



Co-funded by the
European Union



City of Ghent - Indra Van Sande

Vito – Erika Meynaerts

Eandis–ChristiaanClaeys



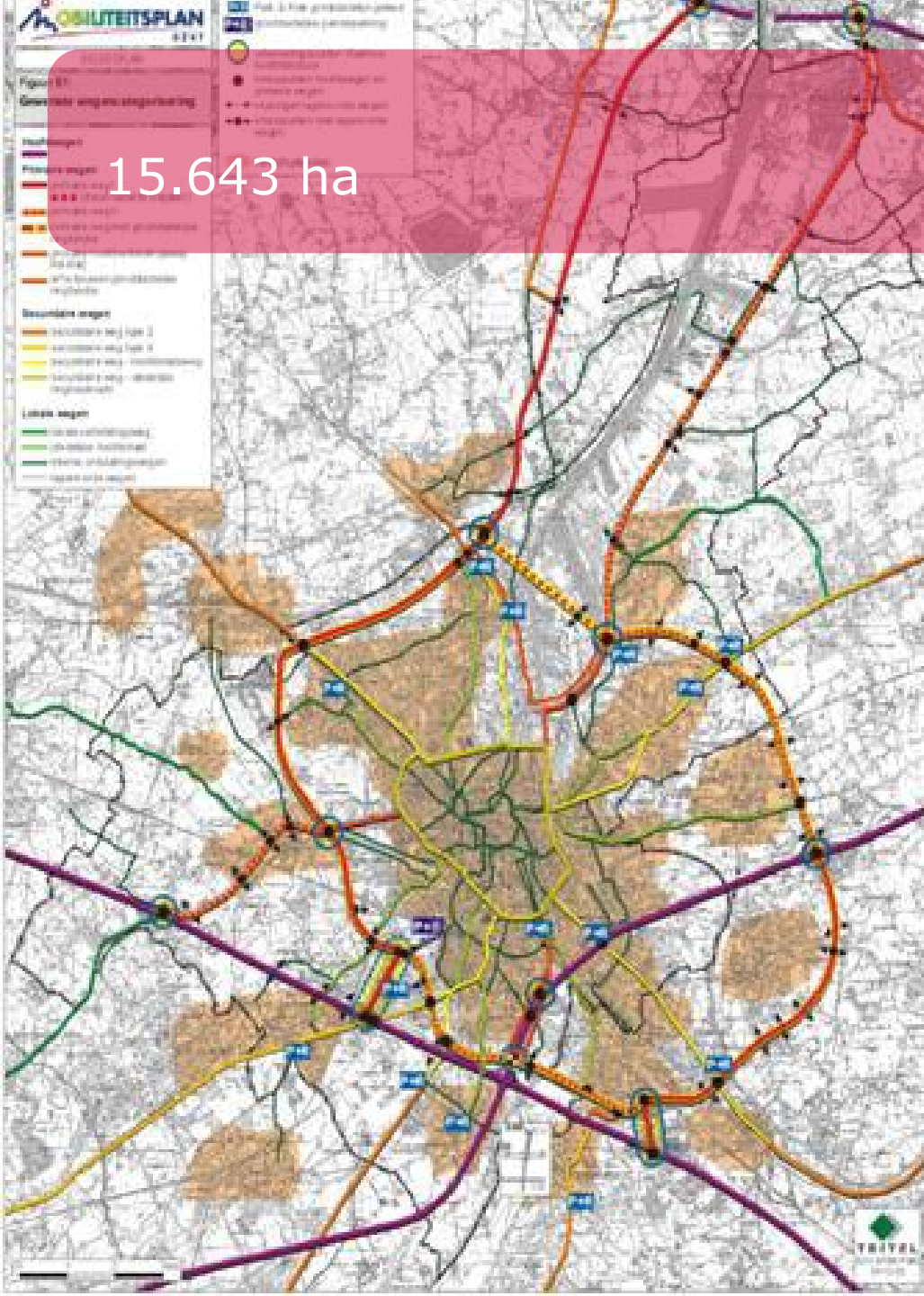
ATLANTISCHE
OCEAAN

GENT

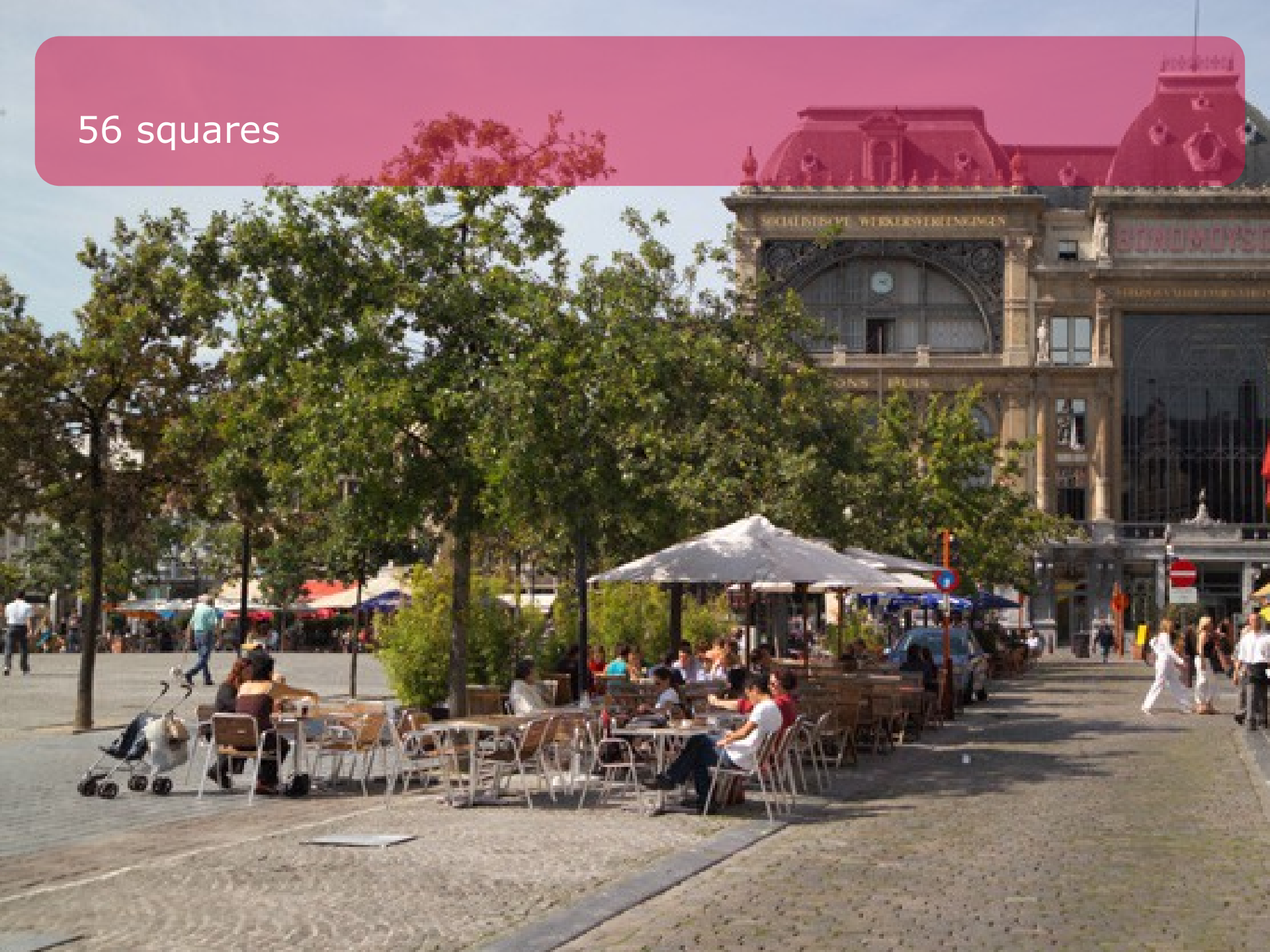
MIDDELL

247.000 inhabitants - 113.000 families





56 squares



74 parks



29.000 parkingplaces
10 central parkings

P route

R40

↑ Zuid

P 3

Vrij

↑ Kouter

P 4-6

Vrij

↑ St-Pietersplein

P 10

Vrij

↑ Reep

P 2

Vrij

← St-Michiels

P 7 8

Vrij

← Vrijdagmarkt

P 1

Vrij

35 hotels and 450 restaurants



650 pubs



300 schools
>130.000students



1000 km roads
380 km bicycle paths





And ...

- Port of Ghent:
 - 3.174 ships
 - 20.145.823 ton inport
 - 4.951.929 ton export
- employment: 158.000 persons

One city ...



One mission

‘Gent is een open, solidaire, wijze en kindvriendelijke stad. Zij verbindt alle krachten om de stad uit te bouwen tot een blijvend leefbaar geheel en zo de toekomst verder vorm te geven. **In a creativeway Ghent wants frontrunner in the transition towards a low carbon city.** We bouwen verder aan een milieuvriendelijke en gediversifieerde economie die welvaart brengt voor iedereen. Zo ontwikkelen we ons tot een gemeenschap van verantwoordelijke burgers die zich vrij kunnen ontplooien en op de nodige ondersteuning kunnen rekenen’.

Climate=integratedsustainability



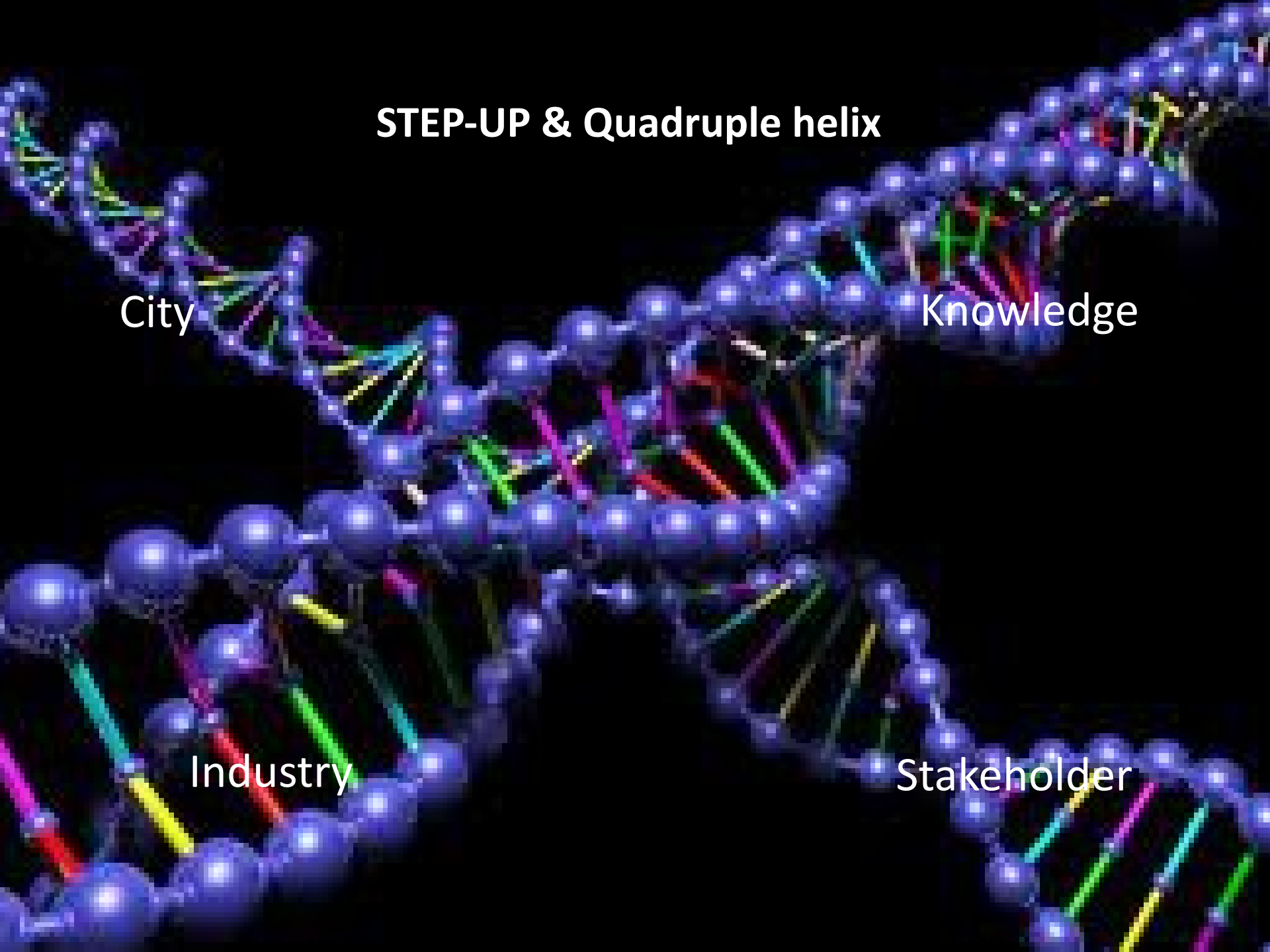
STEP-UP & Quadruple helix

City

Knowledge

Industry

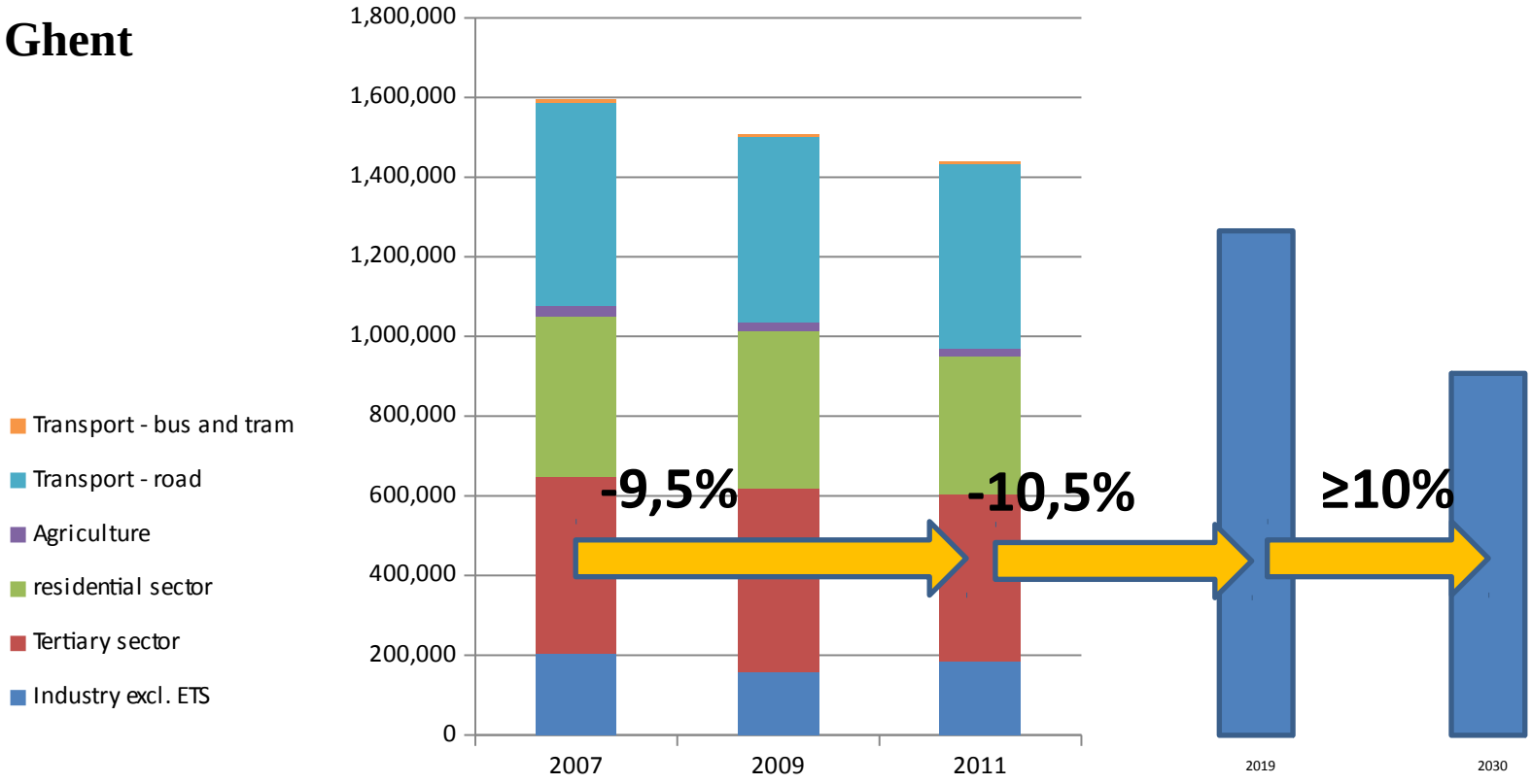
Stakeholder



COM CO2 targets

CO2emissions

Ghent





55



57




59




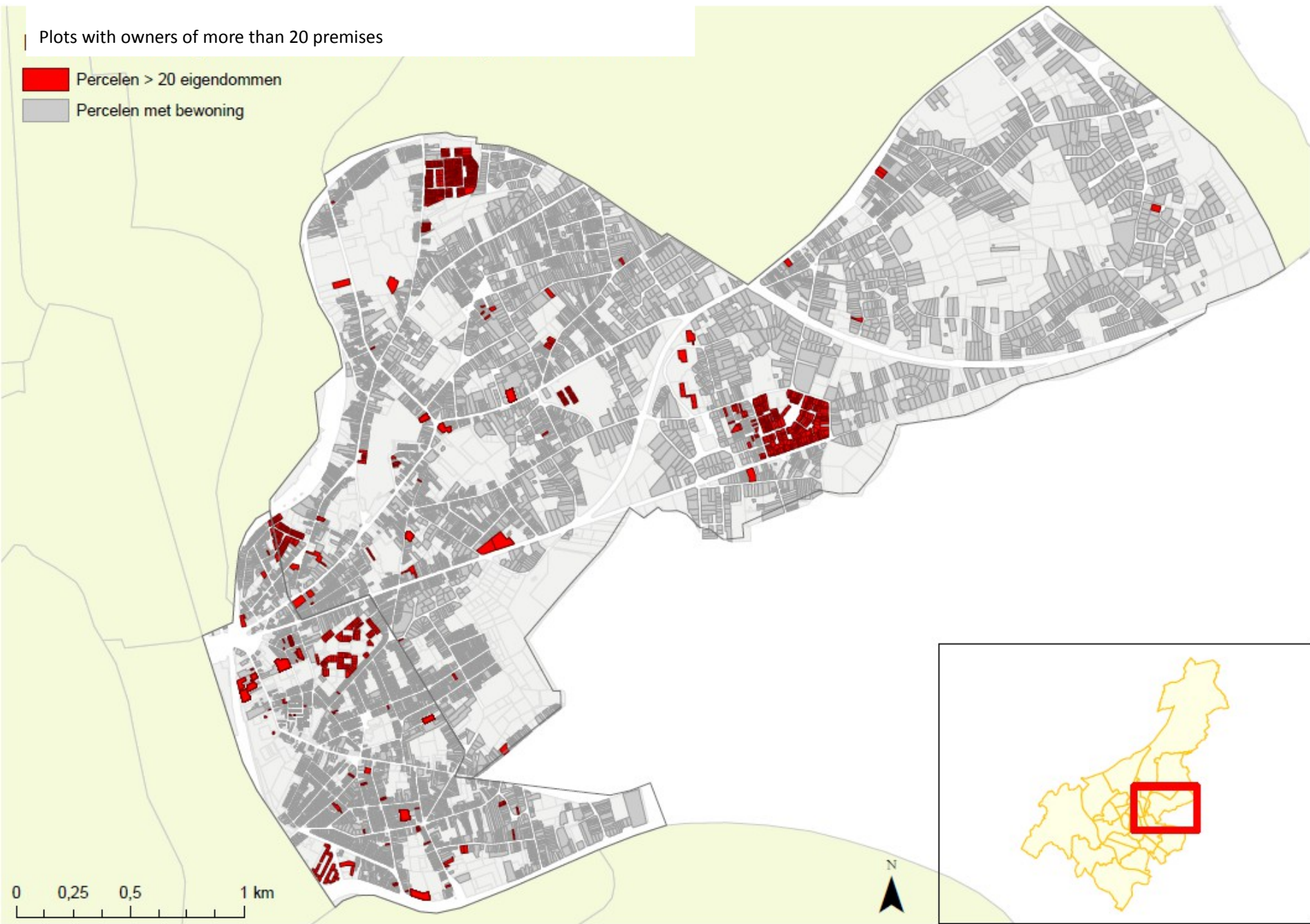




Plots with owners of more than 20 premises

 Percelen > 20 eigendommen

 Percelen met bewoning





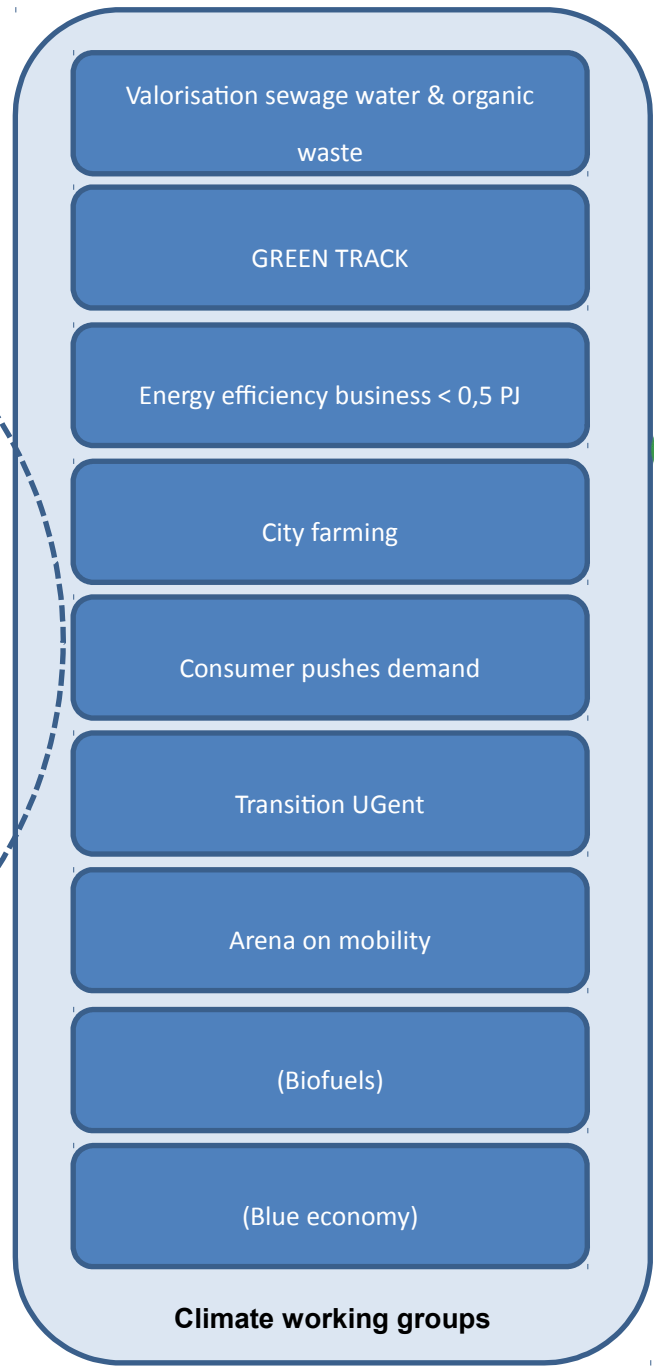
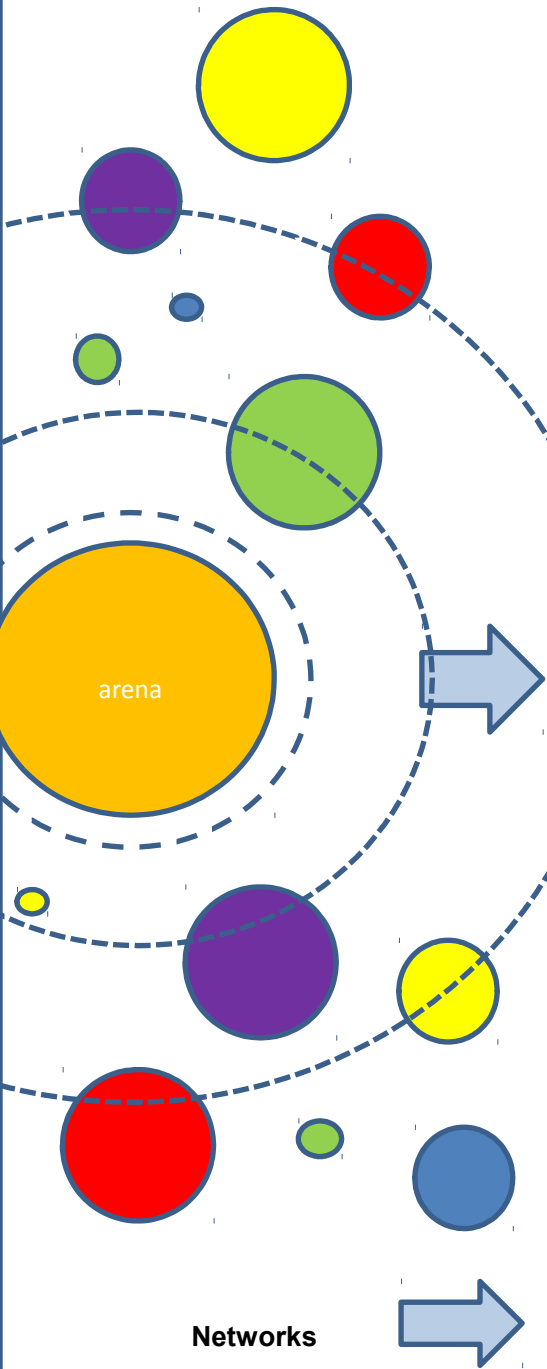








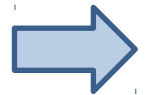
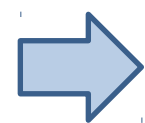




Political support

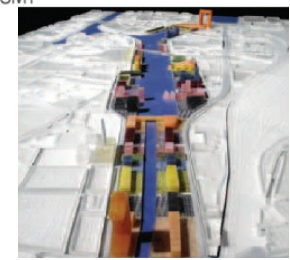


SME guidance



Expertiments

SEAP for
40 cultural
organizations
> 100.000 visitors



Energy from
waste in
Old Docks

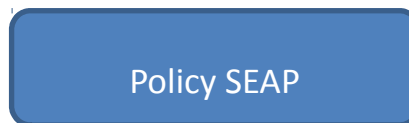
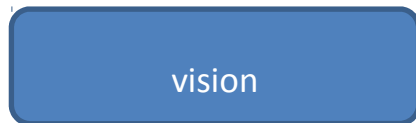
Transition Ghent
university
38.000 students
7.100 staff



Testing new approach



Co-funded by the European Union





- Top down
- A list of no regret and current measures
- No facts and figures
- Integrated sustainable plan: energy, materials, food, water, green, ...
- No clear responsible executors within the organization
- No climate budgets
- ...



- bottom up: co-creation and co-implementation (Drift/Vito)
- More facts, figures and (GIS)data (Vito, Eandis)
- 'Smart': cross sector wins with health, economics, social targets, adaptation, ...
- Broader support in organization and taking of responsibilities
- More clear climate budgets
- ...

Ways to involve stakeholders

- Workshops:
 - 2 workshops cross sector opportunities
 - Workshop on visions for Ghent
 - Workshop on scenarios for SEAP
 - Workshop on mobility
 - Workshop on economic benefits of a SEAPAttendees: experts, intermediaries, businesses, higher political levels, sector federations, colleagues, ...
- Interviews intermediaries, businesses, federations, care sector, higher political levels, ...
- Advisory boards on environment and Living
- Eurocities Annual Conference ‘smart citizens’ (November 2013) and City Conference
- Detect opportunities to link the stakeholder involvement and instruments in the future



Impact stakeholders

- Strong criteria for vision and instruments:
 - Strong focus on poverty
 - As a consequence: no subsidies for self-reliant households
 - Tailor made instruments based on what different targets group activate
 - Prosperous families can invest themselves: take the worries away e.g. inesco-style
 - Focus on cross sector win wins (economic, health, liveability, ...). Focus on rental houses to tackle fuel poverty at the same time
 - More guidance instead of subsidies for households and SMEs
 - Demolition of individual small houses socially difficult
 - Stronger bottom up: space for experiment of citizens (especially about transport)
 - Calculate benefits of climate actions for local economy
 -

Example energy services

Poor

< xx.000€

Modest

xx.000€ < y < zz.000€

Prosperous

> zz.000€

Advice

Free energy scan
Free retrofit advice
Insulation advice at home

Free energy scan
Free retrofit advice
Insulation advice at home

Free energy scan
Free retrofit advice
Insulation advice at home

Financial

Cheap loan 0%
Group purchases
Subsidy range – no limit:
Insulation
Roof renewal
Windows
Low energy heating
Heat pump
...

Cheap loans 2%
Group purchase platform
Subsidy range – limit
2.000€/household

Group purchase platform
Subsidy roof insulation

De-worry

Retrofit guidance of
Eandis
De-worry project for
elderly owners

Retrofit guidance light
De-worry project for
elderly owners

Retrofit guidance light
De-worry project for
elderly owners

experiment

'Sustainable districts'
bottom up experiments

'Sustainable districts'
bottom up experiments

'Sustainable districts'
bottom up experiments

Learning points of working with stakeholders

- **Time**
 - Time consuming
 - Difficult to plan in advance how much time will be needed
 - Can't be stretched too long in time else their involvement fades out
 - Gives in the beginning the impression of wasting time, the effects come later, sometime after several years (patience)
 - Time to reflect is needed: sometime 1 step forward and 2 back
- The way how to address stakeholders depends on the phase of process, the ways a city/country is structured, the kind of involvement of the stakeholders, ... **One size fits all approach doesn't work.**
- **You can't steer strongly.** Steering is considered as a top down and rejected. Information must be neutral.
- **Not a one-time-action:** embedded in the organization, else no co-implementation. The engagement of stakeholders is a dynamic process which needs to be kept under review constantly as the development of the SEAP progresses.
- Involving stakeholders in the technical process of building a SEAP (a policy document) is harder than involving them in the implementation of actions. The majority of stakeholders tend to push discussions beyond the theoretical level (with a focus on criteria and principles) towards the **practical level** (with a focus on instruments and actions).
- Shared responsibilities and the engagement of individual **frontrunners** with an influential network are efficient ways to involve and activate relevant actors

Learning points of working with stakeholders

- **Necessary to find a balance between:**
 - Out of the box thinking of stakeholders and their eager to realize things immediately
 - ⊇ slow administrative process and facilitating stakeholders in a flexible way
 - Stakeholders tend to shift responsibility towards the local authority
 - ⊇ have to see their own possibilities to act
 - Empowering stakeholders
 - ⊇ political vision and decision making and wanting to steer
 - Experiments may fail, the ideas are often good and should be kept
 - ⊇ the impression that “stakeholder approach is a failure”
 - Approach is accepted by one department, but not by the other departments
 - Stakeholders think for vision on long term
 - ⊇ politicians in the short term
 - Stakeholders think cross sector (link health, economy, liveability, ...)
 - ⊇ political separation of themes in mandates
 - Stakeholders act on a drive, enthusiasm of the moment
 - ⊇ civil servants tend to put everything first in facts and figures, in axils, schemes, ...

Benefits of stakeholder involvement

- It doesn't solve everything in time but it surely is an added value
- Empowering works :
 - Projects stand alone, with City support
= **more people, time, skills and money for climate**
 - **Support** for climate actions is bigger
 - At first they thought they didn't had power: now **ownership** is being claimed
 - Not the big bosses are the stakeholders, but the **ordinary people** in the street and **intermediaries**
- The administration starts working different:
 - More flexible for bottom up input
 - Focus on collective approached
 - Tailor made facilitation
 - **Focus on further empowering in t**
 - ...





Co-funded by the
European Union



Thank you for your attention!