



CITYnvest: Increasing Capacities in Cities for Innovative Financing in Energy Efficiency

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CITYnvest Project - Dissemination and Exploitation Strategy

CITYnvest project

Reducing energy consumption and eliminating wastage are among the main goals of the European Union and the future Energy Union. Collectively, 28 EU countries import 53% of their energy, which costs them € 400 billion a year. Buildings are responsible for 40% of EU total energy use and 36% of EU's emissions, therefore energy efficient solutions are becoming more and more important. Thus, promoting and implementing energy efficiency and renewable energy solutions in buildings are at the heart of CITYnvest.

Local authorities play a key role in stimulating and facilitating large-scale renovations and improving the energy performance of buildings. However, they face serious challenges that may slow down or disturb the implementation of energy efficient solutions. Local and regional authorities often don't have financial resources to foster large-scale investments. They have limited opportunities to secure funds through commercial bank loans, and little knowledge on alternative financial instruments. On the other hand, the private sector needs encouragement to enter this new market, such as reasonable payback times.

CITYnvest has been launched to overcome those obstacles. The project introduces innovative financing models in 3 pilot regions in Belgium (Liège), Bulgaria (Rhodope) and Spain (Murcia) and will conduct a wide-scale capacity-building programme in 10 European countries (IT, ES, BG, BE, LT, LV, RO, HU, AT, SK). Furthermore, CITYnvest analyses and collects examples of successful innovative financing schemes and is a source of expert knowledge on viable business models in this field. The project provides practical step-by-step guidance on opportunities and barriers and promotes successful case studies via the CITYnvest web-based interactive platform, training sessions and workshops. CITYnvest facilitates knowledge sharing, provides unique opportunities for partnership-building and for teaming-up experienced forerunners with less-experienced first-timer authorities. Through creating space for networking and developing dedicated structures of stakeholders at the sub-national levels, CITYnvest helps to mobilize financial resources and to launch investment programmes that foster sustainable energy use in buildings.

In order to provide a long-term impact of the project, CITYnvest investigates barriers to implementation of alternative financial models and translates this into recommendations towards both the EU institutions and the local authorities. The project provides expertise on how to remove obstacles to innovative financing solutions, and encourages policy makers to include sustainable energy issues in management of their public building stocks.

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Theoretical background

Spreading project’s results and contributing to the implementation and shaping European policies are main goals of dissemination and exploitation of the project. Communication is a broader concept that includes information and promotion activities to raise awareness and visibility of the CITYnvest activities in addition to the dissemination and exploitation of the results. However, it is difficult to make a clear distinction between these two areas. For this reason, this strategic plan includes both; communication, and dissemination and exploitation of results. Dissemination and exploitation are foreseen as crucial parts of all communication activities taking place during the project’s lifetime.

CITYnvest brings together a broad spectrum of stakeholders. All of them will be subjects to dissemination and communication activities but not all of them need to be equally engaged. Therefore we can understand dissemination as a 3-level process:

1. Dissemination for Awareness

Creating awareness of the work of CITYnvest project. This may be useful for the target audiences that do not require a detailed knowledge of our work but they should be aware of activities and results of our project. Raising awareness about the project to a larger public will help us to build an identity and profile within a broader community.

2. Dissemination for Understanding

There is a number of audiences that we need to target and engage directly. They can benefit from the project activities and results, therefore these audiences need to have a deeper understanding of how the project works and what it brings.

3. Dissemination for Action



“Action” refers to change of behaviour and practice. This change is resulting from adoption of outcomes of the project, its guidance tools, materials or approaches. Target audience of the dissemination for action are people who are in a position to bring change within their organisation. These are the groups that will need to be equipped with right skills, knowledge and understanding of CITYinvest in order to drive the change.

First, the project requires the audience to be AWARE of its aims and objectives, expecting that then they will become interested enough to wish a more detailed UNDERSTANDING. Involvement in both of these two stages will provide the basis for dissemination for ACTION

Target groups:

On the organisational level, communication is divided in external and internal communications. Internal communication is communication among internal stakeholders, whereas external communication is the one focusing on the audiences outside the project’s structure. Different communications tools, channels and messages are suitable for each of those groups.

1. External audience

Primary target group of CITYinvest communication are stakeholders from the “Action” level of dissemination, and especially local authorities in 3 pilot regions. Their engagement is crucial for the success of the project; therefore, CITYinvest communication will target them directly. We will focus our communication efforts on financial, energy and environmental departments (if applicable), agencies responsible for public buildings, social housing, hospitals, elderly care and schools.

Bankers and investors are also an important group of stakeholders. Thus, CITYinvest aims to involve them in promotion of alternative financing schemes for energy efficiency. However, our capacity to reach out to private market players at the local level is limited. Therefore we aim to engage them through indirect communication activities. It means that communication activities targeting bankers and investors and undertaken by CITYinvest team will be limited. Most of the communication towards this group of stakeholders will be intermediated by Climate Alliance and CEMR members and will take place in the frame of capacity building workshops. Moreover, we hope to reach out to local level financial stakeholders through promotion of the project to relevant umbrella banking organisations on the EU level, like the European Banking Federation, The European Association of Co-operative Banks or The European Long Term Investors association.

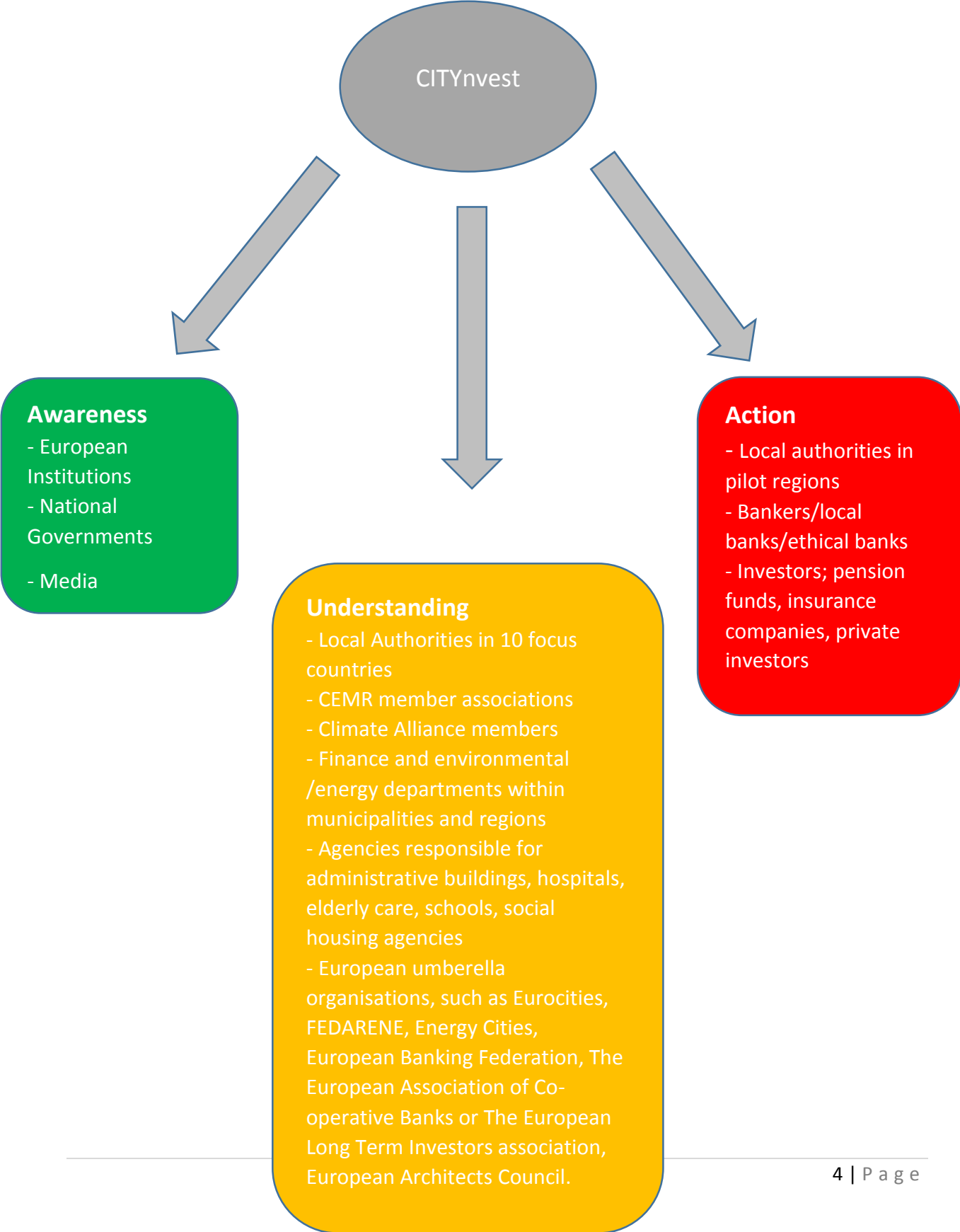
Local authorities from 10 focus countries remain an important audience. They can benefit from CITYinvest in various ways so it is important that they understand the project, its goals and achievements. Climate Alliance and CEMR members will play a key role in facilitating communications with local authorities in 10 focus countries thus they also need to be well informed about the capacity-building materials and other results of the project.

In order to ensure a long-term impact and promote results of the project, CITYinvest's communications will target directly the European Institutions; European Commission, European Parliament, Committee of the Regions, as well as the relevant media. Indirectly, through CEMR and Climate Alliance networks, CITYinvest’s communications will reach out to European policy makers at national, regional and local level. Those stakeholders do not require in-depth understanding of CITYinvest but they should be aware of the main goals, activities

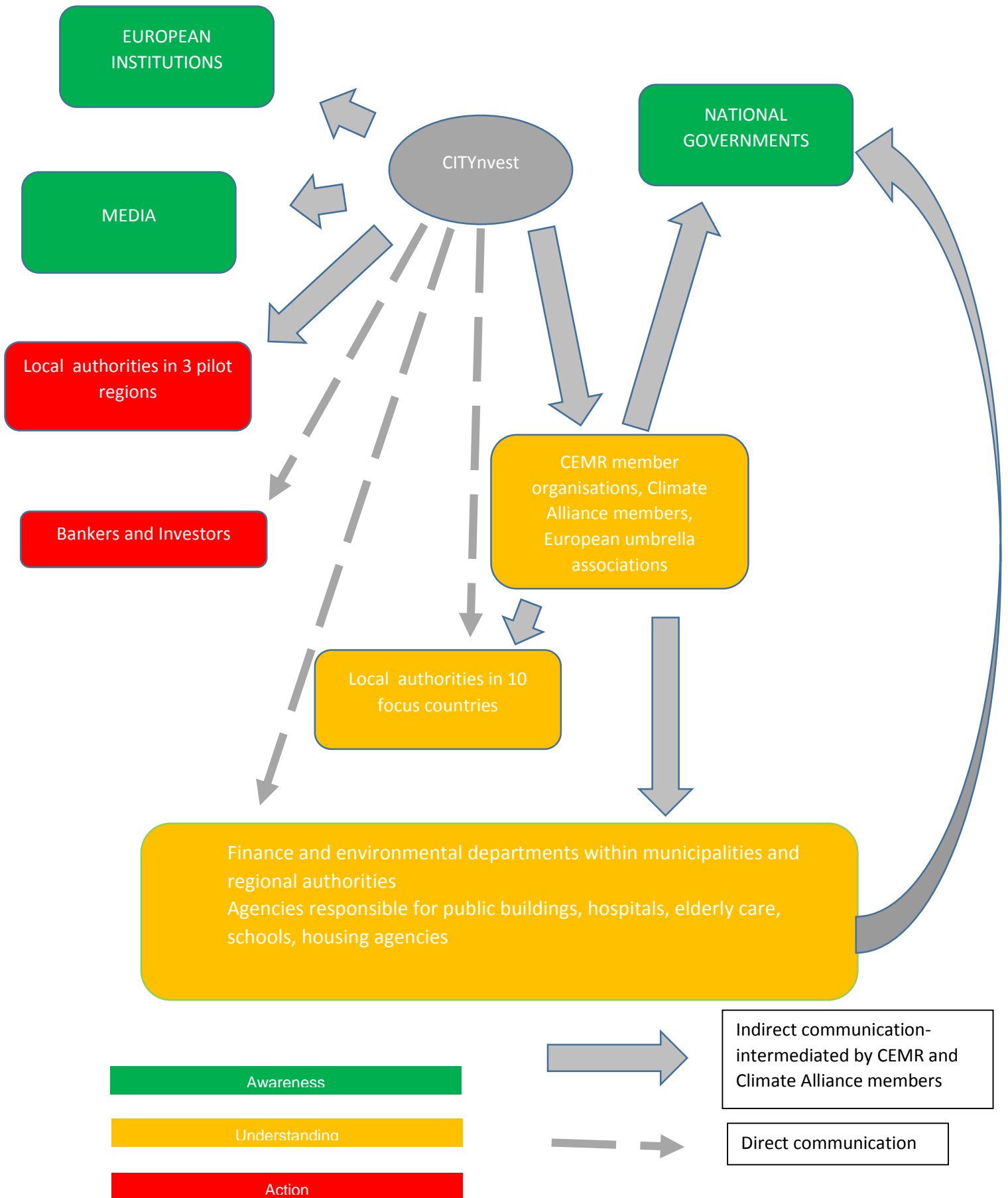
and outcomes of the project, such as the recommendations booklet targeting policy makers.

2. Internal audience

Project partners, project staff and direct collaborators and subcontractors, are internal audience of CITYinvest communications activities.



COMMUNICATIONS STRUCTURE



Stakeholder groups	Why do we want to reach them
External audience	
<ul style="list-style-type: none"> - European Institutions: European Commission (DG Energy, DG Research and Innovation, DG Climate Action, DG Environment, DG Regional and Urban Policy, EASME) European Parliament (ENVI Committee, ITRE Committee), Committee of the Regions - National governments (relevant line ministries and national energy agencies) - European Investment Bank 	<ul style="list-style-type: none"> • To inform them about policy issues addressed by the project. • To engage them in a dialogue about these issues (national/European with regional and local governments) • To consider recommendations based on project results, notably with regards to implementation of innovative financing models
<ul style="list-style-type: none"> - CEMR member associations 	<ul style="list-style-type: none"> • To engage them in promotion of CITYinvest project activities and innovative financing schemes across local authorities and other relevant stakeholders in their territory • To intermediate in communications with municipalities
<ul style="list-style-type: none"> - Local authorities in 3 pilot regions (with focus on finance and energy/environmental departments) 	<ul style="list-style-type: none"> • To identify and analyse their views with regard to implementation of innovative financing models • To engage them in the development of specific guidance linked to several financing instruments helping practical implementation • To provide them with knowledge and tools that will facilitate replication of innovative financing schemes for energy efficiency in buildings through renovation • To facilitate peer-to-peer learning • To facilitate networking and partnerships building
<ul style="list-style-type: none"> - Local authorities in 10 focus countries (with focus on finance and energy/environmental departments) - Climate Alliance members and associated members 	<ul style="list-style-type: none"> • To promote and encourage replication of innovative financing schemes for energy efficiency in buildings through renovation • To facilitate peer-to-peer learning • To facilitate networking and partnerships building among local authorities and with investors
<ul style="list-style-type: none"> - Agencies responsible for public buildings, hospitals, elderly care, schools and social housing 	<ul style="list-style-type: none"> • To provide knowledge on alternative financing models • To encourage energy efficiency solutions and its economic viability
<ul style="list-style-type: none"> - Media (e.g. Euractiv, Europolitique, Euronews, European Energy Innovation Magazine, etc.) 	<ul style="list-style-type: none"> • To inform them about the CITYinvest project and policy issues addressed by the consortium

<ul style="list-style-type: none"> - European umbrella organisations such as Eurocities, FEDARENE, European Council for an Energy Efficient Economy, Energy Cities, European Architects Council etc. 	<ul style="list-style-type: none"> • To engage them in promotion of CITYnvest project activities and innovative financing schemes across local authorities and other relevant stakeholders
<ul style="list-style-type: none"> - Bankers/local banks/ethical banks - Investors; pension funds, insurance companies, private investors - Umbrella organisations of banking sector 	<ul style="list-style-type: none"> • To increase knowledge on innovative financing models and mobilize financing for energy efficiency instruments • To engage them in overcoming remaining barriers to implementation of innovative financing models • To facilitate networking and partnerships building
Internal audience	
<ul style="list-style-type: none"> - Project partners and staff - Project collaborators (e.g. subcontractors) 	<ul style="list-style-type: none"> • To provide smooth cooperation and successful implementation of the project

Key messages - They are designed to achieve and support CITYnvest's main goals and they are framed with a specific audience in mind. There are different key messages or sets of key messages for different target audiences. There is no need to always use the messages word for word. Transmitting the idea is more important than repeating the exact wording.

Based on above definition, sets of key messages have been developed to communicate to various groups of stakeholders:

Dissemination level	Target Audience	Key messages	Tools	Tentative timing
Awareness	European Institutions: European Commission (DG Energy, DG Research and Innovation, DG Climate Action, DG Regio, EASME) European Parliament (ENVI Committee) Committee of the Regions National	<ol style="list-style-type: none"> 1. CITYnvest provides evidence-based knowledge on innovative ways of financing energy efficiency solutions. 2. CITYnvest provides expertise on how to remove barriers to implement innovative financing schemes 3. (at the later stage) The recommendations 	Website Newsletter/direct-mailing External events Final conference Booklet with recommendations Press releases	On-going/Launch – July 2015 On-going On-going November 2017 November 2017

	governments (relevant line ministries) Media	by CITYinvest are: a) b) c)		
Understanding	Local authorities in 10 focus countries Climate Alliance members Agencies responsible for administrative buildings, hospitals, elderly care, schools, social housing European umbrella organisations	1. There are various ways of financing energy efficiency in buildings that can be successfully applied and facilitated by local authorities 2. Investments in energy efficiency can boost local economy, create jobs and attract further investments to the region 3. CITYinvest provides knowledge and expertise on alternative financial instruments supporting refurbishment of buildings 4. CITYinvest provides good networking and partnership building opportunities	Website 20 showcase of business models FAQ Local examples Newsletter Capacity building workshops in 10 focus countries Video training sessions External events Promotional materials Final conference Booklet with recommendations Roll-up banner	On-going/Launch – July 2015 Launch July 2015 Launch July 2015 March 2015 November 2017 November 2017 March 2015
	CEMR members	1. Involvement with CITYinvest is beneficial for local authorities because the project: a) is a source of expert knowledge on alternative financial instruments	Website 20 showcase of business models FAQ Local examples Newsletter Direct mailing	On-going/Launch – July 2015 Launch July 2015

		<p>supporting refurbishment</p> <p>b) helps to mobilize financial means to launch investment programmes in renovation</p> <p>c) facilitates accumulating and exchanging knowledge on alternative funding schemes</p> <p>d) provides good networking and partnership building opportunities for municipalities and investors</p>	<p>CITYinvest workshops in pilot regions</p> <p>Capacity building workshops in 10 focus countries</p> <p>Video training sessions</p> <p>Direct mailing/direct contact</p> <p>External events</p> <p>Promotional materials</p> <p>Final conference</p> <p>Booklet with recommendations</p> <p>Roll-up banner</p> <p>CEMR social media channels</p>	<p>3 workshops in each of pilot regions</p> <p>When appropriate</p> <p>March 2015</p> <p>November 2018</p> <p>November 2018</p> <p>March 2015</p> <p>On-going</p>
Action	Local authorities in 3 pilot regions	<ol style="list-style-type: none"> 1. CITYinvest is a source of expert knowledge on alternative financial instruments supporting refurbishment and provides all tools necessary to successfully apply those instruments 2. CITYinvest helps to mobilize financial means to launch investment programmes in renovation 3. CITYinvest facilitates cumulating and exchanging knowledge on alternative 	<p>Website</p> <p>20 showcase of business models FAQ Local examples</p> <p>Newsletter</p> <p>3 CITYinvest workshops in pilot regions</p> <p>Video trainings</p> <p>Direct mailing/direct contact</p> <p>External events</p> <p>Promotional materials</p>	<p>On-going/Launch – July 2015</p> <p>Launch July 2015</p> <p>When appropriate</p> <p>March 2015</p>

		funding schemes 4. CITYnvest provides good networking and partnership building opportunities for municipalities and investors	Final conference Booklet with recommendations Roll-up banner Social media channels of all partners of the project	November 2018 November 2018 March 2015 On-going
	Bankers/local banks/ethical banks Investors; pension funds, insurance companies, private investors	1. Alternative financial instruments for energy efficiency are profitable 2. Local authorities are reliable partners for private market actors 3. Cooperation with local authorities and public-private partnerships open many investment opportunities. 4. Through engagement in CITYnvest, investors and bankers	External events CITYnvest workshops Final Conference	November 2018

Monitoring of the dissemination strategy

The goal of the monitoring is to assess the development and impact of the communication activities. Through the tangible indicators presented below, we will be able to evaluate the outreach of CITYnvest by comparing the first, second and third year of the project. The results of the evaluation will help to adapt CITYnvest's dissemination strategy and to better tailor the key messages for each of the targeted audiences.

Monitoring indicators

- Number of visits to the website, number of visited pages, bounce rate and length of the visits
- Number of subscriptions/un-subscriptions to the newsletter

- Number of participants of workshops and their satisfaction (measured by evaluation survey)
- Number of participants of the Final Conference
- Categories of participants of the Final Conference
- Number of uploaded good practices
- Number of views of video trainings
- Number of downloads of recommendations booklets

Based on the yearly assessment, the Dissemination and Exploitation Strategy will be further developed and adapted.

Exploitation

Exploitation means to use and benefit from something. For CITYnvest this means maximising the potential of the project activities, so that the results are used beyond the lifetime of the project. Outcomes of CITYnvest will be used to influence future policies and practice on local and European level. Results of the project will be developed in such a way that they can be tailored to the needs of others, transferred to new areas and used by interested stakeholders after the funding period has finished.

The “end products” of the CITYnvest will be:

- Website with a collection of diverse guidance materials, case studies and video trainings
- Booklet with recommendations for policy makers

Therefore there will be three main groups of stakeholders that will be targeted in frame of exploitation;

- European local authorities
- Decision makers, and especially policy makers at the EU level
- Project partners

The main CITYnvest channels of dissemination that have been or will be established during the project implementation, will be used to exploit project results. The Final Conference will play a special role in the exploitation of CITYnvest results. Moreover, project partners will use their networks and additional multiplier channels to raise the visibility of CITYnvest’s products after the end of the project. CEMR will ensure exploitation of the project products through the expert group on Climate and Energy Transition, composed of 108 experts from 30 European countries. Climate Alliance will discuss the CITYnvest developments in the Working Group on Financing, which is created in order to discuss workable financing solutions for climate and energy projects at the local level. The CITYnvest results will be communicated via different newsletters targeting local authorities, on the news section of Climate Alliance’s website and its national coordination offices’ websites, and promoted during Climate Alliance international conferences and events.

In order to promote tools developed in frame of CITYnvest, partners of the project will liaise with other relevant initiatives. This cooperation will take place during the implementation phase and after the project ends. Tools developed in the framework of CITYnvest will be promoted by Climate Alliance and CEMR, and where possible, in cooperation with other European networks like EURO CITIES, FEDARENE, Energy Cities and relevant initiatives such as the

Covenant of Mayors, Mayors Adapt, Smart Cities etc. even after the end of the project. CEMR and Climate Alliance, as network-based organisations, are invited to numerous external events on energy efficiency and those opportunities will be used to promote products of CITYinvest.

The website and all published documents will be available on-line for at least 5 years after the project ends on Climate Alliance's server. Results of the project and all tools developed by CITYinvest will be available to all interested entities free of charge.