



# Work Package 3

## Executive Summary:

### D3.1 Inventory of best practice energy projects using the integrated approach

**Grant Agreement number:** 314679

**Project Name:** Strategies Towards Energy Performance – Urban Planning

**Project acronym:** STEP UP

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## **Executive Summary**

This report presents the results of D3.1 'Inventory of best practice energy projects using the integrated approach' which is the first deliverable in Work Package (WP) 3 'Developing innovative projects'. It represents the position as of December 2013. The purpose of this deliverable is to understand existing best practice projects in STEP UP and companion cities, and to present their success factors.

Using criteria set out in the Description of Work, guidance provided by the Work Package leader and European Commissions definitions, the partner cities have identified existing best practice solutions and the winning elements that have led to their success. This has resulted in the creation of a list of best practice energy projects that contribute to the European Union's 2020 goals of energy efficiency, lower greenhouse gas emissions and an increase in renewable energy. They are based on an integrated approach which joins together several sectors and actors (e.g. from energy, waste, ICT and transport) in innovative ways. Most of the projects also have potential for replication.

STEP UP has identified 36 projects from this process: 10 from Glasgow, 8 from Gothenburg, 7 from Ghent, 7 from Riga and 4 from the companion cities (summarised in a separate Excel sheet, grouped by primary area of focus). Projects are broad in scope and range from large district heating networks to small retrofit developments, with each fitting the best practice criteria and having specific success factors that other projects and cities can learn from.

The conclusion of this report highlights the key winning elements that have been found to be present in successful best practice solutions. These can be summarised as:

**Political leadership with a long term approach** - The research shows that successful projects have local political leaders that can champion projects and act as enablers to make a concept become reality. As sustainable energy projects will last for decades, it is important that the approach taken has a long term focus and the ability to look beyond short term political cycles.

**Collaboration and dialogue with all stakeholders** - Continued communication and collaboration was also seen as a key winning element for many projects. As a large number of the projects cut across sectors such as transport, energy and ICT and utilise a variety of technologies, it is vital that organisations are able to keep open dialogue going between them for the duration of the project.



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**Contribution to multiple policy objectives** - The low carbon energy and sustainability agenda should not be perceived to be only targeted towards environmental objectives. Instead it must be aligned with wider policies in the local authority so as to gain support from as many areas as possible. The ability of a project to fit with the overall city vision and to deliver on many fronts is therefore seen as a key winning element for sustainable energy projects.

**Creating business models to attract investment** - A key issue for cities lies in structuring projects in the right way to successfully attract investors and reduce risk in order to increase the scale and impact. Many of the projects organised their business model around public-private partnerships so that the public sector can reduce the costs of capital investment and borrowing required and the private sector can assume an element of financial, technical and operational risk and control in the project.

The conclusion also discusses the learnings identified through researching many different energy projects, the complexity involved in quantifying their contribution to the EU 2020 climate and energy targets and the difficulty in obtaining relevant financial data for best practice examples. Replicability is also an important topic for discussion, as this can be difficult to define due to cultural and market differences between countries and the often unique contexts within which they exist.

This initial inventory of projects forms the basis for deliverable 3.2, 'The selection of 10 existing lighthouse projects for further promotion.'