Stakeholder involvement plans:

Transnational lessons learned report on stakeholder involvement

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Content

Abbreviations

DH	District heating
GoA	Group of activity
NGOs	Nongovernmental organisations
PV	Photovoltaic
RE	Renewable energy
RES	Renewable energy sources
WP	Work package

Introduction

The report presents an overview on the main lessons learned from the stakeholder involvement during implementation of case studies related to planning and implementation of renewable energy projects in the project regions: Mecklenburg Vorpommern (Germany), Skåne, Blekinge (Sweden), Central Finland, Southern Estonia, Kaunas County (Lithuania), Westpomerania (Poland), and Zealand (Denmark).

Meetings with stakeholders at the project regions were an important part of the BEA-APP project implementation. The purpose of these meetings was to identify and discuss drivers for an increased production and use of renewable energy sources (RES) in regions, arguments used by stakeholders to support or object renewable energy (RE) projects, as well as to discuss on possibilities to attract investments and suitable business models. Meetings with stakeholders in the project regions were closely linked to the pilot projects and reflected activities of implementation of these pilot projects (related to the WP4).

Focus of the current report is to reflect on the stakeholder involvement by linking it to the cases of RE project planning in the partner regions. The gained experience is compiled in a lessons' learned report to build on knowledge from the stakeholder involvement and benefit from evaluation of the process, goal setting, results and outcomes, satisfaction/ meeting of expectations and of the level of innovation.

This report is prepared within the frame of the BEA-APP project GoA3.3 "Testing and implementing innovative forms of stakeholder involvement and communication" by BEF Latvia with contributions from the project partners: Ministry of Energy, Infrastructure and State Development Mecklenburg Vorpommern, Skåne Association of Local Authorities, Region Blekinge, Energy Agency for Southeast Sweden, Regional Council of Central Finland, Tartu Regional Energy Agency, Lithuanian Energy Institute, Regional Office for Spatial Planning of Westpomeranian Voivodeship, and Roskilde University.

1. Approach to collection of stakeholder views and lessons learned

1.1. Reflection on stakeholder involvement in the project regions

Meetings with stakeholders at the project regions were organized and implemented by the project partners in the respective countries. Round table discussions – regional dialogue meetings, workshops with key stakeholders were taking place in all pilot project regions. Collection of experience and lessons learned from the stakeholder involvement at project partner regions was organized as a continuous process where the project partners were asked to reflect on the event by preparing the meeting report.

A pre-designed template for the stakeholder meeting reports was used (Annex 1). Project partners were reflecting on: (i) title, purpose, date and place of the event; (ii) number of participants and stakeholder groups participating; (iii) main topics discussed; (iv) possible conflicting issues; (v) tools and methods used for the discussion; (vi) main outcomes, agreements and possibly not resolved issues; (vii) feedback from participants and organizers on planning and implementation of the regional RE project (e.g., acceptance, resistance, worries, concerns); and (viii) on the next steps with regard to further stakeholder involvement (e.g., next meetings, consultations). Stakeholder meeting

reports were prepared by the respective project partners and sent to the BEF Latvia afterwards. Reflection on stakeholder meetings is summarized to compile an overview on communication with stakeholders at the project regions.

Experience from the stakeholder involvement in the pilot project implementation was compiled by the respective project partners. A poster presentation was prepared in a pre-designed template to reflect on cooperation links with stakeholders, tools and methods used for stakeholder involvement and main outcomes from the stakeholder involvement process (Annex 2). Each case study has briefly presented their focus on stakeholder involvement in a special session titled as *Communication in action* during the Transnational Dialogue meeting (Szczecin, 29-30.05.2018)[1]. Outcomes from the stakeholder involvement at the project regions are reflected in the current report.

1.2. Evaluation of the stakeholder involvement process

The stakeholder involvement process was organized during the implementation of pilot cases in the BEA-APP project partner regions. Innovative approach of the stakeholder involvement by the project approach includes evaluation of the process, goal setting, results and outcomes, satisfaction/ meeting of expectations and of the level of innovation. The structured evaluation was aimed to obtain the view from both – the project partners and the key stakeholders being involved in the pilot case of each region.

The evaluation template was designed containing pre-defined questions (Annex 3). This template was aimed to reflect the respondent`s evaluation on the stakeholder involvement process, goal setting, results and outcomes from the process, as well as the reflection on satisfaction – meeting expectations and on the level of innovation in stakeholder involvement. In addition, respondents were asked to share their impressions or storeys about the stakeholder involvement in the pilot case in their region.

The evaluation survey was implemented by an online questionnaire form (June – August, 2018). The filled-in evaluation forms were compiled and analysed to highlight the communication experience on stakeholder involvement process in RE projects.

2. Stakeholder involvement in RE projects at the partner regions

2.1. Offshore wind case in Taggen, Blekinge region, Sweden

The pilot project focused on how the offshore wind turbines can support the transition towards reducing greenhouse gas (GHG) emissions. Just off the coast of Blekinge there are plans to establish an offshore wind farm, in a place called "Taggen". This will influence the local society, business, labor market, local and regional planning. A preparatory study was made by BEA-APP project. To be able to

[1] Challenges in spatial planning for renewable energy sources in Baltic Sea Region – Planning instruments for a sustainable growth of renewable energy and stakeholder involvement (2018): Baltic Energy Areas – A Planning Perspective, Transnational Dialogue Meeting 2018, Szczecin, 29-30th of May 2018.

produce a useful document, the implementers have chosen to involve the stakeholders early in the process to figure out their needs and gaps in their own preparatory work[2].

The pilot case has used interviews and meetings as tools to involve stakeholders. The project has increased the knowledge about renewable energy and has found possible implementing solutions. Overview on involvement of stakeholders and reflection on communication aspects covered at the meetings is based on the stakeholder meeting reports (2016-2017) as prepared by the Energy Agency for Southeast Sweden (PP4). The compilation is presented in Table 2.1.

Table 2.1: Involvement and communication with stakeholders at the offshore wind case in Taggen, Blekinge region, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A preparatory study	Series of small meetings (<10 participants)	Asking questions from participants; further discussions to identify potential conflicts, raise new questions and find answers Presentations (PowerPoint)	• Planning has been already started. Stakeholders expressed their lack of information during the project planning and application phase → asking for further information about the project • Wish to increase cooperation with other project initiatives → widened the stakeholder group to involve neighbouring municipalities • Plan to involve several players early in the process → joint meetings • Wish for a study on socio-economic consequences for an extended wind park • Government`s wind power coordinator will support the process and be involved in the dialogue between the stakeholders

Series of small meetings were appropriate to implement a preparatory study on utilization of wind energy:

- Early involvement of stakeholders has been a key to the pilot project.
- This is supported by the implementers of the case study – PP4 and backed up by the conclusion that *it is important to involve stakeholders early in the project development phase and clearly present their role in the project. ... In the wind case the stakeholders were a bit surprised that they were a part of the application form and it took two meetings for us to solve the purpose of their participation*.

2.2. Urban planning for solar energy in Lund, Sweden

The pilot project focuses on planning the development of a new urban district in Lund. The city of Lund is considering utilizing possibilities to employ a high share of renewable energy supply, especially for solar energy installations. The BEA-APP pilot project approach involves Skåne Energy Agency and Skåne Association of Local Authorities to look on how they can support City of Lund in providing best prerequisites in the planning process for solar energy installations.

[2] BEA APP – Increasing RES share Energy mix in Blekinge, Sweden: Energy Agency for Southeast Sweden, PP4: Pilot 2016-11-28

For the stakeholder involvement Skåne Energy Agency had an initial meeting with Environment Strategy Department, University of Lund and Kraftringen to define the process. A series of meetings were organized with the planning group which included City Architect for Sydvästra Lund, Officer at planning department, Environmental Strategy Officer defining what the expert planning consultant should do. An expert consultant was contracted and thus this expert has joined the meetings with the planning group. The expert consultant developed a 3D model for how the area could look like when optimized for solar energy installations[3].

The cooperation links with stakeholders are schematically shown in the Figure 2.1.

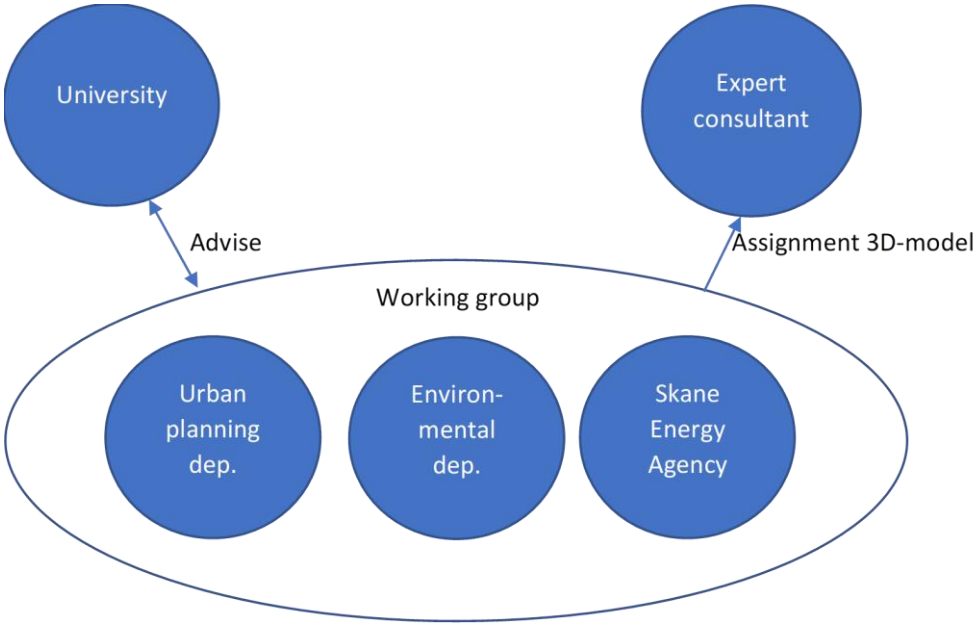


Figure 2.1: Cooperation links with stakeholders in the pilot project on urban planning for solar energy in Lund, Sweden [source: a poster of the case study, 2018].

The overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016) as prepared by the Skåne Association of Local Authorities/Skåne Energy Agency (PP2). The compilation is presented in Table 2.2.

Table 2.2: Involvement and communication with stakeholders at the urban planning for solar energy in Lund, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A preparatory study	Series of small meetings (<10 participants)	Discussions and presentations (PowerPoint)	• Developers need to be involved as soon as the planning is started → that will promote installation of solar energy • The local energy company should be involved → possibility for demonstration of photovoltaic in the area • Involvement of an expert consultant → to carry out the solar potential study

[3] A poster of the case: Skåne, Sweden (2018)

Series of small meetings were appropriate to implement a preparatory study on planning for solar energy:

- Early involvement of developers, local energy company and expert consultant has been deemed necessary. Such approach allows technical experts to participate in early planning phase. This can be useful to avoid possible conflicts in a later stage when the actual installation of energy systems will be carried out.
- The implementers of the case study – PP2 have learned that *staff at the planning department of a city is very busy. It would have been fruitful to have them involved even to a larger extent.*

2.3. Sustainable district heating system in Kaunas, Lithuania

The pilot project focuses on sustainable district heating (DH) system in Kaunas by planning to achieve several goals, such as transfer from basic use of natural gas (96% of natural gas in 2010) to a sustainable district heating by employing renewable energy sources (planned 100% RES – biomass, solar energy, municipal waste). Social and economic benefits are planned to achieve via reduction of heating tariffs, activating local biomass - mainly from the forest cutting waste – producers. Switch to a sustainable district heating is helping to achieve environmental benefits by reduction of GHG emissions due to replacement of fossil fuels.

For the stakeholder involvement several meetings with representatives of Kaunas District Heating Company (AB Kauno energija) and stakeholders were held. These meetings were aimed to discuss challenges of energy planning, technical aspects of DH operation and management of possible conflicts (including with residents and independent heat producers). Cooperation links with stakeholders cover internal (representatives from municipality, fuel suppliers, heat producers and consumers - residents living in block residential houses) and external dimensions (professional associations, consultants, consumer rights bodies)[4]. The cooperation links with stakeholders are schematically shown in the Figure 2.2.

[4] A poster of the case: Sustainable district heating system in Kaunas (2018), Kaunas county, Lithuania

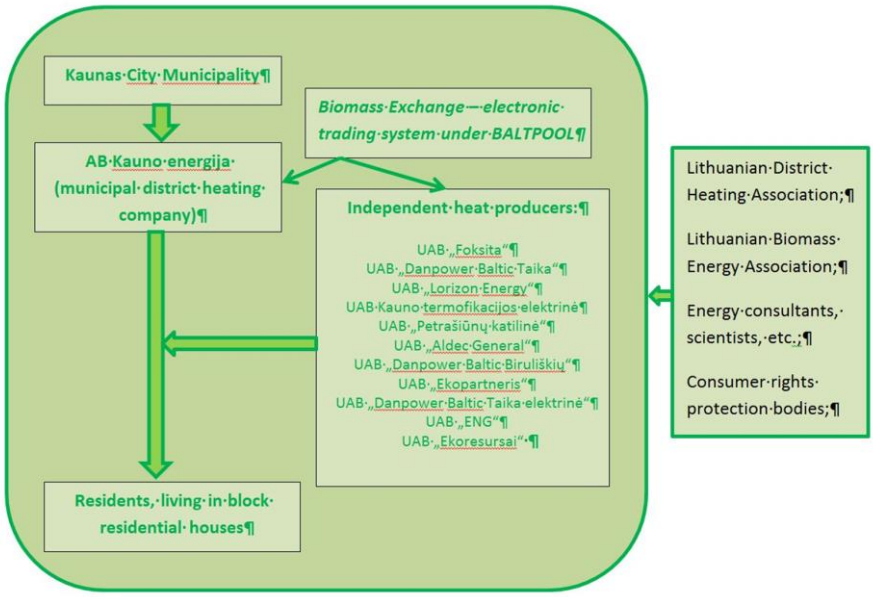


Figure 2.2: Cooperation links with stakeholders in the pilot project on sustainable district heating system in Kaunas, Lithuania [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017) prepared by the Lithuanian Energy Institute (PP9). The compilation is presented in Table 2.3.

Table 2.3: Involvement and communication with stakeholders in the pilot project on sustainable district heating system in Kaunas, Lithuania

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation of RE Development Action Plan	Series of small meetings with DH company representatives (<10 participants)	Asking questions from participants; further discussions to identify potential conflicts, raising new questions and finding answers	• During the initial stage of planning there are possible conflicts with local residents with regard to modernization and further operation → residents living in the vicinity of modernized boiler houses require information, e.g., on solutions for air pollution • Possible conflicts between DH company and independent producers during initial stages of cooperation → rather new practice and require some changes in the existing or adoption of new legislation • Possible conflicts between municipality and developers → related to the quality of implementation, especially when public procurement procedure is applied
	Meeting with DH company representatives and independent heat producers (10-20 participants)	Asking questions from participants; further discussions to identify potential conflicts, raising new questions and finding answers	• Proper collaboration is needed between independent producers and DH company → good understanding of network balancing problems by all involved parties and close collaboration, consultations among stakeholders

Series of small meetings with DH company representatives and more extended event with DH company representatives and independent heat producers were organized:

- During the implementation phase of the project or action plan the focus of stakeholder involvement was on addressing practical/ technical issues and solving possible conflicts on these grounds
- The implementers of the case study – PP9 have learned that *some conflicts (with population) are easy to solve via discussion and some positive actions, others (with partners – independent producers) are more complicated. Introducing new legal environment to heat producers solves some generation problems, but there are still conflicts in the activities of heat supply, which should be solved via discussions with authorities and among stakeholders.*

2.4. Establishment of biogas plant, Odsherred Biogas, Denmark

The pilot project aims to contribute to the development of a biogas plant, based on the philosophy of circular economy in qualifying and using local resources. The planning process is focused on establishment of biogas plant (capacity of 160,000 tonnes) based on residues from agriculture and local industry. The process has comprised meetings and discussions with mayor and top officials, municipal councillors, involvement of direct stakeholders in the facility, public meetings on plans of location, function and size of facilities, and public consultation meetings proposals.

The planning process was aimed at the finished design of the plant. Environment and spatial approvals (Environmental impact assessment, municipality plan, local plan, and environmental permit of the facility) are obtained. The plant is now under construction (procurement phase).

Key stakeholders addressed are farmers who own the land and will supply some of the biomass for the plant, a group of suppliers to the plant (pig farmers, local feed factory, pharmaceutical company, the farmers' association), energy utilities, municipality, research (Roskilde University). Four types of stakeholder involvement were distinguished at the pilot project implementation as municipal council and the hinterland of each party in the council, direct stakeholder involvement (supplies and buyers), involvement of broad public through a series of public meetings and a public consultation according to existing rules on approvals[5].

The conceptual background to the planning is incorporated in the long-term plan: Strategic Energy Plan 2015, adopted by the Municipal Council. The further cooperation links with stakeholders are schematically shown in the Figure 2.3.

[5] A poster of the case: Odsherred Biogas (2018), Zealand, Denmark

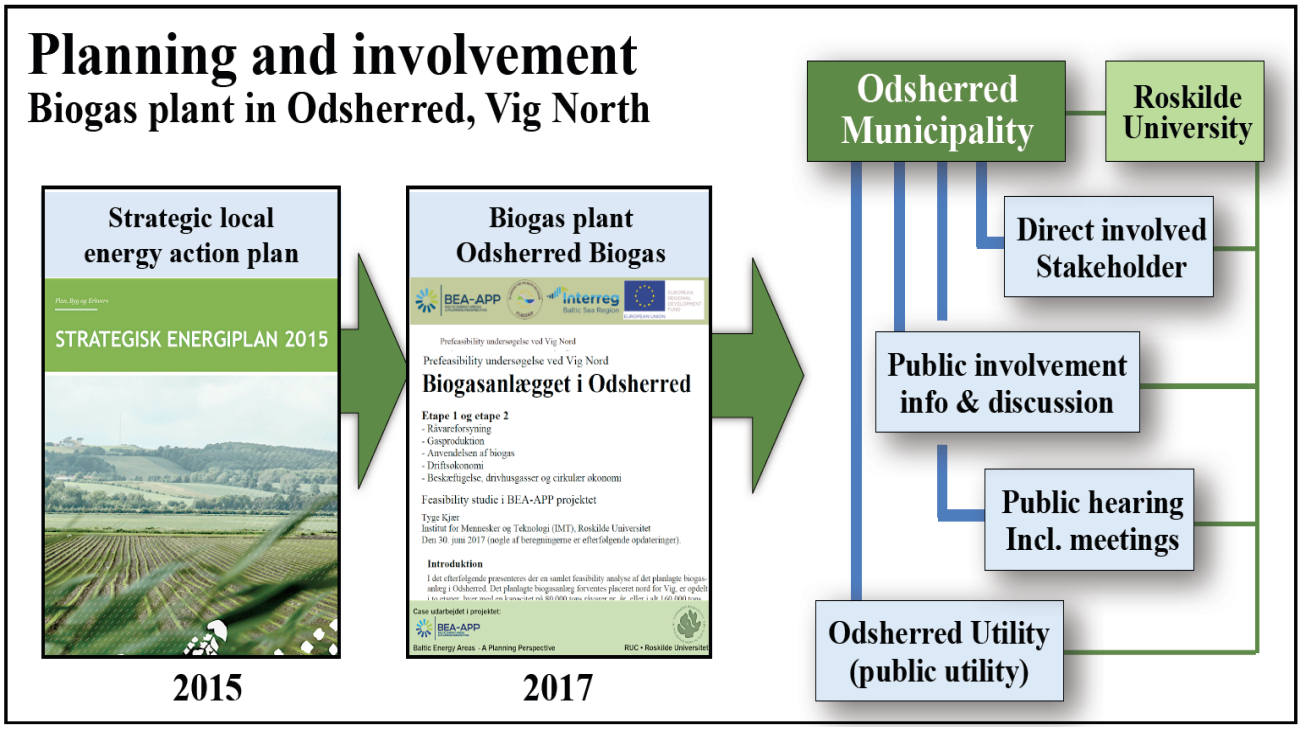


Figure 2.3: Cooperation links with stakeholders in the pilot project on the planning process for establishment of biogas plant in Odsherred Municipality [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017-2018) prepared by the Roskilde University (PP11). The compilation is presented in Table 2.4.

Table 2.4: Involvement and communication with stakeholders in the pilot project on the planning process for establishment of biogas plant in Odsherred Municipality, Zealand, Denmark

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation of action plan: Design of biogas plants	Series of small working group meetings (<10 participants)	Discussions	• Key stakeholders to discuss development path and procedures → overview on the process
	Informative meetings (~30 participants)	Presentations, group sessions, development of mind-map	• Further cooperation with new potential stakeholders → further meetings with stakeholders
	Citizens meeting at a biogas facility (~600 participants)	A guided tour of the plant, questions session	• An open dialogue and „hands-on“ experience → entailed acceptance of the facility

Meetings of various sizes have been organized throughout the process of stakeholder involvement and communication.

- Clear and well developed concept of the planning direction has helped to shape the stakeholder involvement focus by selecting specific approach through series

of small working meetings to keep an overview on the process, by informative meetings to spread the idea in attractive way (using a calling title of the event, e.g., *biogas as a dynamo in Circular Economics*), and by citizens meeting of wide outreach (addressing e.g., owners, farmers, municipalities, energy and utility companies, and public interest groups) to take the floor to convey a purpose-full message (e.g., to form a positive opinion, to avoid criticism).

- The implementers of the case study – PP11 have pointed out main aspects of the involvement process: *continuous involvement throughout the process, broad involvement as very supportive, and a conflict solving approach using the "hands-on" experience to avert criticism that also can be considered to a certain extent as a solution of most of the conflicts.* Conflict has arisen with a local group (near the location) who expressed a strong criticism due to expected load from odour and traffic. This conflict was both expressed at several meetings and local newspapers. Solution to the conflict was found by an invitation to visit another (newly built) biogas plant to get personal impression of odour loads and traffic.

2.5. Geoenergy use in a new residential area in Aanekoski city, Finland

The pilot project focuses on providing information on a prominent RE source for heating and cooling purposes - geoenergy – to foster implementation at municipality level land use planning. Bedrock in Central Finland has good qualities for large scale geoenergy utilization, although, the large scale geoenergy application is quite new in Finland.

Municipalities, regional energy experts and land use planners play a prominent role for the stakeholder involvement. The pilot study has acted as a driving force for municipality level planning and a key player in implementation. It has provided the framework via land use planning, e.g., by giving recommendations for energy type. Municipality level land use planners have been the gatekeepers and they can build on an example of geoenergy potential in detailed planning, and on implementation. Cooperation links with stakeholders have been extended to involve associated stakeholders e.g., other municipalities, potential new residents in the area, development companies. Local media were active in promotion. Results were discussed at annual land use planning seminar for municipalities in Central Finland (2018).[6]

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) as prepared by the Regional Council of Central Finland (PP5). The compilation is presented in Table 2.5.

Table 2.5: Involvement and communication with stakeholders in the pilot project on the pilot study for geoenergy use in a new residential area in Äänekoski city, Central Finland

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Feasibility study	Informative meetings (<10-20 participants)	Overall discussion after the presentation	• Objective RE information for citizens at municipality is needed → currently lack of resources on this work at municipal level • Cooperation in innovation policy → new innovations need more open discussion to achieve public acceptance

[6] A poster of the case: Geoenergy use in a new residential area in Äänekoski city (2018), Central Finland

Informative meetings have been organized throughout the process of stakeholder involvement and communication.

- Stakeholder involvement in a very early phase of the project development - the pilot study has an advantage to utilize information channels and pave the way for co-creation.
- The implementers of the case study – PP5 have pointed out the main aspects of the involvement process: *Residents are important in implementation; however, in new areas this is problematic, since no residents exist during the planning phase. General approval is present to geoenergy as prominent new RE source, although, there are no reference cases on large scale application (residential area). We saw the need to develop tools for (technological) innovation concretisation.*

2.6. Renewable energy mix in Rõuge, Estonia

The pilot project focuses on renovation of the Rõuge village hall including the selection and installation of renewable energy technologies integrating ground source heat pumps, PV panels and biomass stoves. The innovative and highly efficient RE technologies are applied. From the planning perspective there are pre-conditions - principles, standards and requirements of zoning that are addressing the key questions of spatial planning. The pilot project addressed directly spatial, architectural and engineering compromises which succeeded in multiple expert discussions and public hearing.

Key stakeholders addressed were officials of municipality, users of village hall, neighbouring land owners, tourism and other entrepreneurs, community members, cultural and local societies, council members, designers, engineers. These stakeholders participated actively in the planning and design drafting process aimed at seeking the consensus on landscape development and conservation while avoiding aggressive landscape architecture. Wide dissemination of invitations was arranged by social media and personal approach. An open moderated workshop has been the key setting: event was warmed up and introduced by the Rõuge mayor and attractive visualization was given by an architect. Handouts of the workshop materials were given as take-away to participants[7].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017) as prepared by the Tartu Regional Energy Agency (PP6). The compilation is presented in Table 2.6.

Table 2.6: Involvement and communication with stakeholders in the pilot project on the pilot study for renovation of the Rõuge village hall, Southern Estonia

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation: Pilot study	Meetings (<10-20 participants)	Open moderated discussions, warmed up by the mayor, visualization presented by an architect. Handouts are given as take-away.	• Objective RE information for citizens at municipality is needed → on-site visits and hands-on approach can be considered • Wide range of opinions → focus meetings to promote consensus

[7] A poster of the case: Renewable energy mix – Rõuge. Renovation of the village hall (2018), Southern Estonia

Targeted meetings have been organized throughout the process of stakeholder involvement and communication.

- The stakeholder involvement has been shaped by giving a personalized touch to the involvement process, e.g., personal invitations, welcoming by a city mayor. Approach to „beeing personnaly addressed" can increase potential for stakeholder cooperation.
- The implementers of the case study – PP6 have pointed out the main aspects (recommendations) of the involvement process: *Separate the professional expert debate from the public hearing. Keep information short and simple in both, expert and public arenas. Balance technical aspects on problem-solving, and informal, value-led stakeholder views with formal institutional public administration.*

2.7. RES mix in peripheral Mecklenburg- Vorpommern, Germany

The pilot project focuses on green industrial areas located in rural and peripheral municipalities in Mecklenburg-Vorpommern, Germany. In these areas, different forms of renewable energy (e.g., solar and wind energy) shall be combined in a way that enables the supply of local businesses with RE to the highest possible degree. Goals of the pilot project include attracting new companies (marketing instruments), generation and direct marketing of RES on-site (regional added value), and promotion of industrial symbiosis and sectoral integration (electricity, heat, transport).

Involvement and cooperation with stakeholders is of pivotal importance in the implementation of the pilot project. Various industrial areas are selected to consider the initiative on green industrial areas. On a way there is established dialogue forum to discuss the definition, criteria and marketing strategies for green industrial areas as well as to identify suitable areas. Cooperation links with stakeholders are well developed. Main stakeholder groups are the Ministry of Energy, Infrastructure and Digitalization, Ministry of Economics, Employment and Health, Regional Planning Associations, Hamburg Metropolitan Region (working group climate and energy, working group economics), Invest in MV (economic development organization Mecklenburg-Vorpommern), Chamber of Industry and Commerce (IHK), Energy and Climate Protection Agency Mecklenburg-Vorpommern (LEKA), Association of Municipal Companies (VKU e.V.)[8].

Cooperation links with stakeholders are schematically shown in the Figure 2.4.

[8] A poster of the case: Renewable energy sources mix in peripheral area. Pilot "Green industrial areas in M-V" (2018), Mecklenburg-Vorpommern, Germany

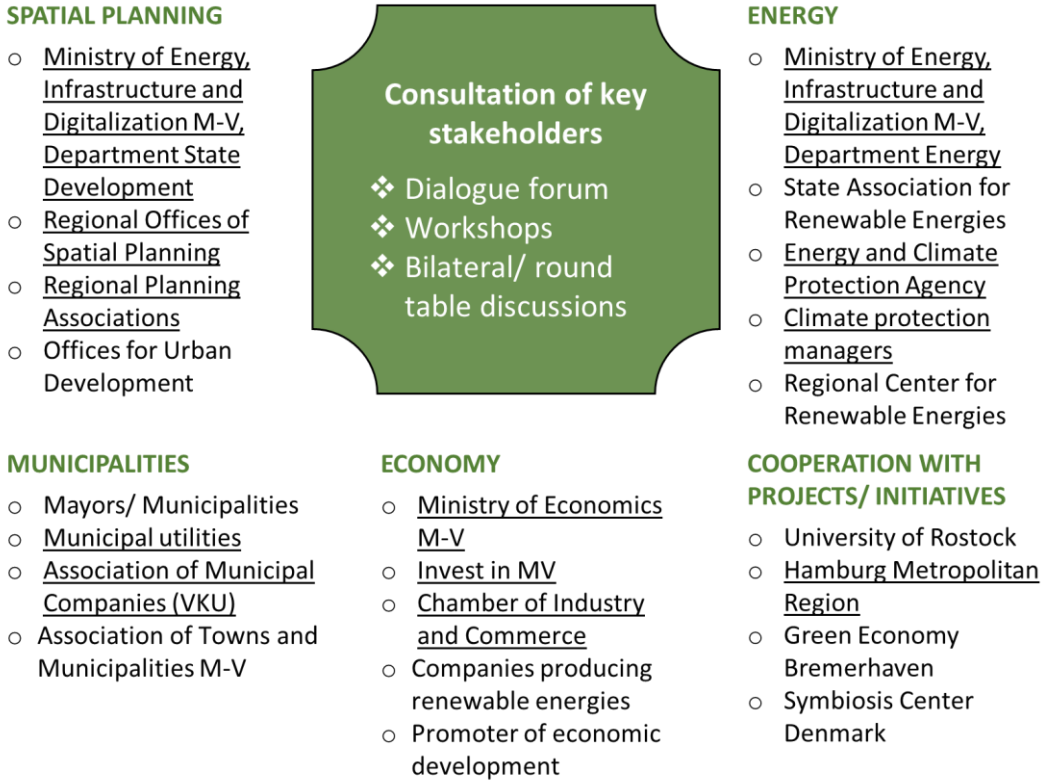


Figure 2.4: Cooperation links with stakeholders in the pilot project on the green industrial areas in Mecklenburg-Vorpommern [source: a poster of the case study, 2018]

The involvement of stakeholder groups took place within the framework of different events and discussion formats. The implementation of the pilot project is accompanied by a core group of stakeholders. For the discussion of specific details additional stakeholders were involved. Stakeholder involvement has been organized in different settings: (i) dialogue forum by monitoring and support to the entire implementation process; (ii) workshops for final evaluation of requirements – additional invitees municipalities, municipal utilities, companies producing RES, promoter of economic development, State Association for Renewable Energies M-V; and (iii) thematic dialogue through bilateral/ round table discussions on specific topics.

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) prepared by the Ministry of Energy, Infrastructure and Digitalization, Mecklenburg-Vorpommern (PP1). The compilation is presented in Table 2.7.

Table 2.7: Involvement and communication with stakeholders in the pilot project on renewable energy sources mix in peripheral area in Mecklenburg-Vorpommern, Germany

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Development of initiative	Workshops (<10-20 participants)	Presentations; open discussion; reflection from the perspective of municipalities and companies	• Conflicting issues (e.g., spatial efficiency and energy supply) causes intensive discussions → smaller working groups can be suitable to find an acceptable consensus for all involved stakeholder groups

Series of workshops have been organized throughout the process of stakeholder involvement and communication.

- Stakeholder involvement has been methodically directed to meet the goal of establishment of green industrial areas.
- The implementers of the case study – PP1 have pointed out that *all involved groups of stakeholders are very interested in the pilot case and in the further development of this topic. The establishment of a green industrial area in their municipality is seen as an opportunity for further qualification of the located industrial areas, especially to attract new businesses. Accordingly, the acceptance is high.*
- The implementers of the case study – PP1 have shaped the main aspects of the involvement process as *clear and transparent internal and external communication, early and interdisciplinary involvement of experts, constructive culture of open criticism and discussions, practice and feasibility check in regular intervals, and confidence building.*

2.8. District heating case in Ronneby, Sweden

The pilot project focuses on finding solutions to be able to use the waste heat from the company Alfa Laval in the DH network. Several meetings and contacts have been made. Due to high work overload Alfa Laval could not be an active partner, and the nearest technical solution is right now to use the waste heat in heating pumps[9]. Cooperation links with stakeholders (Figure 2.5) include the industries (including, Alfa Laval), the DH company, land owners, municipality, municipal housing company, university and experts, associations, the county administrative board, Climate corporation of Blekinge, consultants.

[9] A poster of the case: Offshore wind case/ District heating case (2018), Blekinge Sweden

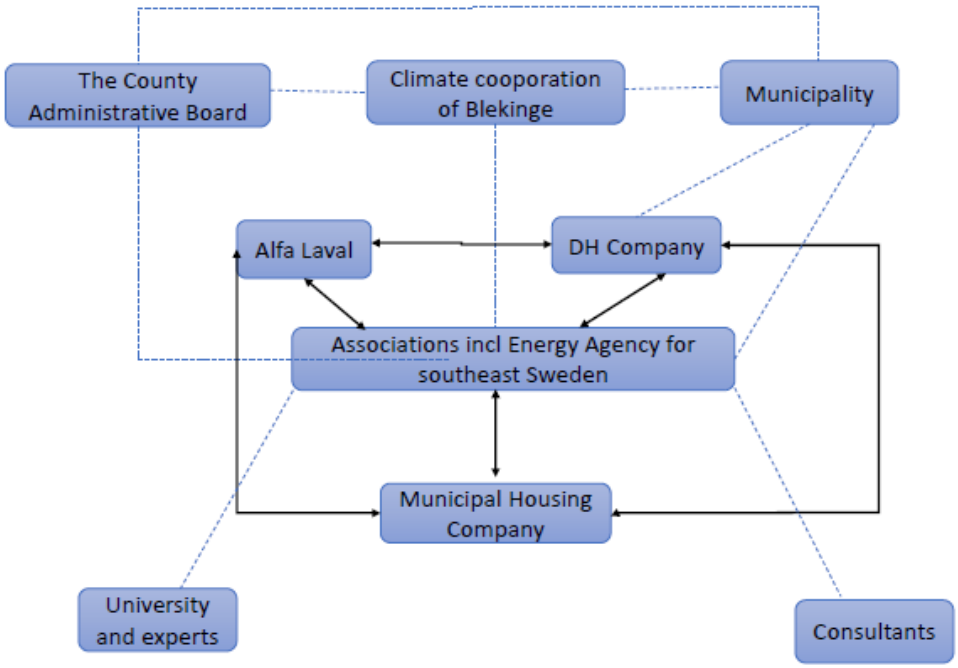


Figure 2.5: Cooperation links with stakeholders in the pilot project on district heating case in Ronneby, Sweden [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) prepared by the Energy Agency for Southeast Sweden (PP4). The compilation is presented in Table 2.8.

Table 2.8: Involvement and communication with stakeholders in the pilot project on district heating case in Ronneby, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A feasibility study	Meetings (<10 participants)	The participants were asking questions, which involved further discussions, thus identifying all conflicts, raising new questions and finding the needed answers.	• Objective information on RE is needed → a consultant to be contracted for review on resource availability

Series of meetings have been organized throughout the process of stakeholder involvement and communication.

- The stakeholder involvement has been directed to clarify technical issues - the feasibility of waste heat source
- The implementers of the case study – PP4 have pointed out that the project *developers have a number of issues to be solved with other stakeholders* to clarify the potential and to investigate the possibility of realization.

2.9. Sustainable energy approach for Central Functional Zone, Poland

The pilot project focuses on a concrete peripheral area within the Central Functional Zone (CFZ), which is municipality Polczyn-Zdroj, and is aimed to determine the optimal usage of energy mix in this area. There are specific spatial problems associated with use of RES in this area, e.g., low awareness of inhabitants, exceptional planning conditions – a zone of spa and conservation protection, the willingness to modernize buildings in the old town by using optimal renewable energy mix. The pilot project is directed to the development of an action plan to transform the spatial and functional structures of the existing public spaces. The resulting implementation would promote creation of attractive central places in towns and villages where innovative RE solutions are used.

Different stakeholders are involved in the action plan development, i.e., inhabitants of the pilot area, local authorities, regional authorities, research and scientific institutions working in the field of RES, owners and leaseholders of the buildings/ real estate, Voivodship Monument Conservator[10]. It was important to connect stakeholders from different areas, so they can point out the problems and solutions on a neutral ground.

Process on development of the action plan started with series of meetings (in 2016) with local authorities within the Central Functional Zone. These meetings were aimed at awareness rising among the local authorities on profits gained from RES by local government units and SWOT analysis of Central Functional Zone. Signing of a Letter of Intent – official basis for cooperation by the project was a part of the process. The RE concept has been developed by the contractor and evaluated by the municipalities and counties. Several Consultation meetings for RE concept have been organized. Presentation of the project results: „Individual recommendations for energy planning, conversion to the low-emission economy and improvement of the air quality for the communities in the CFZ" was organized in a meeting (in 2018) with local and regional stakeholders.

High interest from stakeholders to the RE concept has resulted in engaging in practical implementation activity to the deep thermomodernization of buildings under the heritage conservator and health resort protection with using of RES. However, the main issue in all projects is the financing. During most of the meetings the stakeholders were expecting concrete suggestions about the financing sources.

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2018) prepared by the Regional Office for Spatial Planning of Westpomeranian Voivodeship (PP10). The compilation is presented in Table 2.9.

Table 2.9: Involvement and communication with stakeholders in the pilot project on sustainable energy approach for Central Functional Zone, Poland

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Development of the action plan	Round table meetings (~20-40 participants)	Open moderated discussion, World Café PowerPoint presentations + open discussion + mind map	• Active participation → interesting format of the meeting, many important information • Chance of knowledge exchange between different stakeholders → information on

[10] A poster of the case: Sustainable energy approach for Central Functional Zone (2018), West Pomerania, Poland

		Group work/ discussion Survey (about the development scenarios, linked to the recommendations)	practical implementation aspects • Stakeholders are interested to develop (independently from the BEA-APP) an exemplary thermomodernization of the chosen historic building (from energy audit to a project)

- The stakeholder involvement has been directed to participate in the action plan development to the optimal usage of RES in communities.
- The implementers of the case study – PP6 have pointed out that *practical results of the project should be presented to all interested institutions, especially those responsible for spatial planning in order to prevent the mistakes by them*.

2.10. Summary on stakeholder involvement in the project BEA-APP cases

Series of meetings to involve range of stakeholders have been organized during the implementation of the BEA-APP case studies. These meetings can be clustered by their size and communication tools and methods applied.

Small meetings (<10 participants) are predominantly used by the cases. Interactive communication by presentations and discussions has taken place. The purpose of small meetings was manifold: working group meetings to keep an overview on the implementation process, expert consultation on specific topics, and discussion on addressing possible conflicts between stakeholder groups.

Medium size (few dozen participants) informative and round table meetings and workshops were part of the case study approach to stakeholders. Interactive communication has been ensured by various methods and tools, including presentations and discussions at plenary and group sessions, mind-maps and World Café arrangement, consultation by a survey, convey of information by using of visualization tools and "take-away" materials. The purpose of medium size meetings has been to exchange information and knowledge, as well as to extent the circuit of stakeholders by addressing wider range of participants. However, extended range of participating stakeholders provides ground for wide range of opinions that can unfold conflicting issues between the stakeholder groups that are to be solved in smaller working groups.

Larger size meetings were addressing inhabitants to increase the acceptance on renewable energy application projects. Providing of objective information has been achieved by on-site visits to similar facilities and hands-on experience on operational practice.

Approach to stakeholder involvement can differ by the implementation phase of the renewable energy and spatial planning project. According to the BEA-APP case studies we have compared the planning (development of the action plan or initiative), feasibility / preparatory studies and the implementation phase of the action plan or the design project.

Planning: Range of municipalities and different stakeholder groups were involved in development of the action plan to sustainable energy approach and the initiative on green industrial areas. Active participation of stakeholders was occurring in medium size round table meetings and workshops. Implementers of the case study have pointed out the aspect of *constructive culture of open criticism and discussions, practice and feasibility check in regular intervals, and confidence building.* Particularly,

addressing of conflicting issues causes intensive discussions and here the smaller working groups can be suitable to arrive to an acceptable consensus for all involved stakeholder groups. High interest from stakeholders in planning has been to engaging in practical implementation of activities. Implementers of the case study have indicated that *practical results of the project should be presented to all interested institutions, especially those responsible for spatial planning in order to prevent the mistakes by them*. Moreover, further interest of stakeholders is to develop an exemplary practical project for implementation.

Feasibility/ preparatory studies: Such studies were carried out on potential use of offshore wind, solar energy, geoenergy and industrial waste heat in district heating application. Participation of stakeholders was predominantly organized in small meetings, although, widening of the stakeholder group requested the medium size meetings to be organized. Early involvement of developers, local energy company and expert consultant has been deemed necessary. Such approach allows technical experts to participate at an early planning phase and to provide objective information on resource availability. This can be useful to avoid possible conflicts at a later stage when the actual installation of energy systems will be carried out. Implementers of the case study have pointed out that *it is important to involve stakeholders early in the project development phase and clearly present their role in the project* in order to avoid misunderstanding on the purpose of stakeholder involvement. The project *developers have a number of issues to be solved with other stakeholders* to clarify the potential and to investigate the possibility of realization. The stakeholder involvement at a very early phase of the project development has an advantage to utilize information channels and to pave the way for co-creation. Cooperation in innovation policy is pivotal and innovations may need more open discussion to achieve wide public acceptance. For example, *general approval is present to geoenergy as prominent new RE source, although, there are no reference cases on large scale application (in residential area).* Implementers of the case study see the need to *develop tools for (technological) innovation concretisation.* Implementers of the case study have indicated that *residents are important in implementation; however, in new areas this is problematic, since no residents exist during the planning phase.*

Implementation: The pilot projects at the implementation phase were on sustainable district heating, design of the biogas plant and application of renewable energy mix at renovation of the town hall. At the implementation phase of the project or action plan the focus of stakeholder involvement is on addressing practical/ technical issues and solving possible conflicts on these grounds. Participation of stakeholders has mainly been organized in small meetings and in medium sized meetings. Outstanding approach of stakeholder involvement has been applied in the case of biogas plant design. Clear and well developed concept of the planning direction has helped to shape the stakeholder involvement by selecting specific approach through series of small working meetings to keep an overview on the process, by informative meetings to spread the idea in an attractive way, and by citizens meeting of wide outreach to convey a purpose-full message. Addressing e.g., owners, farmers, municipalities, energy- and utility companies, and public interest groups is aimed to form a positive opinion and to avoid criticism from these stakeholders' groups to the project. Implementers of the case study have pointed out that *broad involvement* is seen as a *very supportive and a conflict solving approach using the "hands-on" experience to avert criticism that also can be considered to a certain extent as a solution to most of the conflicts.* Other case study implementers have learned that *some conflicts with inhabitants are easy to solve via discussion and some positive actions, while others* (e.g., with those having some business interests) *are more complicated.* Close collaboration and consultations among stakeholders are seen as solution to solve the potential conflicts. It is important to *separate the professional expert debate from public hearing.* Implementers of the case study found

important to *balance technical aspects on problem-solving, and informal, often value-led stakeholder views with formal institutional public administration.*

3. Evaluation of the stakeholder involvement

Innovative approach to the stakeholder involvement in the BEA-APP case studies includes evaluation of the process, goal setting, results and outcomes, satisfaction or meeting of expectations, and the level of innovation. The on-line evaluation survey was answered by 26 respondents. Evaluation by respondents was done by giving individual scores from 1 to 5 assigned to each question of the survey questionnaire. Lower scores were corresponding to less effectiveness, motivation, small extent or satisfaction. Highest scores were attributed to high effectiveness, motivation, efficiency, large extent or satisfaction. An average score to each evaluation question was calculated from the answers of the BEA-APP project partners (50% of answers) and from the answers by other groups of stakeholders (50% of answers), i.e., public authorities, energy producers, experts (consultants), universities and research, and professional associations. Results are presented in Figure 3.1.

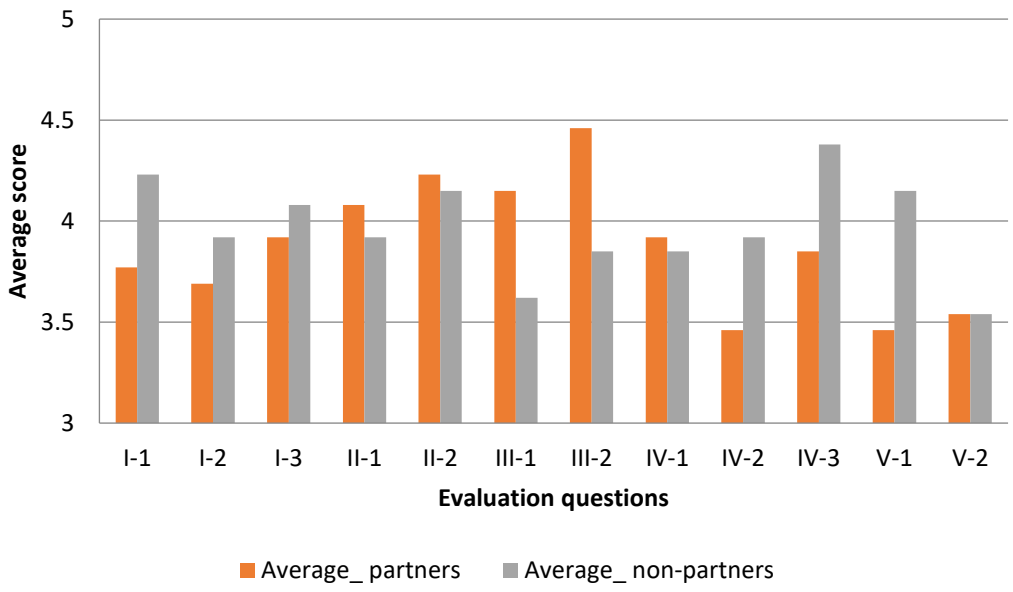


Figure 3.1: Stakeholder involvement in the BEA-APP cases – an average score on evaluation of the process (I-1, I-2, I-3), goal setting (II-1, II-2), results and outcomes (III-1, III-2), satisfaction or meeting of expectations (IV-1, IV-2, IV-3), and the level of innovation (V-1, V-2) .

The average score is used as an indication of the effectiveness, satisfaction and the extent of implementation of different aspects during the stakeholder involvement process. The adapted scale for comparison: >4.5 – very good, 4.0-4.5 – good, 3.5-4.0 – medium, and <3.5 -moderate.

3.1. Process evaluation

The process evaluation on average is higher by other stakeholders (non-partners) as compared to the BEA-APP project partners. The effectiveness of methods and tools used to motivate and involve stakeholders in the pilot case at the respective region has been evaluated as medium (average score 3.77) by the project partners and as good (average score 4.23) by other stakeholders. Various methods and tools were applied to interactive communication at the case studies (refer to Chapter

2). The involvement frequency of stakeholders to address the pilot case at the respective region was evaluated as medium effective by both, the BEA-APP project partners (average score 3.69) and other stakeholders (average score 3.92).

The stakeholder involvement approach by the extent of motivation to innovative thinking and initiatives in their region has been evaluated as medium (average score 3.92) by the project partners and as good (average score 4.08) by other stakeholders. Innovative approach by the BEA-APP project considers early involvement of stakeholders in the process by taking additional steps beyond the formal stakeholder involvement procedures. Overview from the stakeholder meeting reports (refer to Chapter 2) supports the importance of early involvement of stakeholders to the case study implementation.

3.2. Goal setting

Respondents have evaluated the effectiveness of their own contribution to the goal setting for the pilot cases at their region as good (average score 4.08) by the project partners and as medium (average score 3.92) by other stakeholders. The extent that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs was evaluated as good by both, the BEA-APP project partners (average score 4.23) and other stakeholders (average score 4.15). This rather high score would suggest that the stakeholder participation has provided a good help to shape the goal of the pilot cases.

3.3. Results and outcomes from the process

The evaluation of results and outcomes from the process on average is considerably higher by the BEA-APP project partners as compared to other stakeholders. The effectiveness of their own contribution to the achievement of results in the pilot cases at their region was evaluated as good (average score 4.15) by the project partners and as medium (average score 3.62) by other stakeholders. The extent of the stakeholder participation has helped to achieve the results in the pilot cases at their region. Yet again it is notably, that the evaluation of the role of stakeholder participation is evaluated as good (average score 4.46) by the project partners and as medium (average score 3.85) by other stakeholders to the achievement of results. Obviously, the BEA-APP project partners are heavily engaged in the design process of the case study implying the achievement of outcomes and results. Thus, the self-evaluation may be high.

3.4. Satisfaction – meeting expectations

Respondents have evaluated on how satisfactory their individual ideas and contribution has been considered for the pilot case. An evaluation of medium satisfaction was present by both, the BEA-APP project partners (average score 3.92) and other stakeholders (average score 3.85). Respondents have evaluated on how satisfactory they consider the capacity of stakeholder participation to influence the innovative planning and the decision making to the pilot case. The BEA-APP project partners obviously were quite critical and have evaluated their satisfaction as moderate (average score 3.46) while the other stakeholders were evaluating their satisfaction as medium (average score 3.92). Respondents have evaluated on how satisfactory they consider the extent of openness in stakeholder collaboration during the planning and decision making in the pilot case. The BEA-APP

project partners have evaluated their satisfaction on openness in stakeholder collaboration as medium (average score 3.85) while the other stakeholders were more content and have rated their satisfaction on openness in stakeholder collaboration as good (average score 4.38).

3.5. The level of innovation in stakeholder involvement

Respondents have evaluated to what extent they consider that the stakeholder involvement approach applied in the pilot case in their region was innovative by using a user-centric approach and a co-creation. Evaluation of the approach differs notably: evaluation as moderate (average score 3.46) by the project partners and as good (average score 4.15) by other stakeholders. Lower score by the BEA-APP project partners can possibly be explained by circumstances in several pilot areas where residents (as main stakeholders) were not present due to very early stage of the planning process. Other stakeholders were satisfied with the involvement and dialogue, thus rating higher the involvement approach. Respondents have evaluated to what extent they consider that the stakeholder involvement approach applied in the pilot case in their region was innovative by taking of additional steps beyond the formal stakeholder involvement procedures. In this aspect both, the BEA-APP project partners and the other stakeholders have rated the extent as medium high (average score 3.54).

Key conclusions

Refection from the BEA-APP project pilot cases highlights the lessons learned on stakeholder involvement and provides recommendations for the process of spatial planning and RE project development:

- Early involvement of stakeholders is a prerequisite for successful planning and implementation process.
- Stakeholders request comprehensive information on technologies, costs and benefits to be presented in an easy understandable, attractive manner.
- Interactive communication methods are suitable in the process of stakeholder involvement to promote cooperation in planning, feasibility/preparatory studies and implementation of RE projects.
- Stakeholders involvement shall bring a confidence to all participating parties that their contribution to the spatial planning and development of RE projects is not waste of time and that individual opinions are considered.

Annex 1. Template for stakeholder meeting reports

Meetings with stakeholders at the project regions is an important part of the BEA-APP project implementation. The project foresees several stakeholder meetings to be organised in the regions:

- Regional dialogue meetings with focus groups (GOA 2.2.);
- Testing and implementing stakeholder involvement and communication (GOA 3.3 related to regional pilot actions in WP4).

Please prepare a separate report for each stakeholder meeting you organise in your region. We would like to ask you kindly to prepare the reports for the stakeholder meetings already held as well.
Brief procedure for filling the template:

1) This template is meant to be a short summary reflecting the key issues related to the discussion at the meeting;
2) A bullet style report providing main messages is sufficient (no long texts are required);

Collection of lessons learned from stakeholder involvement at partner regions is a continuous process to be reflected in several project results. Therefore, it is important to receive your inputs (reports from stakeholder events) shortly after the event. Thus, we kindly ask you to prepare and send us the report within 1 week after the event has been organised.
In case of any queries about the reporting from stakeholder events, please contact BEF-Latvia (ingrida.bremere@bef.lv and daina.indriksone@bef.lv).

Report from the meeting with stakeholders at the partner region

Tittle of the event	
Purpose of the event	
Date	
Place (region & town)	
Number of participants	
Stakeholder groups participating	
Main topics discussed	
Were there any conflicting issues? Please specify…	
What tools and methods were used for the discussion? Please specify…	
What have been the main outcomes /agreements/ not resolved issues? Please specify…	
Feedback from participants/organisers on planning/implementation of the regional RES project (e.g., acceptance, resistance, worries, concerns)	
What are the next steps with regard to further stakeholder involvement (e.g., next meetings, consultations)?	

Annex 2. Template for poster presentation on stakeholder involvement

BEA-APP
BALTIC ENERGY AREAS
A PLANNING PERSPECTIVE

www.balticenergyareas.eu

Country and region:

Title of the pilot project

Stakeholder involvement

Description of the pilot project: goals, activities, results

Tools and methods used for stakeholder involvement; Potential conflicts and disagreements among stakeholders, solutions found

Pictures or images (1-3) characterizing best your pilot project

Figure 1. Caption of pictures and images

Illustrative material on stakeholder involvement

Figure 2. Caption of pictures and images

Co-operation links with stakeholders

Present the groups of stakeholders involved in your pilot project and illustrate cooperation interlinkages between them in addressing the aims of pilot project – graphical design

Graphical design

Main outcomes from the stakeholder involvement process; What would you suggest to change and what are the lesssons learned

Contacts

Name, Surname, Institution, e-mail

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND

Interreg
Baltic Sea Region

BEA-APP is co-financed by the European Regional Development Fund through the Interreg Baltic Sea Region programme

Annex 3. Template for evaluation of stakeholder involvement in pilot cases of the regions

The stakeholder involvement process was organised during the implementation of pilot cases in BEA-APP project partner regions. Innovative approach of stakeholder involvement in BEA-APP includes evaluation of the process, goal setting, results and outcomes, satisfaction/meeting of expectations and on the level of innovation.

This structured evaluation is aimed to obtain the view both from the project partners and the key stakeholders being involved in the pilot case of each region.

Brief procedure:

1. This evaluation template shall be completed by individual respondents from the project partners and the key stakeholders.
2. The evaluation template is prepared in English and can be translated upon the need into the national language. If the translated template is used, BEF Latvia would need receive the set of answers in English language.
3. BEF Latvia will prepare an online questionnaire form in English. The link will be sent to partners and can be used to obtain the answers.
4. Please make sure that completed evaluation templates are sent to BEF Latvia by **30 June 2018.**

Evaluation template

Region, country:

Respondent *(please, mark the relevant):*

BEA-APP project partners	
Public authorities	
Energy producers	
Investors	
Experts (consultants)	

Universities/Research	
Professional associations	
Environmental NGOs	
Citizen/ societal groups	
Other	

Please answer the question using a scale from 1 to 5

I. Your evaluation on stakeholder involvement process

1. How effective you consider the methods and tools used to motivate and involve stakeholders in the pilot case of your region?

1 Low effectiveness	2	3	4	5 High effectiveness

2. How effective do you consider the involvement frequency of stakeholders to address the pilot case in your region?

1 Low effectiveness	2	3	4	5 High effectiveness

3. To what extent you consider that the stakeholder involvement approach motivates innovative thinking and initiatives in your region?

1 Low motivation	2	3	4	5 High motivation

II. Your evaluation on goal setting

1. How effective you consider your individual contribution to the goal setting for the pilot case in your region?

1 Low effectiveness	2	3	4	5 High effectiveness

2. To what extent you consider that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs?

1 Negligible	2	3	4	5 High

III. Your evaluation on results and outcomes from the process

1. How effective you consider <u>your individual contribution</u> to achieve the results in the pilot case of your region?

1 Negligible	2	3	4	5 Highly effective

2. To what extent you consider that the <u>stakeholder participation</u> has helped to achieve the results in the pilot case of your region?

1 Small extent	2	3	4	5 Large extent

IV. Your evaluation on satisfaction – meeting expectations

1. How satisfactory <u>your individual ideas</u> and contribution has been considered for the pilot case in your region (i.e. the extent that your needs and requirements are traceable in the co-planning process and developed plan)?

1 Not satisfactory	2	3	4	5 Very satisfactory

2. How satisfactory do you consider <u>the capacity of stakeholder participation</u> to influence the innovative planning and the decision making to the pilot case in your region?

1 Not satisfactory	2	3	4	5 Very satisfactory

3. How satisfactory do you consider <u>the extent of openness</u> in stakeholder collaboration during the planning and decision making in the pilot case of your region?

1 Not satisfactory	2	3	4	5 Very satisfactory

V. Your evaluation on the level of innovation in stakeholder involvement

1. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative <u>by using a user-centric approach and co-creation</u>?

1 Small extent	2	3	4	5 Large extent

2. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative <u>by taking of additional steps beyond the formal stakeholder involvement procedures</u>?

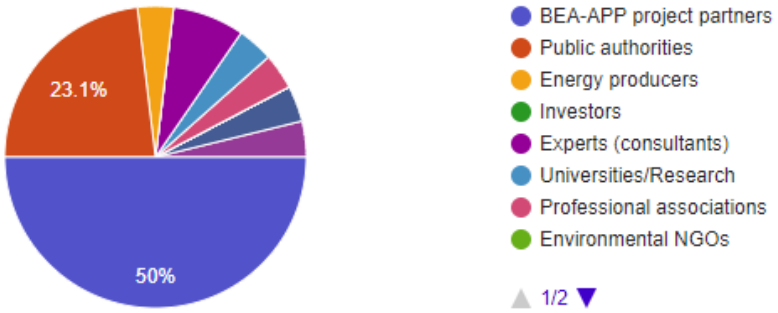
1 Small extent	2	3	4	5 Large extent

VI. Your impressions/storeys about the stakeholder involvement in the pilot case of your region

Annex 4. Evaluation results

Respondents:

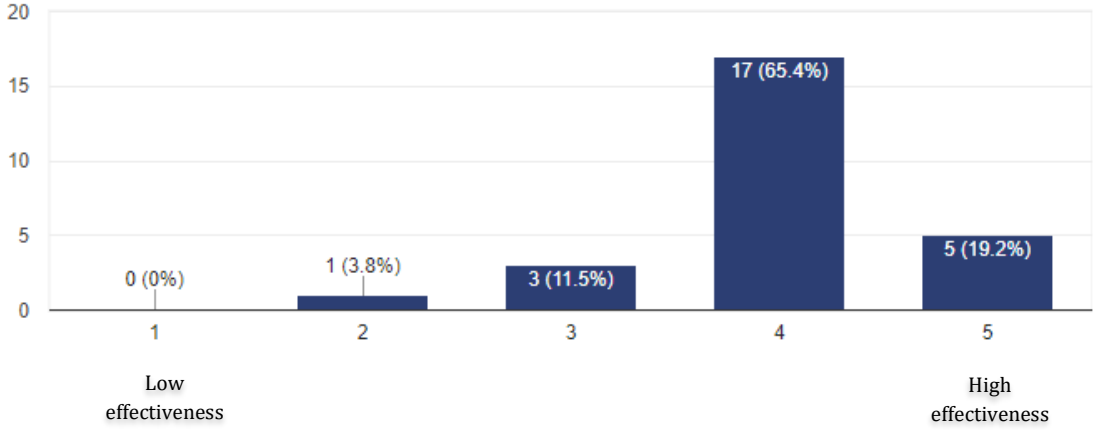
26 responses



I Your evaluation on stakeholder involvement process

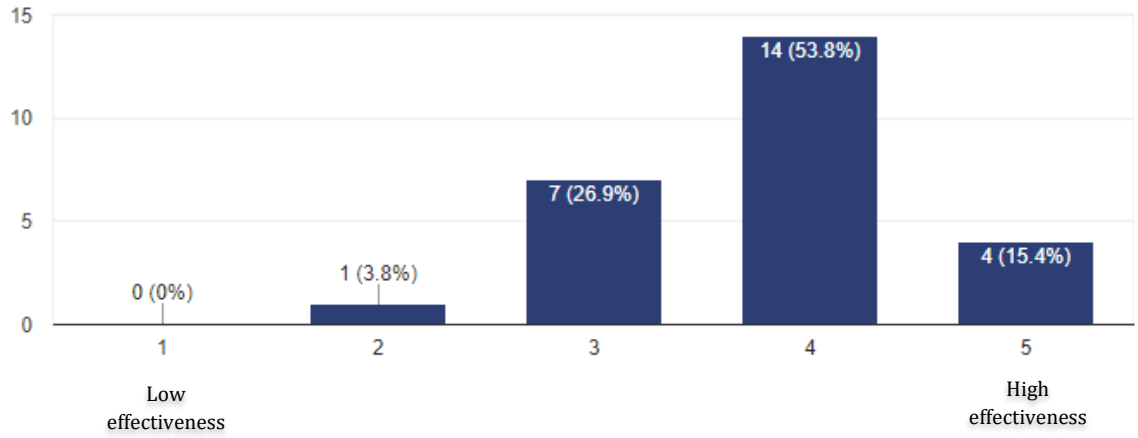
1. How effective you consider the methods and tools used to motivate and involve stakeholders in the pilot case of your region?

26 responses



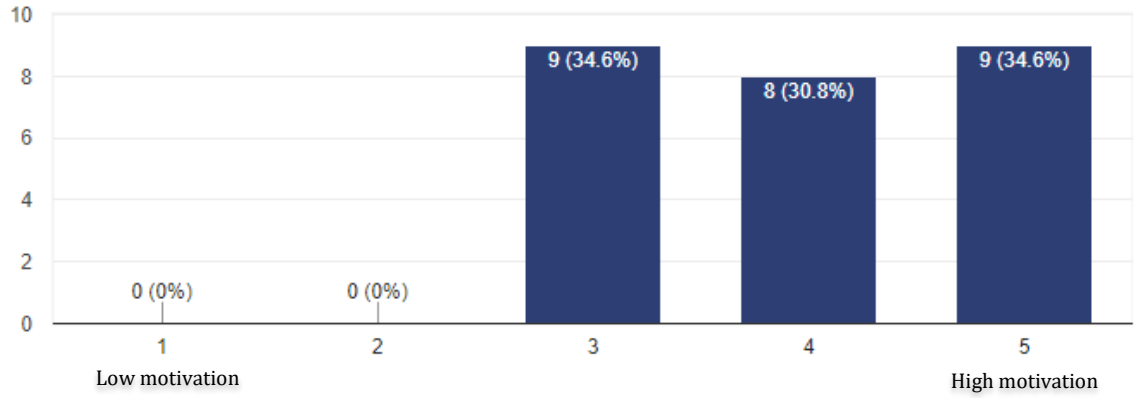
2. How effective do you consider the involvement frequency of stakeholders to address the pilot case in your region?

26 responses



3. To what extent you consider that the stakeholder involvement approach motivates innovative thinking and initiatives in your region?

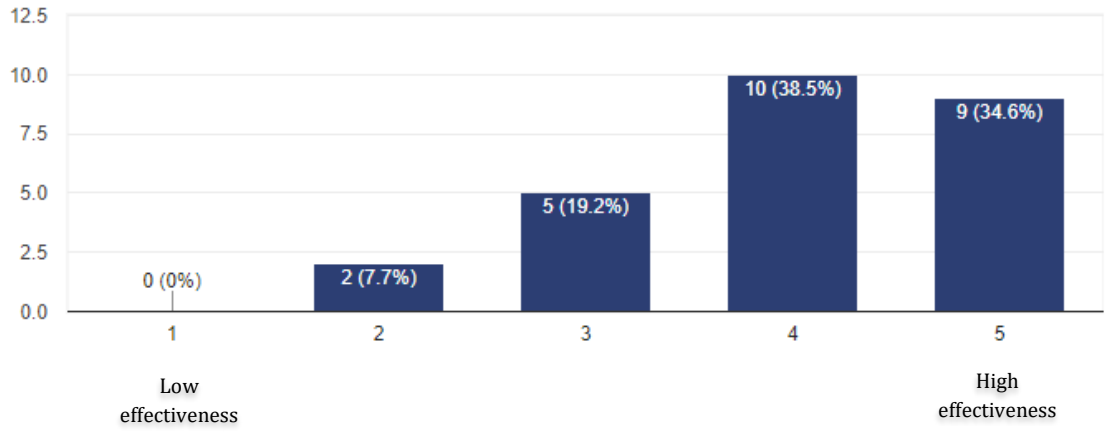
26 responses



II Your evaluation on goal setting

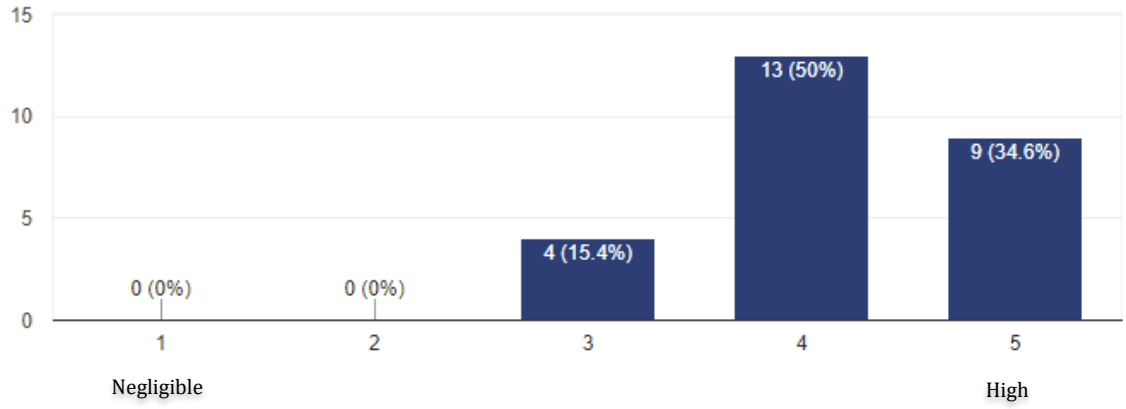
1. How effective you consider your individual contribution to the goal setting for the pilot case in your region?

26 responses



2. To what extent you consider that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs?

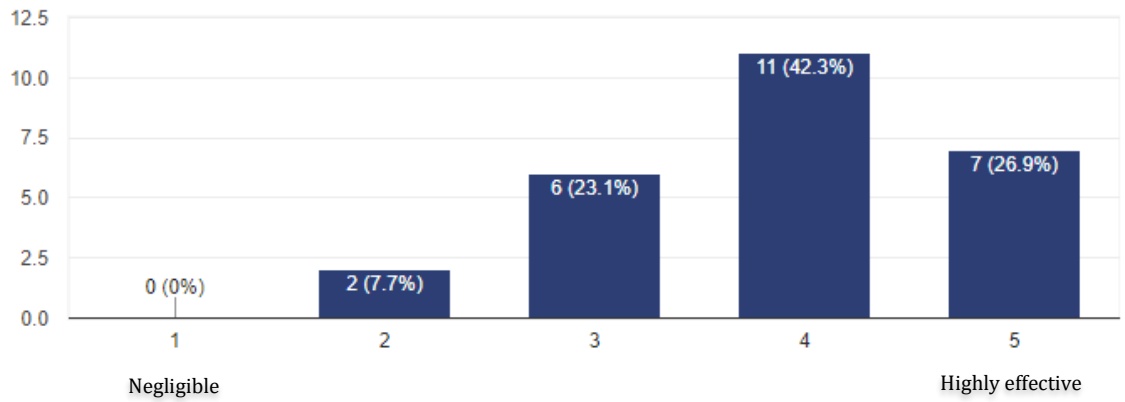
26 responses



III Your evaluation on results and outcomes from the process

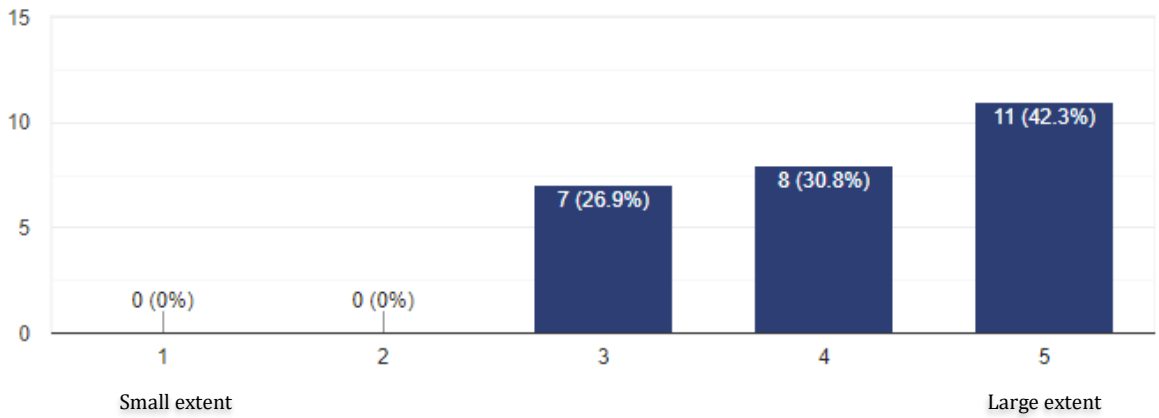
1. How effective you consider your individual contribution to achieve the results in the pilot case of your region?

26 responses



2. To what extent you consider that the stakeholder participation has helped to achieve the results in the pilot case of your region?

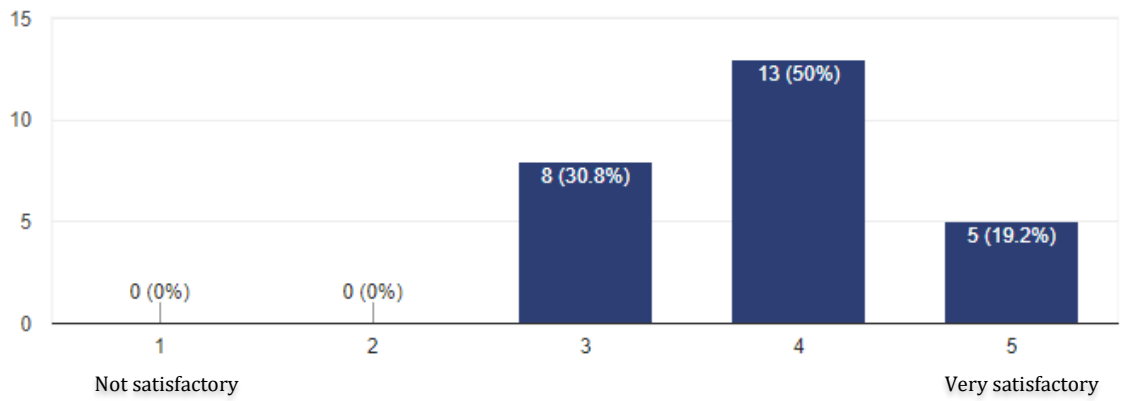
26 responses



IV. Your evaluation on satisfaction – meeting expectations

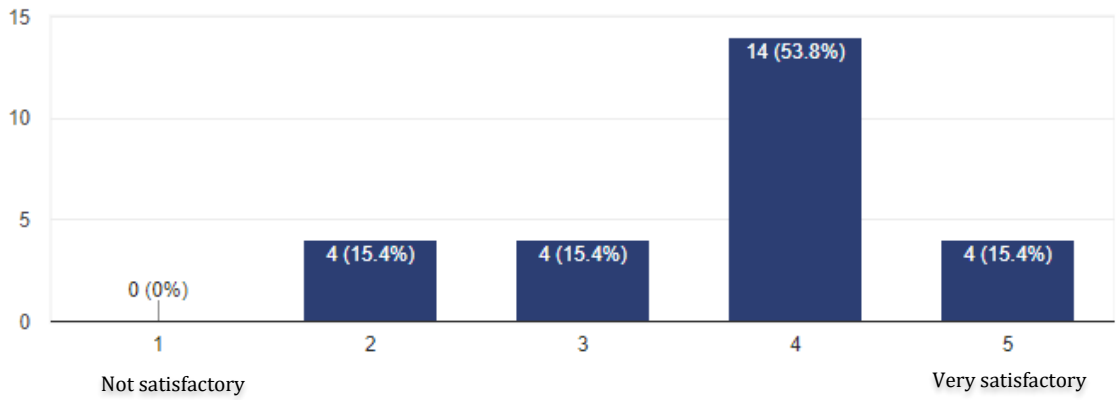
1. How satisfactory your individual ideas and contribution has been considered for the pilot case in your region (i.e. the extent that your needs and requirements are traceable in the co-planning process and developed plan)?

26 responses



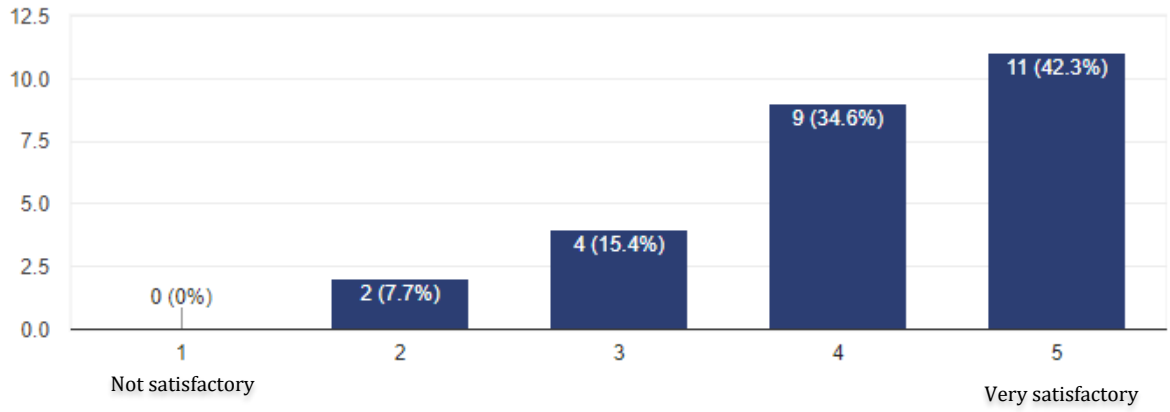
2. How satisfactory do you consider the capacity of stakeholder participation to influence the innovative planning and the decision making to the pilot case in your region?

26 responses



3. How satisfactory do you consider the extent of openness in stakeholder collaboration during the planning and decision making in the pilot case of your region?

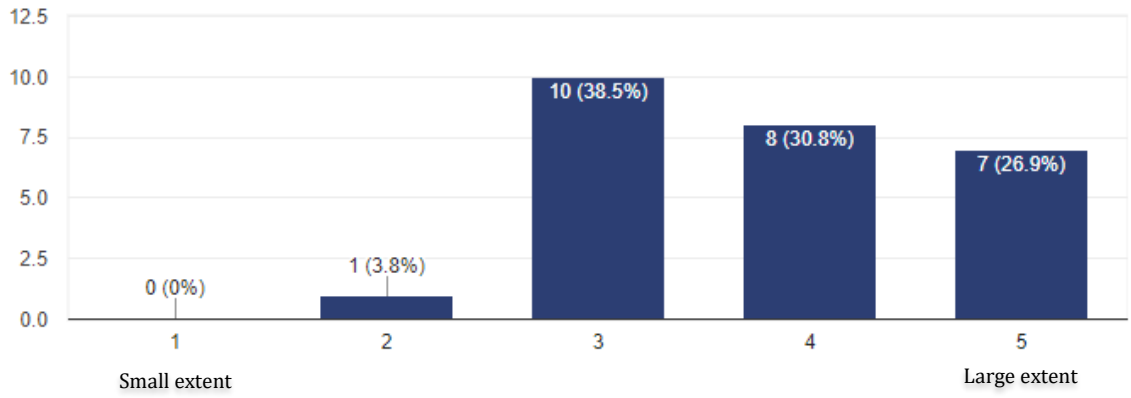
26 responses



V Your evaluation on the level of innovation in stakeholder involvement

1. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by using a user-centric approach and co-creation?

26 responses



2. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by taking of additional steps beyond the formal stakeholder involvement procedures?

26 responses