, interactive modules, intervention handbook and training materials. The toolkit will support land use planners, offering instructive and interactive materials based on tested interventions and recommendations from case studies. It includes simulation tools for comprehending the effects of land use choices and resources to engage citizens and land managers in driving change. This includes innovative outreach and educational methods, as well as guidelines within an intervention handbook. The handbook will underscore practical, ethical, and contextual boundaries of these interventions, while providing direction for their implementation. This involves identifying suitable target groups, timing, and anticipated sustainability of behavioural shifts. The Toolkit ensures that the



insights derived from PLUS Change are easily accessible to planners, policymakers, and land users. It empowers them to integrate these insights into their strategies, plans, and actions, leading to more informed and effective land use decisions for climate, biodiversity, and human well-being.

4.1.7 Roadmap of next steps for sustainable land use strategies

The roadmap illustrates tangible policy and research priorities, along with the corresponding pathways to achieve them. This includes specifying the responsible actors from various sectors and policy tiers. The roadmap will be disseminated throughout the project and will be accessible on the PLUS Change website.

4.1.8 Clustering with related projects

Synergies will be formed with other projects covering topics related to land-use, biodiversity, ecosystems, and climate change in Cluster 5, as well as other Clusters. We also seek to inform activities in the implementation of the Mission on Adaptation to Climate Change through societal transformation.

Sister Projects funded under '*HORIZON-CL5-2022-D1-01-03-two-stage: Social science for land-use strategies in the context of climate change and biodiversity challenges*' include:

- MOSAIC: Joined-up land use strategies tackling climate change and biodiversity loss (9/2023-2/2028)
- EUROPE-LAND: Towards Sustainable Land-use Strategies in the Context of Climate Change and Biodiversity Challenges in Europe (6/2023-5/2027)

Related Horizon Europe projects funded under the same call, but different topics include:

- *HORIZON-CL5-2022-D1-01-01-two-stage: Carbon Dioxide Removal (CDR) approaches*
 - C-Sink: Actions required to secure the large-scale deployment of the leading CDR approaches to meet EU climate targets
 - SEA02-CDR: Strategies for the Evaluation and Assessment Of Ocean based Carbon Dioxide Removal
 - UPTAKE: Bridging current knowledge gaps to enable the UPTAKE of carbon dioxide removal methods
- *HORIZON-CL5-2022-D1-01-02-two-stage: Socio-economic risks of climate change in Europe*
 - ACCREU: Assessing Climate Change Risk in Europe
 - SPARCCLE: Socioeconomic Pathways, Adaptation and Resilience to Changing Climate in Europe

Relevant Clusters include:

- Cluster 3: Civil security for Society – Destination Area DRS02 on Support to improved disaster risk management and governance, should be explored and established
- Cluster 4: Digital, Industry and Space
- Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment



4.1.9 Final Project Conference

As noted in the GA, “the final project conference (M48) is organised by ISOCARP and supported by the Possible Landscapes process (T6.2), bringing together all impact audiences, showcasing results, and putting them in the context of the broader research and practice contexts.

As part of this conference, PURPLE and CZECHGLOBE will host workshop on future knowledge pathways, to plan further research and practice collaborations. PURPLE will use inputs and discussions from the policy workshops (T6.3) to produce a series of recommendations as to how PLUS Change work and findings can be used to shape interventions into emerging policy debates and initiatives and planning horizons post-project, noting that the 2021-27 EU programming and financial period will be drawing to an end, and we will be in the middle of both the European Commission and European Parliament's '24-'29 mandates. PURPLE and CZECHGLOBE will use these inputs to create a roadmap for ongoing research, practice, and policy interventions (D6.3) that feeds into strategic opportunities for exploitation and further R&I.

4.1.10 Exploitation of results

This includes an analysis of which results can be exploited, who can exploit them, and the appropriate means of exploitation, including, if relevant, Intellectual Assets Management. This will be assessed in the final year of the project.

Policy-related materials in particular will be added to and maintained on the PURPLE website and used to inform continuing interventions post project end-date. Biobased will ensure that visual materials continue to be displayed in on/offline exhibitions to make public discussion more inclusive and open.

Furthermore, exploitation tools from the European Commission will be used to exploit results, including:

- Exploitable assets published on the Horizon Results Platform
- Automatic publication of deliverables on CORDIS
- Advice from the Horizon Research Booster
- Data available on the Horizon Dashboard



5 Target Audiences

PLUS Change has relevance for different areas and sectors, so it is important to identify the target audience, and to tailor and deliver the right message through the appropriate communication and dissemination tool and activity. First, it is then crucial to define and engage with specific target audiences that have the power to shape and influence land use change. By understanding their roles and perspectives, we can then tailor our dissemination and exploitation strategies to effectively reach and empower these stakeholders.

In this section, we focus on three distinct target groups that play a critical role in land use change: Citizens, civil society and land managers; planners, planning associations, and policy makers; and academia and research organisations. To effectively engage our three target audiences, it is crucial to convey effective and impactful messages that highlight the project's relevance and connection to the stakeholders' specific needs. In the Table below we present the key messages tailored for each audience, that will be refined over the course of the project.

5.1 Citizens, civil society, and land managers

Land use change is directly and indirectly influenced by the behaviours and decisions of citizens, civil society groups, and land managers. Through their consumption patterns, land management practices, and engagement in local communities, they have the power to impact land use practices significantly. By effectively engaging and informing this target audience, we can promote sustainable behaviours and empower them to make decisions that contribute to positive land use change.

Practice Case Residents

Practice case residents are individuals who actively reside in the areas where innovative land use strategies are being explored and developed. Their insights and feedback provide valuable data on the real impacts of these strategies. By engaging with them, we can gather first-hand information about how these changes affect their quality of life, needs and concerns, and help tailor land use strategies to align with the local context.

Ambassadors

Ambassadors are responsible for building bridges between the project and their home communities, which involves representing the project not only at local level events but also within underrepresented communities, such as ethnic minority groups. This ensures a balance: some ambassadors bring in under-represented interests at a broad scale, and some link directly into the local level of the practice cases, facilitating engagement, collaboration, and the two-way exchanges of information.

Frontrunners/Local Champions

The frontrunners are adopters and potential followers of selected sustainable land-use strategies that address specific climate related land-use challenges in the regions. They take the lead in embracing and implementing land use practices and showcase the feasibility and advantages of these strategies within their specific contexts. This way, they are key to inspire



others to follow and adopt similar approaches, motivating broader adoption across various regions.

Civil Society Organisations & NGOs

Civil society organisations are entities dedicated to promoting societal well-being and addressing issues that affect communities. In the context of the project, these organisations play a critical role in advocating for sustainable practices, raising awareness about environmental, social and economic factors of different land use decisions, and especially in amplifying the voices of citizens making sure that land use policies and decisions align with the best of interests of local communities.

Land Managers

Land managers are professionals responsible for overseeing the use and maintenance of land, and their decisions directly influence the allocation of land resources and implementation of various land use strategies. Engaging with land managers is essential for effective implementation and to make sure that strategies are feasible and aligned with goals of sustainable land use.

General Public

The general public comprises a diverse range of individuals with different levels of awareness and engagement in land use strategies and practices. Engaging with the general public includes raising awareness, educating about the importance of responsible land use, and empowering individuals to make informed decisions.

Tools and Channels for citizens, civil society, and land managers:

- PLUS Change Website
- Spotighting project results on Twitter, Instagram, LinkedIn
- Engaging in Possible Landscapes
- Ambassador programme; selection of ‘local heroes’/‘frontrunners’

5.2 Planners, planning associations and policy makers

These stakeholders are key decision-makers who shape the conditions under which land is used. Through the development and implementation of land use policies, regulations, and urban planning strategies, they can create environments that promote sustainable land use practices. Involving planners, planning associations, and policy makers in our dissemination efforts is important to ensure that our project findings inform and shape policies effectively.

The main tools and channels to involve this target audience include:

Planners & planning associations

Planners and planning associations are dedicated to envisioning, designing, and executing land use strategies. By leveraging their expertise, they play a key role in leading the transformation of landscapes and help us understand the range of possible land use futures and their impacts to climate, biodiversity, and well-being, and to guide decision making.



Policy makers (Local & National)

Policy makers at both local and national levels hold the authority to enact legislation and regulations that govern land use practices in the regions and are key in creating strategies particularly for the Green Deal, and the Biodiversity and Climate strategies. Engaging policy makers is critical to ensure that our project findings directly influence the development and implementation of laws and regulations, while at the same time we make sure that policies align with the principles of sustainability and the evolving needs of communities.

Policy makers (EU)

Policy and decision-makers at the EU level are the institutions and officials of the EU that steer land use policies, including the Directorate-Generals for Regional and Urban Policy (DG REGIO), Agriculture and Rural Development (DG AGRI), Climate Action (DG CLIMA), and Environment (DG ENV), Energy (DG ENERG) as well as the European Climate, Infrastructure and Environment Executive Agency (CINEA).

Tools and Channels for planners, planning associations, and policy makers:

- PLUS Change Website
- Sharing key results and practice briefs on Twitter, LinkedIn
- Collaboration with relevant EU-funded projects
- Participating in Possible Landscapes and engaging with the final exhibit
- Intervention Handbook
- Multiplier cluster workshops

5.3 Academia and research organisations

These stakeholders contribute to the advancement of our understanding of land use change by conducting research, analysing data, and developing innovative tools for monitoring and assessment. By engaging academia and research organizations, we can leverage their knowledge and insights to ensure our project findings are effectively applied, extended, and refined. The scientific community, particularly geographers, natural scientists, historians and sociologists, are crucial to shape our understanding of land use trajectories and their role in sustainable futures.

Tools and Channels for Academia and Research organisations:

- PLUS Change Website
- Dissemination of technical findings over LinkedIn and Twitter
- Collaboration with relevant EU-funded projects
- Dissemination of academic outputs in academic conferences and in academic journals

Table 5 PLUS Change Target Audiences for Dissemination and Exploitation

Target audience	Description	Relevant bodies	Key message	Dissemination impact and opportunities
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<p>A. Civil society, citizens/land managers</p>	<p>Groups affecting land management, directly and indirectly. Those motivated to increase climate and biodiversity action and policy</p>	<p>Citizens and core stakeholder groups (e.g. construction, agriculture, forestry, transport sectors)</p> <p>Citizens, civil society and land owners/managers (e.g. farmers, foresters)</p>	<p>"PLUS Change explores the motivations and drivers behind land-use decisions, from individual landowners to public authorities. Discover the factors shaping our land and empower yourself to make informed choices. Together, we can create a sustainable future for our communities and environment."</p>	<p>→to shape expectations, behaviours and business practices.</p> <p>→ to change practices in accordance with understandings of their actions and impacts on climate change and biodiversity.</p> <p>Methods to reach this audience include:</p> <ul style="list-style-type: none"> Engage them in project activities, such as data collection and
<p>B. Planners, planning associations and policy makers</p>	<p>Those creating land use plans and shaping related policies in built and natural environment.</p>	<p>Planning authorities across Europe and their associations (e.g. ISOCARP, PURPLE) and communities (e.g. ESPON, EU Committee of the Regions)</p> <p>Policy makers and planning authorities at EU, national, local and regional levels.</p> <p>EU policy makers across biodiversity, climate and regional strategy (including DGs CLIMA, ENV, AGRI, REGIO)</p>	<p>"PLUS Change provides crucial support for policy change by offering economic and behavioural insights. Utilize our project's outcomes to inform climate and biodiversity policy design and implementation, enabling efficient targeting of incentives and fostering stakeholder engagement."</p>	<p>→ to provide guidance on interventions and policy measures that can leverage behaviour and decision-making change through land use planning</p> <p>→ to increase knowledge of climate change, biodiversity and the role of land use in contributing to policy targets, and options to manage change through land use planning.</p> <p>→ to support their members and contacts in adopting new practices through capacity building and knowledge exchange.</p> <p>→ to inform the land uses they support, facilitate, incentivise, and regulate in meeting sustainability targets.</p> <p>Methods to reach this audience include:</p>



				<ul style="list-style-type: none"> Engage them in project activities, such as data collection
C. Academic research organizations	Researchers on transformational change from individual to system; land use- and integrated assessment modellers	<p>Scientific community, particularly geographers, modelers, historians and sociologists</p> <p>Academics in behavioural change, systems thinking and political economic research communities</p>	<p>“PLUS Change provides valuable insights into future land use patterns, allowing academia and research organizations to extend their understanding and create tools to shape our understanding of land use trajectories and their role in sustainable futures. Join us in shaping the future by applying our project's outcomes to drive sustainable land management practices.”</p>	<p>→ to shape our understanding of land use trajectories and their role in sustainable futures.</p> <p>→ to link multiple aspects and scales of behaviour change for climate change and biodiversity</p> <p>Methods to reach this audience include:</p> <ul style="list-style-type: none"> Project Website as an information platform and hub for knowledge dissemination LinkedIn, catering to academics and professionals Dissemination outputs in academic conferences and journals Collaboration with related EU-funded projects



6 Implementation & Roadmap

This chapter for the PLUS Change implementation outlines the plan for the communication and dissemination activities and the sharing of the project results with relevant stakeholders throughout the project duration. The PLUS Change implementation & roadmap are structured around three main phases:

1. **Building an audience:** This stage concentrates on involving individuals in the project and building an audience. Its objective is to solidify project consistency, release project identity, and establish online channels to provide the project with a platform. M1-M12
2. **Expansion of practice case experiences and project results:** building on the platforms established, the goal is to expand the experiences of the practice cases and the progress made in the project, through dissemination of updates. Moreover, key academic outcomes will be disseminated through scientific publications and conferences. M13-M48
3. **Dissemination and exploitation beyond PLUS Change:** this phase focuses on the dissemination and exploitation of project's results, highlighting key learnings and outcomes beyond the end of the project. M45 onwards

Ongoing activities throughout the project include:

- Publishing of scientific and technical publications
- Organising and participating in webinars and conferences
- Developing social media content, including infographics and other storytelling elements
- Updating the website to reflect project developments and evolving content
- Creating policy briefs, white papers, and other reports to inform policymakers and industry actors
- Possible Landscapes
- Participation in external events, such as:
 - Annual academic conferences (e.g., ISOCARP Congress)
 - European Week of Regions and Cities
 - EU Green Week

The first year of PLUS Change CDE will focus on the following key messages:

- What actors can learn about the baseline assessments of the Practice Cases, including about historical land use and current challenges in the areas
- How to get involved in the PLUS Change project, including what the goals and benefits are for different stakeholders
- Important 'background' information about land use planning, specifically geared toward the general public
- What PLUS Change hopes to achieve regarding land use planning

In the table below are listed and described the relevant activities, as well as the date of their implementation/release. This table will be reassessed and updated on a yearly basis.



Table 6. Preliminary implementation roadmap for PLUS Change

CDE activities	Description	Due Dates
Visual Identity		
PLUS Change Visual Identity	Logos, typography, colours, icons, templates	M1-M4
Visual Identity Guidelines	Internal guidelines and protocol on how to use the PLUS Change visual identity.	M5 (October 2023)
PLUS Change poster	Print & online versions	M5 (October 2023)
Website		
PLUS Change Website	Primary and core project communication channel, where information, updates and events are shared. Continuous updates throughout the project to reflect new content and outcomes.	First Iteration: M3 (August 2023) Final Iteration: M7 (December 2023)
Planners' Toolbox	Featured on the Website, the toolbox consists of modules/simulation tools and training materials and serious game for capacity building	M6-M48 (November 2023)
News & publications		
Press releases	Regular press releases, including a press kit to standardising the message	Press releases, ongoing
Newsletter	A digital newsletter summarising the achievements and upcoming, past activities.	M6 (November 2023 – every six months)
Communications/press kit	Press kit to standardising the message	M4



Blog posts/Deliverable summaries	Summaries of specific reports & PLUS Change activities	Ongoing
Scientific and working papers	Following key results, geared toward academia	M8 onwards
Policy briefs	Following key results, geared toward policy makers	M8 onwards
Social Media		
Social Media accounts	Opening of social media accounts for regular communication of the project. Includes Twitter, LinkedIn and Instagram.	M1 (June 2023)
Social Media Pipeline	<p>Strategy for social media, including a pipeline with the follow campaigns:</p> <ul style="list-style-type: none"> • Partner spotlights • Introducing the project • Advertising for participation in Possible Landscapes & results of the workshops • Campaigns for different stages of data collection & different types of results <p>Creative methods for sharing different results (video, TikTok, photo collection, etc.)</p>	M3-M48
Guide to social media	<p>Internal guidelines for social media, including tagging and use of hashtags.</p> <p>Basic text for describing the project on social media and partner websites.</p>	M4 (September 2023)
Events		



Participation at conferences/events	Dissemination to the different professional audiences will be further supported by both internal and external to the consortium	Ongoing
Final Conference	Delivery of final event	M48
Clustering		
Clustering with sister projects	Connect with sister projects; joint publications	M4-M48
Multiplier Cluster workshops	The multiplier cluster is a primary route to immediate impact with planning associations and EU-level policy makers across land use (and associated sectors), climate and biodiversity.	M4-M48
Possible Landscapes		
Identification of Practice Case participants	Work with Practice Cases to identify participants – advertise through digital communications/call to action (e.g. flyers)→ develop tools/practices to engage with Practice Case stakeholders	M5
Practice Case workshops	Multi-actor workshops within practice cases	M4-M48
Best of PLUS Change exhibition	Final art exhibition will be displayed, containing 3-D model installations and storytelling features	M48
Exploitation		
Final Project Conference	Conclusion of the project and sharing of key outcomes.	M48



Roadmap of next steps for sustainable land use strategies	The roadmap demonstrates concrete priorities for policy and research, and pathways for achieving them, including which actors (across sectors and policy levels) need to take them.	M48
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7 Internal organisation & KPIs

In this chapter we define the administrative aspects of the CDE implementation for PLUS Change. First, the internal organisation is explored, including the roles of the different partners in WP6. Subsequently, the Key Performance Indicators (KPIs) are presented, providing a reference for the CDE efforts and strategies.

7.1 Partner Roles in WP6

The CDE activities are throughout the project divided among different partners. The ISOCARP Institute leads WP6 and is responsible for the organisation and deployment of tasks and strategies related to CDE, however all PLUS Change partners will be consistently involved and made aware of all potential CDE activities occurring in WP6.

The ISOCARP Institute is responsible for the branding and communication of the project at national, regional and local levels in cooperation with partners, stakeholders, the research community, and community leaders. For this multi-media communication and dissemination task, all consortium members, and especially ISOCARP, PURPLE, and the practice partners and multiplier clusters, will link their activities into their own communication strategies for a wider dissemination impact. More specifically:

- ISOCARP and Biobased develops visual identity (logo, colours, style elements) and guidelines for visual communication, including default templates for Word, PowerPoint, and a set of template texts.
- ISOCARP is also responsible for the establishment of social media pages and project website
- ISOCARP provides a brief for partners from the various WPs on how to provide content for the communication channels, based on a series of internal storytelling workshops and brainstorming sessions

Biobased is responsible for the creative planning and engagement programme, Possible Landscapes, which represent another key component of WP6. The creative outreach programme, Possible Landscapes, runs parallel with the project and engages in storytelling with participants to co-create interactive, multi-media modules that engage a broad audience in PLUS Change. In this process, Biobased will produce creative modules, including a modular exhibit and visualizations of future land use, and adapt these to need and practice case context through the project. ISOCARP will ensure this content links to T6.1 to provide multi-media content based on results and conclusions from the project, and P4All will ensure it links to the toolkit in T1.4. Creative engagement will conclude with a Best of PLUS Change showcase, delivered by Biobased, in the project's final event.

For the policy uptake and capacity building task, the partner responsible is PURPLE, that will work to ensure that policy relevant findings and tools are taken up by policy and decision makers, expanding into a broader range of planning and policy communities, and at levels from local to European. In addition, PURPLE will organise One EU level workshop targeting policy development practitioners from EU, national and regional and local/municipal authorities, and Capacity building events for the Civil Society Organisations, regional and local authorities, and philanthropic partners at EU level. Furthermore, for this task CZECHGLOBE will recruit and train



15 project ambassadors, which will be responsible for building bridges between the project and their home communities.

Finally, for the post-project exploitation task, the responsible partner will be ISOCARP which through the exploitation plan will ensure the longevity of the project’s results and platforms. This post-project phase will be launched with a final project conference organized by ISOCARP and supported by Biobased and the Possible Landscape process. Moreover, as part of this conference, PURPLE and CZECHGLOBE will host a workshop on future knowledge pathways. The online presence of the project will be maintained by CZECHGLOBE for five years following the project end, and ISOCARP and P4All will ensure that public deliverables, tools and training materials are passed on to longer term communities of practice.

7.2 Key project indicators for CDE

The evaluation of the project’s impact will involve the use of specific key performance indicators (KPIs) for communication, dissemination and exploitation activities. The consortium has selected a diverse range of indicators for the appropriate assessment of the CDE efforts, and they are presented in the tables in the following chapters.

7.2.1 Communication KPIs

Table 7. Communication activities KPIs

Communication activity	Description	KPI
PLUS Change Website & Online Hub	Primary & core project communication channel. Includes information, updates, and events of PLUS Change, and shares public project results and deliverables.	Fully operational website with >5000 unique users per year of the project
Social Media	Regular communication through social media websites, including Twitter, Instagram and Tik Tok. Content includes new	At least 3000 followers on each platform, each post on all platforms with 500+ unique interactions, more than 40% of posts shared
Newsletter	Every 6 months the project will send a digital newsletter summarising the achievements and activities, past and upcoming.	>1000 subscribers. Further attention paid to click rate analytics
Press releases & media communications	Regular press releases, most being on the local level in collaboration with practice cases. Blog posts featured on other sites when possible.	At least 2 per practice case in local news sources



	Includes a press kit to standardise the message	3+ general press releases targeting international audiences
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7.2.2 Dissemination KPIs

Table 8. Dissemination activities and KPIs

Dissemination	Description	KPI
Planners' Toolbox	Featured on the PLUS Change website, the toolbox will show case practice cases and disseminate artistic output. It further consists of interactive modules/simulation tools and training materials, as well as a serious game.	Accessed by >1000 people A further indicator will be time spent on the different activities
Intervention Handbook	Featured on the PLUS Change website, the handbook contains project results that assist planners in staging land use interventions	>500 downloads
Practice briefs	Briefs on interventions in planning and policy systems, concisely communicating results to targeted groups	Distributed to >1000 policy and planning associations
Scientific papers	Academic publications to foster specific outreach and dissemination	20 papers, each paper cited >10 times
Scientific conferences	Scientific presentations to present methodologies and emerging results to foster outreach to key academic communities.	Each partner 1 conference, plus 3 conference topic sessions convened
Possible Landscapes	New Heroes develops a facilitated performative Possible Landscape Co-creation workshop that inspires participants to	>2000 direct participants Continued use of the art exhibits beyond the conclusion of the project.



	<p>visualize their ideas on possible future landscapes. The outcomes are incorporated in a visual creative production for each practice location. This Possible Landscape production is a flexible tool that may be used in various creative ways to engage further local communities over the course of the project. From formal exhibits to billboards, online storytelling or puzzles and flyers. The collection of Possible Landscapes culminates in the final Best of Plus Change exhibit with additional modular elements also shared in each practice location during local storytelling events.</p>	
Practice case workshops	8 multi-actor workshops within practice cases	8 workshops each attended by approx. 20 land use stakeholders in each practice case
Multiplier cluster workshops	Planning associations (e.g., PURPLE, ISOCARP), land user organisations, and policy-makers that represent land use stakeholders at a European (and beyond) scale. We analyse their practices, broader scale systems processes including transboundary issues, their needs and interventions	8 workshops, each attended by approx. 20 land use policy makers and associations
Policy outreach events at consortium meetings	Targeting policy-makers and government representatives on topics of land use and the environment at a European (and beyond) scale. Events will showcase the project to this audience, and elicit their inputs, and ensure links to	<p>3 events at consortium meetings, each attended by 30+ high-level policy representatives.</p> <p>1 EU level workshop with approx. 60 participants; 4 capacity building events for</p>



	the priorities of the current presidency	the CSOs, regional and local authorities and philanthropic partners at EU level attended by 60 participants
Amplification of results through events	Dissemination to the different professional audiences will be further supported by both internal (e.g., ISOCARP and PURPLE) and external to the consortium (e.g., other Horizon projects)	Participation in at least 4 international conferences as speakers 15 Ambassadors representing project at 2 events each per year.
Final conference	Conclusion of the project and sharing of key outcomes	>500 participants from across all 3 audiences in the final conference

7.2.3 Exploitation KPIs

Table 8. Dissemination activities and KPIs

Exploitation activity	Description	KPI
Multiplier workshops cluster	Planning associations (e.g., PURPLE, ISOCARP), land user organisations, and policy-makers that represent land use stakeholders at a European (and beyond) scale. The cases and cluster are initially a form of dissemination, engaging case-scale and European stakeholders in project activities around land use strategies and actions to achieve them. Thereafter they serve as trigger points for further/future take-up.	8 workshops, each attended by approx. 20 land use policy makers and associations
Possible Landscapes	New Heroes develops a facilitated performative Possible Landscape Co-creation workshop that inspires participants to	>2000 direct participants Continued use of the art exhibits beyond the conclusion of the project.



	visualize their ideas on possible future landscapes. The outcomes are incorporated in a visual creative production for each practice location. This Possible Landscape production is a flexible tool that may be used in various creative ways to engage further local communities over the course of the project. From formal exhibits to billboards, online storytelling or puzzles and flyers. The collection of Possible Landscapes culminates in the final Best of Plus Change exhibit with additional modular elements also shared in each practice location during local storytelling events.	
Planners' Toolbox	Featured on the PLUS Change website, the toolbox will show case practice cases and disseminate artistic output. It further consists of interactive modules/simulation tools and training materials, as well as a serious game.	Accessed by >1000 people A further indicator will be time spent on the different activities

7.3 Monitoring progress

To ensure proper organization and alignment, a dedicated document “PLUS Change Events & Dissemination Activities” has been created and shared in the common folder for all project partners. With this, PLUS Change ensures that all consortium members actively contribute to the dissemination efforts, enabling the findings to reach a wide audience and drive significant change. In the same excel file, there is page to track publications and communications by the different partners.

At the same time, PLUS Change will use the existing channels of its partners and leverage them to increase the project’s visibility and reinforce the communication and dissemination strategy. To ensure a broader coverage, the partners have compiled the list with their individual channels’ information that provides an overview of the tools that will be used to multiply the reach and impact of PLUS Change.



PLUS Change Events & Dissemination Activities								
Instructions: Please fill out this excel sheet for any events or dissemination activities you partake in that are associated with the PLUS Change project. Note that in Column F, you can indicate the status of the event, including whether it is upcoming or already past.								
Partner(s)	Title of event/activity	Short Description (Please provide a brief summary of the event)	Date of event	Status of activity	Deadline for registration	Venue	Relevant UJ	
1 All	Kick off meeting	PLUS Change kick off meeting including all of the Project Partners. Introduction to the project, presentation from the EC, wine reception at Clam-Gallas palace, presentations from the different WPs, introductions to the Practice Cases	12/06/23 - 14/06/23	Delivered	n/a	Technology Centre Prague	n/a	
2 EMR	Project Group meeting Three-Countries Park	Meeting of the representatives of the partners (operational level) of the Three-Countries Park. These meetings take place 3 times per year to inform the partners about past and planned activities of the Three-Countries Park. HORIZON PLUS Change was presented at the last meeting.	21/06/2023	Delivered	n/a	Online (Zoom)	n/a	
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Figure 15. Dissemination activity tracker

PLUS Change Publications & Communications							
Instructions: Please fill out this excel sheet for any publications or other communications that are associated with the PLUS Change project. These can include anything from scientific articles to newsletters to tv/radio appearances to external news coverage in local/international sources (see Column D drop down menu for more examples!)							
Partner	Publication/Communication Title	Type of Publication/Communications (Choose from the drop-down menu)	Short Description	Date of Publication	Open Access		
1 BC	Biobased Creations Newsletter	Newsletter		15/06/2023	no		
2 IDF REGION	Des stratégies d'aménagement du territoire plus durables	Social Media		30/06/2023	yes		
3 EMR (ILP)	Für eine klimaresiliente Landschaft in der Euregio Maas-Rhein und darüber hinaus: der Dreiländerpark im HORIZON Projekt PLUS Change	Newsletter		30/06/2023	yes		
EMR (ILP)	For a climate-resilient landscape in the Euregio Meuse-Rhine and beyond	Other		10/07/2023	yes		
4							
5 BSC	Participatory land use strategies: Meeting biodiversity, climate a	Other		15/06/2023	yes		
6 Piroe-Lucca	Dispositif Plus Change 1 Trovaccia @ Lucca	Local News		13/06/2023	yes		
7 UL	Start of Plus Change project	Social Media	Short notice on beginning of the project	12/07/2023	yes		
8 RRA Zeleni kras	Start of PLUS Change project	Social Media	Short description of Kick - off meeting and the proje	18_19.7.2023	yes		
9							
10							
11							
12							
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Figure 16. Publications & communications tracker.

7.4 Guidelines for CDE evaluation

To maximize the impact of CDE within the project, partners will follow the guidelines outlined below:

- **Timely Execution:** Carry out dissemination activities in a timely manner to ensure that the information reaches the intended audience when it is most relevant and impactful.
- **Visual Identity:** Adhere to the project's visual identity guidelines provided by ISOCARP in a dedicated document. Maintain consistency in branding elements, such as logos, colour schemes, and design templates, to reinforce project recognition and create a cohesive visual identity.
- **Accuracy of Information:** Ensure that all disseminated information is accurate, reliable, and supported by robust research findings. Fact-check and verify data and statistics to maintain credibility and build trust among the target audience.
- **Audience Relevance:** Craft messages and dissemination activities that are tailored to the specific interests, needs, and preferences of the target audience(s). Make the content engaging, informative, and meaningful to capture their attention and foster their active participation.

To evaluate and potentially adjust the dissemination plan, the following guiding questions and reflexions will be considered:

- **Target Group Alignment:** Are the dissemination activities still meeting the initially anticipated needs of the specific target group(s)? Assess whether the information



provided is relevant and addresses the evolving requirements and challenges of the audience.

- **Stakeholder Consideration:** Identify any new or emerging stakeholders that need to be included in the dissemination efforts. Ensure that the dissemination plan accommodates their specific interests and engages them effectively.
- **Follow-up Actions:** Assess the concrete follow-up actions and results that have arisen from specific dissemination measures. Identify and document the outcomes, such as increased awareness, policy changes, or behavioural shifts, resulting from the dissemination efforts.
- **Novel Result Dissemination:** Consider any novel or unexpected results that have emerged from the project. Determine how these findings can be effectively disseminated to relevant stakeholders, ensuring that they are incorporated into future dissemination activities to broaden their reach and impact.



8 Conclusion

Deliverable 6.1: *CDE Plan* provides a comprehensive overview of the PLUS Change strategic approach to communications, dissemination, and exploitation, including a communication plan (e.g., visual identity, website plan, and social media presence) and a dissemination & exploitation plan, with the associated tools and activities. This is followed by an overview of the relevant stakeholders and key audiences, and an assessment of how best to reach these audiences through the different CDE tools and strategies. The report concludes with an implementation plan and roadmap, and an overview of the internal organisation, the KPIs, and the CDE monitoring process.

In addition to meeting our KPIs, the CDE plan is designed to mirror the project's fundamental values, with a particular focus on inclusion and collaboration in land use planning. It serves to guide project messaging, engage stakeholders, and ensure lasting impact of the project outcomes.

Throughout the project, this CDE plan will serve as a living document to be further elaborated upon and fleshed out as the project progresses. Particularly at the yearly consortium meetings, the CDE plan will be reevaluated and assessed together with the Project Partners. Through this iterative process, CDE activities gain the advantage of continuous reassessment in alignment with core objectives. This enables the formulation of fresh strategies to implement plans and have widespread impact.

This deliverable is accompanied by the launch of the project website. The first iteration of the website, due in M3, will be relatively basic, followed by a more complex version in M7. The website will be continuously updated to reflect project output.



9 References

European Commission. (n.d.). Communication, dissemination and exploitation. Why they all matter and what is the difference? Retrieved from https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf

