

INNOVATE project

WP2, D.2.2

Local Development Plan

Frederikshavn

Introduction

A development plan is an operational document, which defines all the steps and required conditions to meet the goal(s) beforehand delimited.

Adapted to our specific Innovate energy efficiency service needs, this development plan will structure the path to the achievement of our objectives: elaboration of an EE service package to help homeowners in retrofitting substantially and to convince the doubters.

This template is a short version of the plan every target territory will elaborate, under various formats: document, mind map...

How to complete it? Simple words, short sentences.

A. What is the starting point?

Our experiences from previous projects related to energy innovation show that the absolute greatest challenge in the Innovate project cooperation is to find alternative communication tools in order to convince owners of private houses to energy renovate their homes. Our experience, regarding the use of conventional means of communication tools, has shown that homeowners do not respond to the holding of citizen meetings, information campaigns via printed and electronic newspapers, publishing magazines, radio spots etc. to a sufficient extent. Homeowners' lack of interest in energy refurbishment means that efforts related to attracting awareness of homeowners towards energy renovations have not met our expectations. Deep energy renovation of condominiums makes the issue even more complex. Because at condominiums, all homeowners must agree on what energy retrofit actions they wish to carry out jointly, what sorts of satisfactory they expect to accomplish at what price and quality. Therefore, innovative communication methods must be found that, in a terrestrial, realistic and sensational way, can attract homeowners' interest towards energy renovations. We must communicate carefully, intensively and purposefully to create the right understanding of the OSS-concept and its benefits to homeowners in order to avoid that our intentions for motivation and conviction of homeowners are considered as interference in their private affairs and self-determination.

Some of the most important conclusions of our MGA regarding promotion of energy renovations in private houses are lack of covering following **needs**:

A: We should come up with credible ways **to raise awareness** and help identify any maintenance in the house that the homeowners may not know of.

B: EE-services must be available for those, who are not currently thinking about energy refurbishment.

C: Most houses must be provided a **long-term renovation plan** based on the

necessary/advantageous maintenance over the next 10-30 years.

D: While the energy renovation is carrying out, the **homeowners should include their wishes for updating the functions of their houses in order to increase their comfort at home** and receive information about minimum requirements for energy improvements and inspiration to go further. In this regard, the One-Stop-Shop is a viable concept, guiding the homeowners through the home-updating process and ensuring the quality of the renovation, in terms of both careful planning and validation after the renovation.

E: It is essential that homeowners have access to **an independent advisor**. This gives the homeowners more security and wider degree of freedom to act.

F: Homeowners must be acquainted with the fact, that the renovation has provided the expected outcome, **but it should not be expected that 100% of the possible energy saving will be achieved**. The so-called recurrent effect means that a varying portion will probably be consumed on comfort improvement without achieving energy savings.

G: To rectify the homeowner's misunderstanding that energy savings in private houses should only focus on the economic savings that can be achieved. Homeowners should consider energy improvements as **an investment**, the money saved sets a limit for the level of renovation rather than being an added incentive. The value of comfort and well-being in an energy-renovated house must therefore be emphasized.

H: It is necessary **to introduce new legislation for maximum energy consumption in houses**, to reach those who cannot be motivated by incentives alone

Actions:

Our experience shows that the best way to draw attention from homeowners is to meet them face-to-face and to engage in two-way communication with homeowners. This is carried out by holding dialogue meetings in the homeowners' own residential areas or residential complexes. Dialogue meetings facilitate an environment where homeowners who know each other and therefore feel safe in their own surroundings dare to take the floor and ask questions during the dialogue meetings. The personal contact with the target group helps create trust and thus responsiveness. Under the auspices of Innovate, all landowners and homeowner associations, as well as condominiums and cooperative houses are offered dialogue meetings. Organization of dialogue meetings will cover the lack of information to homeowners on energy refurbishment and their opportunities for using OSS and funding tools.

We do not find existing EE-services as being sufficient nor flexible, as they cover only each of their areas of interest. There is currently no EE-service offer that is versatile, impartial or holistic. The most versatile and efficient EE-service is therefore the one we develop for the target groups. We intend to develop a holistic OSS-offer that allows homeowners access to "diverse products" that can broadly cater to homeowners' wishes, needs and ambition.

Although legislative changes at national level do not appear to be achievable at the moment, we try to deal with the issue through discussion with national political bodies and decision makers.

B. Where to?

The goal is to overcome barriers to promoting energy renovations in private houses and to find practicable models for launching OSS services and financing them, so that both models can be implemented in scale 1: 1. We have a quantitative objective of 10 owner-occupied housing associations, equivalent to 100 residential units, and 20 private one-family houses will use our tailored OSS-services and funding schemes for the energy renovation of their houses.

The EE service package addresses three areas of action:

1: The informative part for end users (owners of private homes)

The informative effort will remedy many barriers and misunderstandings of house owners of private property. See more about this in section A, (A, B, F, G)

2: The organizational part (building of OSS and funding schemes)

The organizational effort concerns the building of OSS services together with external key players and associated financing schemes. (See more about this in points A, (C, D, E)

Target groups are all owners of one-family houses, owners of condominiums and condominiums, regardless of age, social status or financial space. Our attitude is that energy innovations raise the quality of life for all citizens, create local growth and reduce environmental impact. We therefore believe that homeowners who can afford to use our OSS services with their own resources must be motivated to do so and those who have no financial space should be offered financing models so that they can realize their dreams.

We aim for residential properties in cities and rural areas built in the period 1960-1980, as energy-saving potentials for these buildings are greatest, but all other residential properties, regardless of the age that wish to update / renovate their houses, are also welcome to use our OSS services.

Although our focus is effective energy use in private residential properties, our OSS services include all types of other services (share electric cars, new kitchens and bathrooms, housing and refurbishments in houses, new roofs, white goods, etc.)

C. How? What?

The Project Manager has prepared a Development Plan detailing the municipality's operational strategy to meet the Innovate project's objectives and local goals in accordance with our announced commitments to the project. The development plan contains key activities from start to finish in a prioritized order. Key activities, priorities, approaches and methods of communication have been selected with respect to in-depth knowledge of the structure of the local community and after careful consideration, where the experiences of previous project activities are involved in the decision-making process.

It is important to emphasize that all tasks relating to WP3 (Transfer of Knowledge through Large Scale Capacity Building) and WP4 (Communication & dissemination) are ongoing processes that take place from the beginning of the project to the end and therefore are an integral part of all the actions described in the development plan. This, even though the project manager has prepared a decisive communication plan meeting the described activities in WP3 & WP4. See Development plan and Communication Plan.

In the process of preparing the Development Plan and based on the results from the Market Gap Analysis (MGA), the municipality uses the "**Living-Lab**" approach.

To build up a One-Stop-Shop concept that is attractive, smooth and easy to use for homeowners, it is necessary to restructure existing forms of cooperation with key actors, while simultaneously involving

more key actors in the cooperation. The document "Development Plan in detail" describes how to re-establish relationships with existing key actors as well as new key actors in such a way that the One-Stop-Shop concept contains all the products that homeowners would like and the OSS funding models which attract the end users. See Development Plan in detail ".

D. Who?

Allocated resources for all activities refer to the adopted budget framework for the municipality's partnership in the Innovate project application to ensure compliance with the project budget. If the resources consumed Innovate activities exceed the project budget, Frederikshavn municipality will compensate for a possible budget overrun, so that the allocated budget from the Innovate project is complied.

The document "Development Plan in detail" describes which external key players should be involved in developing the OSS concept, what roles the players should play and what responsibilities they should take.

The role of Frederikshavn municipality is described in the Development Plan. From the description it appears, that Frederikshavn municipality plays the role of facilitator and developer throughout the entire process and strives to form "strategic alliances" with external key actors in a way, so that they are directly involved in developing a business plan based on the One-Stop-Shop.

Development of diverse funding models for the target group is being built up along with homeowners own bank connections or suppliers of One-Stop-Shop EE services and EE products, depending on which loan offers seem most attractive to homeowners. In this way, homeowners can choose the financing model that they find most suitable for their financial situation. A combination of funding schemes from both banks and EE service providers can be an optimal solution for condominiums. Improvement of external installations such as the residential complex's envelope and other common facilities can be financed through a "common bank loan" and energy optimization of individual housing units can be financed through homeowners' own banks, or loans offered by suppliers of EE services and EE products.

E. In what time?

The operational stages for implementation of the project and fulfillment of its objectives are described in the "Development Plan" and "Development Plan in detail" in priority order. Please see both documents.

The intention is that Frederikshavn can fulfill its goal of developing an attractive One-Stop-Shop model, including funding schemes, so that 10 condominium associations with a total of 100 housing units and 20 one-family houses can renew their houses during the project period.

F. What will be the indicators of success?

The most holistic indicator for measuring the success of the project is a quantitative estimate of the number of condominiums and private single-family houses that have been refurbished using the OSS model during the project period. This because this indicator will illuminate the impact of all activities related to overall Innovate project cooperation. The quantitative statement will be a reliable indicator of the following areas of action:

- The degree of success in relation to information campaigns for homeowners (as end users of the OSS schemes).
- The degree of success in relation to the establishment of cooperation, organization and coordination with external key actors.
- The degree of success in relation to homeowners receiving the OSS and financing schemes.

- The degree of success in relation to activities related to WP3, Task 3: 1 (Capacity building events at national level, including one workshop and one webinar) can be measured by conducting a survey of participating stakeholders in at least two events at national level. The questionnaire can be carried out (for example, using the Surveymonkey.com- site) and the result can be reported to the project's lead partner. A questionnaire must be prepared for the purpose.

- The degree of success in relation to activities related to WP4, Task 4: 3 (national communication and dissemination, two events) can be measured by conducting a survey of participating stakeholders in two events at national level. A questionnaire can be sent to participants of the event asking for an assessment or using the Surveymonkey.com- site.

G. Other comments