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Dissemination Plan

WP 5
Deliverable 5.1



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ReUseHeat website: www.reuseheat.eu

Summary

This Dissemination Plan (DP) is a deliverable of the Recovery of Urban Excess Heat - ReUseHeat Project, which is funded by the European Union's Horizon 2020 Programme under Grant Agreement 767429. The deliverable 5.1 is defined as a "Dissemination Plan" in the Grant Agreement, however as dissemination and communication are closely linked and often executed in conjunction, the plan covers both areas.

In Work Package 5 (WP5) the ReUseHeat consortium will put in place a communication and dissemination infrastructure which will be maintained throughout the project. The DP defines this strategy and details all the outreach activities to be carried out by the project partners under WP5 as Task 5.1. Communication Campaign, Task 5.2. Dissemination and Task 5.3. Advisory Board and Stakeholders group set-up and engagement. The work will be carried out throughout the project lifetime (October 2017 to September 2021).

Examples of activities to be implemented as part of the tasks are: defining the project visual identity, designing and producing project promotional materials, ensuring online presence, publications, organising and contributing to events as well as interacting with stakeholders.

A first version of the DP will be ready at month 2 of the project so that all ReUseHeat partners have information relevant to WP5 and their expected contributions over the project lifetime.

All activities carried out in WP5 will be evaluated in relation to the objectives and deliverables set up. If necessary the dissemination and communication strategy can be adjusted and lessons will feed into the next wave of communication. At month 46, a final version of the DP along with a report of the undertaken activities will be formally submitted to the European Commission.

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1. Introduction

The Dissemination Plan lays out the strategy that the ReUseHeat project partners will employ to disseminate and communicate its activities and results to the outside world and details the activities to be carried out. The strategy aims to guarantee that knowledge generated will be made available to the widest audience to optimise its exploitation potential and later opportunity for market uptake. It also aims to promote project visibility.

Dissemination is interpreted as the activities undertaken to transfer knowledge generated in the project. Dissemination of results will be done to the scientific community, municipalities as well as professional audiences.

Communication activities aim to raise awareness of the project's importance and results among target groups like the media, the general public, policy-makers, the industry etc. This outreach aims at communicating beyond the research and demonstration activities of ReUseHeat. The communication actions have a broader scope than project results and complement the dissemination activities.

The strategy and dissemination plan has been devised by Euroheat & Power who will coordinate it together with:

- IVL Svenska Miljöinstitutet AB (IVL)
- London School of Economics and Political Science (LSE)
- Fundacion Cartif (CARTIF)
- Tractebel Engineering SA (TRACTEBEL)
- Hogskolan Halmstad (HU)
- Aalborg Universitet (AAU)
- Rina Consulting(RINA-C)
- Electricite de France (EDF)
- Metropole Nice Cote d'Azur (NCA)
- Metroul SA (METROUL)
- Veolia Energie Deutschland GMBH (VEND)
- Braunschweiger Versorgungs- Aktiengesellschaft & CO. KG (BS|ENERGY)
- Gas Natural SDG SA (GAS NATURAL)
- Dansk Fjernvarme Forening (DDHA)

The dissemination and communication activities will be carried out in WP5 and as WP leader EHP will manage the evaluation and monitoring. The tasks under this WP will be carried out throughout the whole project period from month 1 to month 48.

The ReUseHeat project's Dissemination and Communication Plan

The DP serves to plan the use of a diverse range of tactics to promote and market the whole ReUseHeat concept from vision to deployment. The plan will ensure that the project partners tailor the selection of channels and activities to fit the respective target group for optimum impact within the available budget and timeline.

An integrated communication strategy will be employed, where all channels support and complement one another.

As part of task 6.4 the project partners have established an information release process that ensures that dissemination activities do not hamper patent applications. The process is to mark all things that are confidential in a clear manner to avoid confusion. Confidential information will not be disseminated to a wider audience.

The strategy described in the DP outlines concrete implementation measures to be taken with the aim of promoting the ReUseHeat project's objective, outcomes and main milestones, by detailing:

Aims, goals and objectives - Why to disseminate and communicate?

- **Target groups** - to **whom** to disseminate and communicate?
- **Key messages** - **What** to disseminate and communicate?
- **Strategy and tactics** - **How** to disseminate and communicate?
- **Timeline and calendar** - **When** to disseminate and communicate?
- **Roles and Responsibilities** - **Who** will disseminate and communicate?
- **Evaluation and monitoring** - Impact assessment and monitoring

2. Abbreviations and Acronyms

CA	Consortium Agreement
DP	Dissemination Plan
EC	European Commission
EU	European Union
DG	Directorate General
MEP	Member of European Parliament
WP	Work Package

3. Aims, Goals and Objectives

There is enough excess energy produced in the EU to heat the EU's entire building stock. Still, despite of this potential, only a restricted number of small scale examples of urban waste heat recovery are currently present across the EU. ReUseHeat aims to demonstrate first of their kind advanced, modular and replicable systems that recover and reuse excess heat available at the urban level. Four large scale demonstrators will be deployed, monitored and evaluated during the project, showing the technical feasibility and economic viability of waste heat recovery and reuse from data centres (Brunswick), sewage collectors (Nice), cooling system of a hospital (Madrid) and underground station (Bucharest). The dissemination and communication aims, goals and objectives have been defined within this context.

3.1. Aims

The dissemination and communication strategy of the ReUseHeat project aims at maximising its impact by connecting the research and innovation activities performed under the other WPs to the public and professional audiences. It will aim to inform about technological knowledge gained and research outcomes within the ReUseHeat project,

demonstrating advanced, replicable and scalable systems for the recovery and reuse of excess heat from unconventional urban sources across Europe, and to increase awareness of the benefits of investing in these energy efficiency solutions.

3.2. Goals

In order to carry out the strategy, the following dissemination and communication goals have been defined:

- Creating awareness and raising interest – to create a demand for urban waste heat recovery investments
- Fostering engagement – to create an acceptance of urban excess heat recovery investments
- Accelerating the market uptake of the ReUseHeat solutions – to facilitate implementation through a handbook that also outlines business models, contractual and legal arrangements, financing and technology solutions

3.3. Objectives

To achieve these goals a number of specific dissemination and communication objectives have been defined.

Dissemination objectives

- Make the ReUseHeat knowledge base and best practices available
- Increase the consortium's exploitation potential of the ReUseHeat solutions
- Facilitate to exploit ReUseHeat tools and innovations for stakeholders outside the project partnership
- Enable the use and replication of the ReUseHeat breakthroughs in further research

Communication objectives

- High visibility of ReUseHeat in the scientific community, amongst policy-makers, end-users and sister project audiences
- Raise public awareness about ReUseHeat achievements and on the role of district heating and cooling, and in particular waste heat recovery investments and exploitation
- Facilitate two-way exchanges on excess heat recovery with urban excess heat producers, such as operators of industrial plants, hospitals, metros, sewage networks and data centres

4. Target Groups

The table below indicates the target groups and the stakeholders in the groups.

Table 1. Target groups and stakeholder groups for dissemination and communication activities.

Target group	Description
Authorities and policy-makers	<p>Public authorities are committed to decarbonising the energy systems in urban areas to meet targets set and are looking for innovative solutions, such as ReUseHeat. Policy-makers are crucial to ensure a favourable legislative framework on national and EU level to support the use of excess heat in heat networks. Stakeholder groups include:</p> <ul style="list-style-type: none"> • City Councils and city planners • Local and regional institutions • EU and national institutions (EC representatives from various DGs, MEPs) • Associations and networks at national and EU level with specific focus on cities such as CELSIUS, Covenant of Mayors, EnergyCities etc.
Industry	<p>A wide range of industry players are relevant target groups for ReUseHeat project dissemination and communication, ranging from producers to network operators and technology manufacturers. They are expected to support the efficiency and compactness of the different components of the whole waste heat recovery systems. Stakeholder groups include:</p> <ul style="list-style-type: none"> • Energy companies, utilities and DHC network owners and operators • Representatives of industry that could potentially provide waste heat sources • Manufacturers / technology providers / consultants
Investors	<p>They are crucial in putting in place adequate financing mechanism to support future projects. Stakeholder groups include:</p> <ul style="list-style-type: none"> • Investment institutions • Financing entities such as EIB and EC
Scientific community	<p>Researchers from multiple disciplines are interested in research advances and technology innovation and are key to exploit synergies and advise during the research, demonstration and exploitation activities. Stakeholder groups include researchers in the following fields:</p> <ul style="list-style-type: none"> • Energy efficiency • District heating and cooling technologies and systems • Waste heat recovery • Business models and financing • Other disciplines of relevance

End users / customers	They are key players providing their insights in the formulation and assessment of the project results in terms of adoption of new technologies, adaptability for the future, new business models, etc. <ul style="list-style-type: none"> Heat customers and users of recovered heat
General public	The objective is not only to reach out to but also to engage the general public to prompt dialogues and encourage two-way exchanges, making the project accessible to a non-expert audience, such as: <ul style="list-style-type: none"> EU citizens Civil society

5. Strategy

The dissemination and communication outreach strategy have been divided into four phases:

- Awareness phase (M1-M10): focus is on awareness raising before there are any project results
- Engagement phase (M11-M36): focus is engagement and dissemination of project results
- Forward looking phase (M36-M48): focus on next steps and continuation of project results
- Sustainability phase (after the end of the grant period): focus on maintaining communication channels after the end of the project

5.1. Understanding the EU Context

In February 2016, the European Commission (EC) published the EU's strategy towards sustainable heating and cooling. This strategy includes a number of actions to decarbonise the heating and cooling sectors, which are grouped into four clusters:

- Renovation of building stock
- Increase of renewables' share
- Recovery of waste energy
- Enhancement of the users' awareness and involvement

Within the cluster of actions related to the recovery of waste energy, district heating and cooling solutions play a major role, since the amount of waste heat available could be exploited to cover the needs of buildings in urban areas.

Current studies on district heating and cooling expansion have focused on the quantification of available industrial waste heat volumes. It is shown that in the EU the amount of heat wasted by industries in the form of hot water or flue gases is sufficient to cover 100% of EU's heating needs. Since industrial sites are often located far from urban areas, only a part of this waste heat is at a reasonable distance from urban centres

where it could be recovered in district heating. More easily accessible, and still unexploited opportunities, lie in the recovery and reuse of low temperature waste heat from different urban sources such as: the transport sector, services buildings, sewage water networks, data centres, harbours, rivers, lakes and seawaters, electrical substations and other.

A large amount of waste heat is available in urban areas from aforementioned sources. This kind of heat sources are low enthalpy sources (around 20-40°C) and due to the proximity to the end-users, it could effectively be exploited to provide heating and cooling through individual systems as well as district heating and cooling networks.

This urban dimension of heating and cooling is crucial as it is estimated that 75% of EU citizens will live in urban areas in 2020, a share that will increase to 84% by 2050. Despite the potential of unconventional waste heat sources, only a restricted number of small scale examples of their use are available across the EU today.

5.2. Overcoming barriers

The aforementioned EU Heating and Cooling Strategy points out that the main barriers to the use of excess heat are:

- Lack of awareness and of information on the resource available
- Inadequate business models and incentives
- Lack of heat networks
- Lack of cooperation between industry and district heating companies

The ReUseHeat project tackles these barriers and the projects dissemination and communication activities will try to showcase the potential of excess heat. Additionally, this outreach will be a key component to support the outputs and deliverables related to business models and examples of cooperation between industry and district heating companies.

Barrier: Lack of awareness and information

One of the obstacles to create awareness and spread information about the possibilities to use excess heat is that many are unaware of what it actually means. The terms used in this context can be misleading or not generally understood. Therefore, the project partners will try to be consistent in what terminology to use within the outreach efforts of this project. The two terms **excess heat** and **waste heat** will be used interchangeably. Waste heat will be used because it is a well-established concept in the policy debate even though it may not always be the best term to use (see table below). Excess heat will additionally be used because it is a concept already established in communication for other projects in this area.

Table 2: Overview of typical terms used

Excess heat	A term already used in communication on social media and for existing projects such as Heat Roadmap Europe (HRE).
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Waste heat	This term is commonly used in the context of energy policy, there is a risk that it may be confused with waste-to-energy: <ul style="list-style-type: none"> • Is not seen as a (re)source • May have a negative connotation
Surplus heat Recoverable heat Residual heat	These terms are mostly used in technical and/or academic contexts which may not be easily understood by a wider audience.

Apart from applying consistency in language, the project communication and dissemination will additionally aim to overcome this barrier by sharing information about the potential of excess heat and explaining in full what it means. For this purpose, the project partners will communicate widely about the potential of excess heat through the work carried out in WP 1 - urban waste heat potential identification. Moreover, available figures from other relevant projects such as Stratego and Heat Roadmap Europe will be used to emphasize the potential of excess heat for the future system of heating and cooling in Europe. In this context, it will be important to include information about the energy and cost saving that can be realised in Europe by capturing excess heat and highlight how this heat source can play a very important role in decarbonising the heating and cooling sectors in Europe.

Barrier: Inadequate business and incentives

The dissemination and communication of the ReUseHeat project can support overcoming this barrier by including information about new business models tailored to urban waste heat recovery investments. The work carried out under WP 2 will focus, among other things, on the perspective of financial investors/donors and financial risks. Knowledge on how to evaluate the risk of these investments will be provided. Moreover, under this WP, guidelines will be provided to financial donors to help them evaluate the bankability of these investments. Inputs from WP3 and 4 with the potential sources of urban waste heat and their possible uses from WP1 will allow to communicate about replicability, modularity and scalability for urban waste heat investments

Barrier: Lack of heat networks

This barrier can be addressed through dissemination and communication by explaining how district heating and cooling works. Communication will address the latest innovations in district energy and its added value, with a focus on benefits for cities. Under WP 6 the most important results from WP1, WP2, WP3 and WP4 will be consolidated into a handbook on urban waste heat recovery investments. This handbook will highlight the best practice of how to transfer, replicate and scale-up local urban waste heat recovery projects. It will be distributed to important stakeholders such as policy makers (city council, local/ regional/national government), owners of urban facilities (owners of heat), investors, energy consultants, manufacturers and technological providers, energy companies and research/academia.

Barrier: Lack of cooperation between industry and district heating companies

The dissemination and communication of the ReUseHeat project can support overcoming this barrier by providing information on the costs and energy saving advantages for potential heat providers. Hands on information on how to implement urban excess heat

recoveries will be provided in the handbook. To address this barrier stakeholders representing industry and district heating companies will need to be brought together and provided information about what works and what does not work according to previous experiences mainly carried out under WP 5.

6. Messages

In the initial phase of the project, information that should be included in key messages have been identified. Once the project progresses these messages will be updated and refined and shared with the whole consortium, for example once the stakeholder analysis is ready (D2.1).

The information that will be relayed to the target groups will include key messages carefully chosen and tied to all communication activities and materials. The content of the ReUseHeat communications is divided into two main categories:

1. The publication of the project research activities drafted in a way to be understood by non-specialists. This includes ReUseHeat objectives, activities and events.
2. Information about the public policy perspectives of the EU research and innovation funding. This includes ReUseHeat knowledge and its impact on the energy transition of the EU, its impact on everyday lives and future impacts on policy, industry and research.

6.1. General Project Description

This general project description may be further worked on and refined as the project evolves.

“There is enough waste energy produced in the EU to heat the EU’s entire building stock; despite of this huge potential, only few small-scale examples of urban waste heat recovery are present across the EU. The objective of ReUseHeat is to demonstrate first of their kind advanced, modular and replicable systems enabling the recovery and reuse of excess heat available at the urban level.

ReUseHeat intends to overcome both technical and non-technical barriers to unlocking urban waste heat recovery projects and investments across Europe. There are four large-scale demonstrators in the project, showing the technical feasibility and economic viability of excess heat recovery and reuse from data centres (Brunswick), sewage collectors (Nice), cooling system of a hospital (Madrid) and underground station (Bucharest). The experience from running the demonstrators and from other examples across the EU will be consolidated into a handbook that will provide guidance for investors and project developers and support future uptake of using excess heat. It will include innovative and efficient technologies and solutions, suitable business models and contractual arrangements, estimation of investment risk, bankability and impact of urban excess heat recovery investments and authorisation procedures.

ReUseHeat kicked off in October 2017 and will run for four years. It is funded by the European Union’s Horizon 2020 Programme for Research and Innovation.”

6.2. Tagline

A tagline will be developed that will focus on the emotional angle: To stop wasting excess heat as it is a great untapped resource for solving our heating needs.

6.3. General Key Messages

A number of key messages will be developed and used in the dissemination and communication activities. Below are the first draft key messages that will be further refined and updated.

Key message 1

"What is waste heat? 'Waste heat or cold' means heat or cold which is generated as by-product in the industrial or tertiary sector which would be dissipated unused in air or water without access to a district heating or cooling system."

Key message 2

"By recycling excess heat, low-carbon energy is used that would have been wasted otherwise."

Key message 3

"Recycling excess heat is a fundamental part of creating a smart city."

7. Strategy and Tactics

The ReUseHeat concept will be promoted and marketed from vision to deployment through the strategic use of a diverse range of tactics and tools. The selection of communication channels and activities will be tailored to fit the respective target group for optimum impact within the available budget and timeline.

An "integrated" communication strategy will be favoured, whereby all channels support and complement one another. In times of communication and information being available in abundance, targeted and individual communication will be favoured over mass outreaches when appropriate.

Besides dissemination communication activities to inform about technological knowledge gained and research outcomes, ReUseHeat will broadly relay information through the adoption of a large variety of distribution channels that will be targeted at professional and public audiences. These communication and dissemination activities will encourage two-way interactive exchanges, which will feed into the project work and encourage involvement and uptake of the ReUseHeat project by external parties.

A time plan for different communication activities per partner will be set up via an online form and updated by all partners. EHP will set up and maintain the list of activities and coordinate the strategic communication and dissemination activities of the whole consortium. Other project partners will contribute to the content of the online form.

7.1. Communication Campaign

The communication campaign will involve the work done under and the outputs from all other WPs, it will therefore run in parallel throughout the project. Other key results to be disseminated will be identified by the project coordinator and WP leaders and communicated timely to the communication and dissemination leader EHP.

7.1.1. Visual identity

A logo and visual identity will be created at the end of M2 to ensure brand consistency in all communication. Templates for project documents and deliverables and a reference PowerPoint presentation, will be produced at M2 according to the defined project graphic identity. After that, an identity kit handbook will be set up and distributed among project partners to ensure consistent project branding throughout the project's lifetime. Key features are:

- Logo (in high resolution and website use)
- Colour palette (with RGB and Pantone codes)
- Typography
- Instructions to correctly reference the funding source

7.1.2. Promotional materials

Promotional materials will be designed to increase the project's visibility and they will display the EU emblem, the Horizon 2020 funding source and, if appropriate, a disclaimer. These materials will be produced by EHP by M5 and include:

- Factsheet
- Poster
- Roll-up banner

All project documentation will be made available on the project website. Priority will be given to circulate project documents in electronic format, in order to keep the environmental impact of dissemination activities low.

7.1.3. Website

A website centralising all information about the project will be designed following the project's visual identity. The website will be reachable under [www.reuseheat.eu /](http://www.reuseheat.eu/) / <https://reuseheat.eu>. The WP5 leader is responsible for setting it up and maintaining it until the ReUseHeat project ends. It will be delivered by M3 and its content will include:

- Information about the project
- Information about the consortium partners
- Descriptions about the demonstration sites
- Background information on excess heat recovery and usage
- Events
- Publications
- News and dynamic content (news updates) shared via social media channels.

EHP will initiate a web-linking strategy with partner organisations and projects to raise the profile of the project. The website will be available in English and remain online at least two years after the end of the project.

7.1.4. Social media

A social media strategy to share results with online communities: scientific, policy, business and local end-users will be set up by M3 including a Twitter account and other targeted social media activities. The dedicated Twitter handle is **@ReUseHeat** and it will be used to communicate about the project regularly and when relevant try to redirect followers back to the website to boost traffic.

@ReUseHeat (<https://twitter.com/ReUseHeat>) will follow key users who are active in the debate on energy, district heating and other related projects. Project partners will also promote the ReUseHeat project via their Twitter accounts and retweet information from @ReUseHeat regularly. A recommended hashtag has been created **#ReUseHeat** and other recommended hashtags have been defined, including **#excessheat #districtheating #districtenergy #SmartCities #energyefficiency #H2020Energy #ResearchImpactEU**.

7.1.5. Newsletter

The website will feature a newsletter 'sign-up' option for visitors who would like to receive regular project updates. To create a mailing list network, the partners will give input on potentially interested stakeholders that will be invited to sign up (ppt-in) to the ReUseHeat newsletter according to the ethics deliverable of the project that is due in M6.

The ReUseHeat mailing list will be managed by EHP who will also coordinate the bi-annual newsletters, in compliance with the legal framework according to the ethics document.

The content will be drawn from project updates and any other relevant information linked to the theme of ReUseHeat. A professional emailing solution will be used for sending out the newsletter in order to monitor and maintain the mailing list. Stakeholder groups will be segmented and regular analysis will be carried out on newsletter results (opens and clicks) to optimise the impact.

All issues will be accessible on the website. They will also be announced and distributed via the social media channels and through the partners' networks.

7.1.6. Press activities

Press activities are planned to share results via scientific and specialised media such as:

- DHC+ and Euroheat & Power newsletters
- Magazines such as Cordis, EU Research and Horizon 2020 Projects

A press release announcing the launch of ReUseHeat was sent in August 2017 just before the project started (M1) in September 2017. When relevant throughout the project - key findings or key project milestones - information will be shared with journalists directly and, if relevant, written up as press releases and sent to the partners' media contacts.

7.2. Events

The ReUseHeat project will be presented at minimum four external conferences and events per year. The ReUseHeat project will additionally organise its own workshops and a final conference.

An events attendance strategy will require all partners' participation at external seminars, conferences and workshops. Partners representing ReUseHeat at events will take an active role providing information on the project at exhibition stands, giving presentations, and participating in meetings with key stakeholders.

EHP will initially set up a list of relevant events that will be regularly updated with input from the other project partners. The list will include:

- Responsible Partner
- Date
- Event name and location
- Type/topic of presentation or other contribution
- Target group/participants
- Number of Participants
- Objective of the event
- Outcomes following participation
- Link to presentation or event if available

Identified potentially interesting events at EU and national level include:

- EU Sustainable Energy Week
- 4DH Conference
- European Week of Regions and Cities
- Euroheat & Power Conference and Congress
- AGFW conferences, e.g. EnEff
- Innovative City (Nice)
- Sustainable Places Conference
- IEA conference and events

7.3. Cooperation with other EU projects

ReUseHeat is closely linked to the EU projects CELSIUS and Stratego which are in their finishing phase. ReUseHeat will actively seek cooperation with them and other ongoing EU projects with the aim of disseminating findings from ReUseHeat through existing networks. ReUseHeat will provide a shared platform for knowledge exchange, creating a network that can work as valuable feedback loop and accelerate communication about research results. ReUseHeat will also have the unique possibility to communicate results on the DHC+ and Euroheat & Power homepages.

This an indicative list of projects that could potentially be interested in ReUseHeat's results:

- CELSIUS
- Stratego
- Heat Roadmap Europe 4
- PLANHEAT, THERMOS and HotMaps
- TEMPO
- Cool DH
- Magnitude
- Interreg project CE HEAT
- STORM

7.4. Stakeholder groups

A networking strategy to connect the consortium with existing projects, relevant policy actors and initiatives in the field for better dissemination impact will be put in place. One step will be to establish a solid stakeholder group and engagement. The work on replication, and making the solution modular (WP2-4) will provide the opportunity to communicate about the project replicators and their specific excess heat solutions.

The stakeholder group will be involved during the project to discuss specific results and exchange feedback and comments with specific reference to i) needs and interests ii) potential new projects on urban waste heat that they would like to develop and for which they would need the consortium support. Stakeholders will be contacted and involved with dedicated interviews and meetings. Contacts with the stakeholders group will also take the form of workshops set up by the project.

During the project proposal preparation phase, 26 stakeholders have committed via letters of support to closely interact with ReUseHeat. These stakeholders will be contacted to inquire if they want to be part of the stakeholder group of the project. In addition to these stakeholders, relevant parties will be added to the group of stakeholders from the networks of the ReUseHeat partners.

Moreover, a stakeholder analysis will be carried out under task 2.1. in order to define the main stakeholders which are involved in waste heat investment deployments and which is the role they take in the value chain. These results will feed into the dissemination and communication activities.

The stakeholder group will be managed by the project coordinator and a combination of interviews, round table discussions or workshops will be organised.

Table 3: Needs of urban waste heat recovery stakeholders identified to date.

Stakeholder	Needs	Interests	REUSEHEAT offers
City Council Local/ Regional/ National Government	Decarbonize the energy systems in urban areas to meet targets set by SEAP	Planning low carbon heating and cooling scenarios Successful examples of low carbon heating and cooling systems	Knowledge from the demonstrations showing the benefit of urban waste heat recovery for the cities. Database and models allowing the quantification of urban waste heat which can be recovered at urban level.
Urban waste heat producers	Operating their facilities (hospitals, metros, sewage network, data centres) at the best conditions	Increase energy efficiency and diversify sources of incomes without compromising their main business	Knowledge from the demonstrations showing the advantages of waste heat recovery. Convenient business models through which they can get additional incomes from the selling of waste heat to DH and energy managers.
Energy companies	Update the portfolio of services to meet market's evolution and cities requirements at affordable prices	Evaluate risk for new investments Set-up convenient business models Speed-up authorization procedures Deploy new projects	Development of new business models for waste heat recovery investment Models for risk assessment Procedures to be followed for getting authorization in due time without delaying operation Replication strategies and contacts for the deployment of new investments (putting in contact cities with investors)
Energy consultants	Enhancing their portfolio of consulting services meeting the energy market's evolution	Develop skills and competences for accompanying the development of new projects both in the planning and implementation phases	Training and handbook with all the needed technical knowledge
Manufacturers/ Technological providers	Improve the efficiency of technologies to meet energy market's requirements at affordable costs	Understand the market evolution and needs as well as where technology improvements are needed	Interconnection of technology providers with demonstrators as well as new projects which will be deployed through the REUSEHEAT replication plan

Stakeholder	Needs	Interests	REUSEHEAT offers
Financial entities	Set-up financing mechanisms	Understand if a new investment is bankable	REUSEHEAT will provide studies for financial donors enabling them to evaluate the bankability of new waste heat recovery investment against predefined KPIs.
Research/ Academic	Generate new knowledge	Guarantee the impact of research for tackling societal challenges	Identification of additional improvements needed (both in terms of models and technologies) in urban waste heat recovery field stimulating additional research projects.
End-users	Cost efficient heating with minimized, negative environmental impact	Improved local environment (air quality, health, recreation)	Competitive heating solution, decarbonized local environment

7.5. Dissemination

7.5.1. Journal articles & conferences

Dissemination at scientific level will include high-impact factor publishing in free and/or open access peer-reviewed journals, led by the project's academic partners. It is foreseen to publish articles in international journals as well as presenting the ReUseHeat outcomes at conferences.

At least three scientific papers will be written for peer reviewed journals. The articles will be submitted at least by M42. Furthermore, the ReUseHeat project will be presented at minimum three scientific conferences.

7.5.2. Handbook

The book will be promoted as the main outcome of the ReUseHeat project. In the handbook information on best practices of urban waste heat recovery investments will be condensed. The handbook will be made available and shared via:

- Project website.
- Networks of the sister projects.
- Network of the consortium partners.
- Network of the advisory board members.
- The handbook will remain downloadable on the DHC+ Technology Platform project page to ensure that the project knowledge can still be used well after the end of the ReUseHeat project.

The handbook will be promoted as widely as possible. In this WP the dissemination of the handbook will be complemented by workshops with policy makers at the EU level organised by EHP. Apart from being disseminated, implementation of the handbook contents must be facilitated. This is achieved by training courses in the WP addressing exploitation of results and replicability.

7.5.3. Workshops

The uptake of ReUseHeat solutions by policy stakeholders at the EU level and exchange of experiences with other related projects will be stimulated through workshops. Two half day workshops will take place with related projects to gain feedback on the ReUseHeat research results (M24 and M36). Moreover, two half day policy workshops are planned to inform EU level decision-makers about the potential of waste heat investments (M24 and M36).

The expertise of WP5 leader, EHP, in this field will be fully exploited and the workshops are foreseen to take place in Brussels.

7.5.4. Presenting final results and major outputs

A ReUseHeat final conference to raise awareness and disseminate the project's excellence will be organised to ensure it has the greatest level of impact. The milestone event (M44) will be organised to present the project's final results and major outputs.

During this event, there will be dedicated sessions targeting the industry, local stakeholders and interested citizens to ensure maximum uptake of the ReUseHeat solutions. The handbook will be presented during a hands-on session on how to use it and the developed business models will be presented during a dedicated session.

The event organised by the task leader will target all possible beneficiaries of the project such as private companies, local authorities, public institutions, investors and NGOs. The event format will leverage on WP5 leader expertise in organising such events and will be planned in conjunction with major events on district energy.

7.5.5. Communication with European Commission

A timely communication with the Project Officer at the European Commission and policy level will be of essence to ensure that ReUseHeat will be present at DG Energy and EASME large-scale events and focused thematic workshops, such as the Energy Efficiency Days and the EU Sustainable Energy Week.

By doing so, the consortium aims to create political acceptance of the important role district heating and cooling systems and waste heat utilisation can have in the EU's present and future energy systems. It will therefore strive for a supportive policy, legislative and regulatory framework in EU and beyond.

7.6. Advisory board

The objective of setting up an advisory board and stakeholders group is to establish:

- An advisory board for reviewing specific task deliverables, ensuring their practical consistency and accordance with real world problems.

The project will be supported by an Advisory Board with relevant experience to the work of ReUseHeat. It will be set-up during the first six months of the project and represent end-users, energy companies, technology providers, district heating and cooling operators, regulatory bodies, financial institutions, researchers and municipalities.

The advisory board will be involved during the project and consulted to evaluate the specifications and the achievements, and to give guidance for future work in the project.

The City of Gothenburg, Halmstad University, Vattenfall, A2A, Danfoss and the financial institution Caja rural de Soria have already expressed their interest to endorse the Advisory Board by signing Letters of Endorsement.

The coordinator will manage the Advisory Board.

8. Timeline and Calendar

The timeline of the different communication activities is described in the ReUseHeat communication chart below according to the different phases (awareness, engagement, forward-looking and sustainability phases).

Table 4: ReUseHeat Dissemination and Communication chart

DISSEMINATION & COMMUNICATION ACTIVITIES	CHANNELS AND SUPPORTS	COMMUNICATION TARGETS
AWARENESS PHASE (M1 – M10)		
Design of the project identity (including acknowledgement of EU funding)	Project logo	Project logo agreed by all partners at M2
	Project templates	Templates (deliverables, reports) validated by the consortium at M2
	Reference PowerPoint	Initial version of project presentation validated by the consortium at M5 + regular updates
Set up of the online communication channels	Website	Website for general public launched at M3
	Social media (Twitter)	Twitter account to general public set up at M3, with at least 200 followers at M10 + weekly updates
Announcement of the project	Press release	Press release announcing the launch at M2
	e-Newsletter	Issue 1 of the project e-Newsletter at M6

Production of the project promotional material	Roll-up banner	Delivered at M5
	Poster	Delivered at M5
	Brochure	Delivered at M5, 500 copies to distribute at events etc.
ENGAGEMENT PHASE (M11 – M36)		
Organisation of activities addressed to engage in exchanges with end-users	Workshops	Regular workshops and trainings
Mass media campaign	News sites and websites	Articles on project outcomes (at least 4 per year) on BuildUp, EU Researcher, etc., at least 12 articles by M36
	Magazines/newspaper	Non-scientific articles (at least 1 per year)
Scientific results dissemination	Scientific peer-reviewed open access journals	1 scientific publication per year
Promotion through the project communication channels	Website	Website updates of content + monthly news
	e-Newsletter	Issue 2 at M12, issue 3 at M18, issue 4 at M24
	Social media	At least n° 300 followers at M36 + weekly updates
FORWARD LOOKING PHASE (M36 – M48)		
Explanation of future prospects (use in policy and future research)	Website	Website main results and outcomes section launch at M40
	e-Newsletter	Issue 5 at M30, issue 6 at M36
	News sites and websites	Articles on project outcomes (at least 4 by M48) BuildUp, EU Researcher, etc.
Scientific results dissemination	Scientific peer-reviewed open access journals	Minimum 3 scientific publications by M48
High visibility of the interactions and inputs received from EU citizens	Social media	At least 500 followers at M48 + weekly updates

SUSTAINABILITY PHASE (after the end of the grant period)		
Maintenance of the communication channels after the project end	ReUseHeat website	Online at least 2 years after the grant period; project results available on EHP website in parallel and beyond that period

9. Roles, management and procedures

The DP will help to highlight the communication levels (EU/national/regional) and the responsibilities and roles attributed to each partner under WP5. It will be implemented from M1 to M48.

EHP will lead WP5 and will be in charge of all communication and dissemination activities of the project. With the exception of CSTB, all other partners will support the communication and dissemination activities.

9.1. Dissemination and Replication Committee

To vouch for efficient dissemination and replication of ReUseHeat results, a dissemination and replication committee (DRC) is established. It coordinates all contacts towards the ReUseHeat stakeholders and manages the dissemination, communication and replication activities addressed to the target audiences, including the media (web, TV, newsletters, etc.). DRC is chaired by EHP, the expert in communication in ReUseHeat. It is composed by the partner consolidating the handbook (IVL), the partner responsible for the exploitation and dissemination of results (DAPP), the PC and other partners that are deemed relevant. The DRC reports to the GA and all concepts regarding project strategy and optimisation activities in regards to dissemination and training has to be approved by the GA. The DRC will have quarterly meetings using modern communication media.

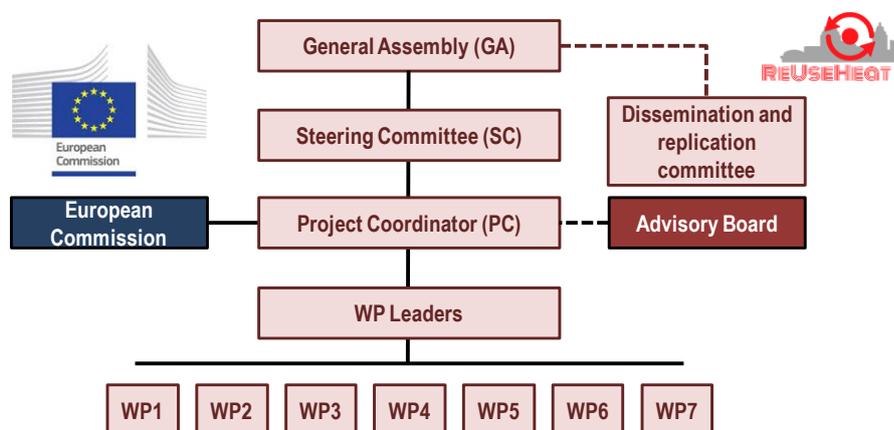


Table 5: Tasks of WP5

TASK	TASK LEADER
5.1. Communication Campaign	EHP
5.2. Dissemination	ALL
5.3.- Advisory Board and Stakeholders group set-up and engagement	IVL, ALL

10. Evaluation and Monitoring

The ReUseHeat project dissemination and communication strategy is laid out in its DP and the report on dissemination and communication activities, which will be updated continuously throughout the project.

Evaluation is an important part of the communication and dissemination strategy. The WP leader, EHP, will make sure that all activities will be evaluated in relation to the objectives and deliverables set up. Evaluation will take place to guarantee both timeliness and quality of communications but also their effectiveness. Thanks to the results of the evaluation, if necessary the dissemination and communication strategy can be adjusted and lessons will feed into the next wave of communication.

Reports on dissemination and communication activities are due in months 12, 24, 36 while the final report is due in month 46.

In order to measure the quality and success of the ReUseHeat communication and dissemination efforts, a continuous monitoring of deliverables and other quantitative results will be done. Whenever required, the ReUseHeat partners will thus be able to make adjustments.

Table 6: deliverables and expected quantitative results for each communication and dissemination tool and activity.

DISSEMINATION / COMMUNICATION EFFORT	EXPECTED RESULT	DELIVERABLE(S) IF EXISTENT & STATUS
Dissemination and Communication Plan	Dissemination Plan ready by M2	D5.1.
Report on dissemination and communication activities	Report on dissemination and communication activities M12, M24 and M36 Final report on dissemination and communication activities M46	D5.2. D5.3.
Project logo	Project logo agreed by all partners at M2	D5.4.

Project templates	Templates (deliverables, reports) validated by the consortium at M5	D5.4.
Reference PowerPoint	Initial version of project presentation validated by the consortium at M5 + regular updates	D5.4.
Website	Website for general public launched at M3. Monthly news. Website main results and outcomes section launch at M40 Online at least 2 years after the grant period; project results available on EHP website in parallel and beyond that period	D5.5.
Social media (Twitter)	Twitter account to general public set up at M3, with at least 200 followers at M10 + weekly updates At least n° 300 followers at M36 + weekly updates At least 500 followers at M48 + weekly updates	
Press release	Press release announcing the launch at M2	
e-Newsletter	Issue 1 of the project e-Newsletter at M6, issue 2 at M12, issue 3 at M18, issue 4 at M24, issue 5 at M30, issue 6 at M36	
Roll-up banner	Delivered at M5	D5.6.
Poster	Delivered at M5	D5.6.
Brochure	Delivered at M5, 500 copies to distribute at events etc.	D5.6.
Two workshops with complementary EU projects and two workshops with policy makers on the EU level	Attendance of at least 30 people to each of the workshops organised by ReUseHeat	
Regular workshops and trainings		
News sites and websites	Articles on project outcomes (at least 4 per year) on BuildUp, EU Researcher, etc., at least 12 articles by M36	

Magazines/newspaper	Non-scientific articles (at least 1 per year)	
Scientific peer-reviewed and/or open access journals	1 scientific publication per year, starting from year 2 Minimum 3 scientific publications by M48	
External events: Fairs, Workshops and/or Conferences	Attendance to 4 main external Fairs, Workshops and/or Conferences per year that will be chosen among the ones proposed by the partners and reported in the Dissemination and Communication Plan.	
Handbook	Effective distribution of at least 600 copies of the Handbook or 600 downloads from the website until six months after the project end.	
Advisory Board	Report on activities of the Advisory Board M12, M24, M36 and M48	D5.8.
Stakeholder group	Report on activities of the Stakeholder group M12, M24, M36 and M48.	D5.9.
Social networks	To establish a virtual community of researchers and professionals via the social networks. The dimension of this community should aim to 1,000 professionals Europe-wide	
Final ReUseHeat Conference	Attendance of at least 70 people to the Final ReUseHeat Conference. The final conference as well as the other project events will be organised in correspondence and/or back-to back with other events (fairs and conferences and/or project meetings) to enhance the potential audience.	