STEP UP
a step
and make a difference

City of Ghent - Indra Van Sande
Vito – Erika Meynaerts
Eandis–ChristiaanClaeys
247,000 inhabitants - 113,000 families
15.643 ha
56 squares
74 parks
29,000 parking places
10 central parkings
35 hotels and 450 restaurants
650 pubs
300 schools
>130,000 students
1000 km roads
380 km bicycle paths
Port of Ghent:
- 3,174 ships
- 20,145,823 ton imports
- 4,951,929 ton exports

Employment: 158,000 persons
One city ...
'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 creative way 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 ontplooi en op de nodige ondersteuning kunnen rekenen'.
Climate=integrated sustainability
STEP-UP & Quadruple helix

City
Knowledge
Industry
Stakeholder
CO2 emissions

Ghent

COM CO2 targets

-9.5%

-10.5%

≥10%
Plots with owners of more than 20 premises

- Red: Perceen > 20 eigendommen
- Gray: Perceen met bewoning
Valorisation sewage water & organic waste
GREEN TRACK
Energy efficiency business < 0.5 PJ
City farming
Consumer pushes demand
Transition UGent
Arena on mobility
(Biofuels)
(Blue economy)
Networks
Climate working groups
Experiments
SEAP for 40 cultural organizations > 100,000 visitors
Political support
SME guidance
Energy from waste in Old Docks
Transition Ghent university 38,000 students 7,100 staff
Testing new approach

vision -> action

vision -> Policy SEAP -> action
- 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
- ...

Lovendegem Klimaattplan
2008-2020
105 acties voor een klimaatneutrale stad
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 SEAP

  Attendees: 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

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>xx.000€ &lt; y &lt; zz.000€</td>
</tr>
<tr>
<td>Modest</td>
<td>yy.000€ &lt; y &lt; zz.000€</td>
</tr>
<tr>
<td>Prosperous</td>
<td>&gt; zz.000€</td>
</tr>
</tbody>
</table>

## Advice
- 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

## De-worry
- Retrofit guidance of Eandis
- De-worry project for elderly owners
- ‘Sustainable districts’ bottom up experiments

## Experiment
- ‘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 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 thing 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 decisionmaking 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 axls, 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 though 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 times of budget cut downs
  — ...
Thank you for your attention!