



neighbourhood dynamics

CITIES4PEDS
WP4

TOWARDS CO-OWNERSHIP AND INCLUSIVE PED- DEVELOPMENT

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1.

INTRODUCTION: INCLUSIVE NEIGHBOURHOOD DYNAMICS

INCLUSIVE NEIGHBOURHOOD DYNAMICS

The energy transition requires far-reaching transformations of cities, which have major implications for local communities. In order to become a PED, both on a technical and social level, numerous measures need to be taken, to reach climate targets while providing a good life for all. Many measures will have a profound impact on our daily lives and on the way we live, consume and organise ourselves. The public authorities cannot organise these major changes all by themselves and therefore need to reach out to local communities and citizens. Today already, through numerous ways and channels ([online] surveys, public consultations, digital forums, citizen assemblies, pilot projects, pp partnerships, etc) policymakers try to involve citizens and local stakeholders.

But how inclusive, efficient and successful are these practices? Do all methods fit local communities' needs or do they neglect them? How to reach diverse key audiences and make sure everyone gets on board? How to move towards co-ownership within PEDs?

The report was produced within the framework of the *Cities4PEDs* project funded by JPI Urban Europe. By drawing on existing experiences from 3 partner cities (Brussels, Stockholm and Vienna) as well as various examples from elsewhere, this report aims at presenting a number of social answers to energy transition challenges.

The **objectives of the report** are twofold:

- Try to identify and understand the main “neighbourhood dynamics” (= structures, the history of the neighbourhood, cultures, local actors, established processes at work in neighbourhoods) and analyse needs and challenges for every neighbourhood.
- Then, identify different elements (strategies, tactics and tools) that can suit these different contexts and help PEDs to be more inclusive, increasing buy-in from a diverse community.

The report will first give an overview of different neighbourhoods: Masui and Foyer Laekenois in Brussels, Stockholm Royal Seaport and Innerfavoriten in Vienna), and analyse needs and questions for every neighbourhood, based on discussions held within the research project between project partners. Finally, in the last part, the paper gives an overview of possible solutions to recurring questions, with an inventory of 6 tactics (and related tools, practices). These methods are tailored to head towards co-ownership within PED projects.

This working document is intended to be shared among public authorities, researchers and practitioners who strive to pursue wider and more diverse participation in the urban energy transition.

SOME VOCABULARY*



Why 'neighbourhoods'?

Neighbourhoods can differ from districts. Although researchers have not agreed on an exact definition, with neighbourhoods we refer in this paper to geographic areas, which boundaries are not fixed (unlike administrative units for instance), in which local communities exist. Neighbourhoods are units in which face-to-face social interactions occur and where (informal) social networks develop - a place where residents seek to convey and uphold common values, socialise youth, and maintain effective social control.

Because residents live within a neighbourhood, they can also (partly/completely) carry out their everyday activities: be it their grocery shopping, outdoor sport, walk to a park, to school, ...

Neighbourhoods are often characterised by specific and place-based (cultural) practices that distinguish them from surrounding neighbourhoods. Yet, people also move out of their area, making neighbourhoods places that are home to cohesion within *and* open to the outside dynamics.

Therefore, neighbourhoods are often referred to as ideal scales to enable the development of community projects.



What does 'inclusiveness' mean?

Inclusivity is about having choice, equal access and opportunities for all to participate. It is an invitation to involve/include a diversity of citizens, as it strives to make public policies equal and just. Inclusivity is enhanced by encouraging public participation from the start, consultation processes, making public services affordable, making urban areas accessible and green, minimising the digital gap, ensuring gender equality in urban design, ...

Inclusiveness should be seen as a process that also aims at fostering the involvement and active consideration of minorities, the ones generally not included e.g. because of socialisation, gender, disabilities, medical needs, language, age, class, etc...



*= A common understanding of concepts, which was produced during the Cities4PEDs workshops / exercises.

WHY FOCUSING ON INCLUSIVENESS IN A PED?

As the needed urban energy transition pathways entail important adaptations of our lifestyles and habits, even cultures, getting everyone on board (including citizens) is key. But while inclusiveness in participation is seen as a vast challenge for public authorities, the impacts seem to outweigh the efforts needed. In fact, wide stakeholder participation and careful inclusion of citizens potentially brings a number of benefits to PEDs. Some of these benefits include:

Speed. There is a growing consensus that for the energy transition to occur at a faster rate, wider involvement and active participation of diverse actors is needed.

Addressing interlinked social issues. Engagement and participation allow communities to shape the energy transition in a way that best suits their needs, goals and aspirations. The energy transition can be a lever for instance to tackle energy poverty, health, wellbeing and other social issues.

Effectiveness & efficiency. A more collaborative approach between local authorities / municipalities and external actors, such as citizens, is also an effective and practical means of growing the chances to succeed in reaching the energy transition objectives.

More democratic. Citizen participation in the energy transition embodies the difference between something being imposed upon a community and something being chosen by the community to pursue themselves. Ensuring that citizens, as well as other third parties are at the center of the energy transition and are active participants and leaders of the transition is not only practically important but has ethical merits.

Innovation. Working with a multitude of actors at different levels is key to finding diverse and suitable innovative solutions in cities.

Source: Energy Cities, 2020.

4 NEIGHBOURHOODS

A FIRST OVERVIEW



Six towers © Foyer Laekenois

BRUSSELS, BELGIUM

Foyer Laekenois

This neighbourhood is commonly referred to as the “Chaussée d’Anvers” neighbourhood by the inhabitants themselves. It encompasses 6 social housing towers, built in the 1970s, which are owned by a social housing company “Foyer Laekenois”. Quality of housing is moderate to low and the neighbourhood is characterised by many social tensions.

Some facts & figures



Residential neighbourhood
modernist style (1970s)



+2000 inhabitants / 6 tower blocks

A majority of inhabitants benefits from social welfare revenues: pension (32%), unemployment (22%), OCMW (17%), mutuality (14%). > 14% salary.



- Cogeneration + gas infrastructure from the city
- Heat loss due to poor quality of insulation



Masuistreet © Heritage.brussels

BRUSSELS, BELGIUM

Masui

The area is part of the poor crescent, which brings together very precarious neighbourhoods with a high level of immigration. Despite recent structural investments in the area, the neighbourhood is still facing some important challenges with regard to comfort and quality of housing in particular as the buildings are old.

Some facts & figures



Mixed use neighbourhood.
Residential & commercial (garages, utility shops)



+ 3180 inhabitants
65% of the people living in the district are born abroad.
Mostly tenants, high turnover.



- Heat loss due to poor quality of insulation
- Investigations taking place for a collective renovation programme.



SRS Development © Jansin & Hammarling

STOCKHOLM, SWEDEN

Royal Seaport (SRS)

Building on a previously industrial enclosed area in the archipelago, the SRS project aims at developing a holistic and sustainable neighbourhood. Started in 2000, the city-led plan aspires to be dynamic, attractive to businesses, based on stakeholders cooperation and citizen inclusion. This ambitious transformation of an entire neighbourhood infrastructure and social dynamics faces important challenges (such as polluted soils removal, noise pollution, or citizens engagement).

Some facts & figures



Newly built, mixed-use (rental apartments, student accommodation, commercial space, ...)
240 ha,



+/- 7 000 inhabitants
60 000 expected by 2030
Mostly middle-aged, highly educated



- Aims to be a fossil fuel-free area
- High resource efficiency
- Designed for solar energy maximisation



Innerfavoriten.

VIENNA, AUSTRIA

Innerfavoriten

Densely populated, the Innerfavoriten neighbourhood can be identified with its spatially very homogenous housing. Inhabitants live in large residential complexes and have a relatively low purchase power as the district faces high unemployment rates. The area is undergoing important transformations as the city's redevelopment targets seek to improve the quality of living and make the buildings carbon neutral.

Some facts & figures



112ha
Many old, sub-standard flats



34 500 inhabitants (+30 000/km²)
40% non-EU immigrants; 50% not allowed to vote



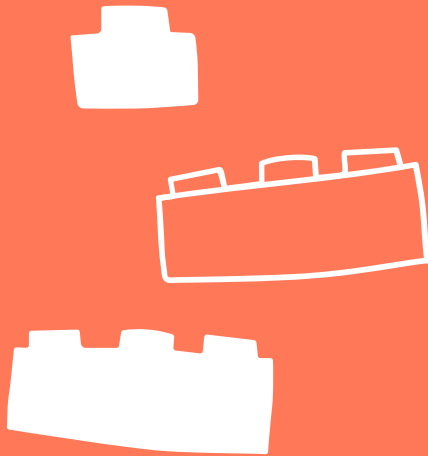
- Plans aim at improving buildings energy efficiency
- High potential for solar power

2.

NEIGHBOURHOOD ANALYSIS

NEIGHBOURHOOD ANALYSIS: USING A 3-STEP FRAMEWORK

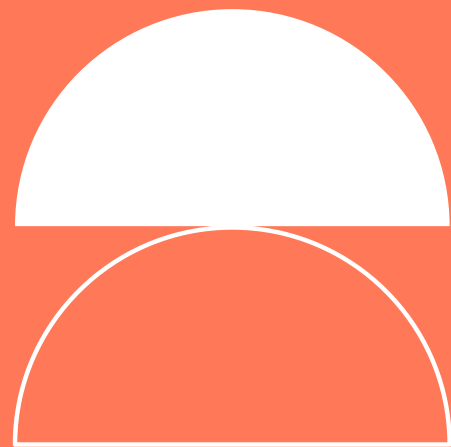
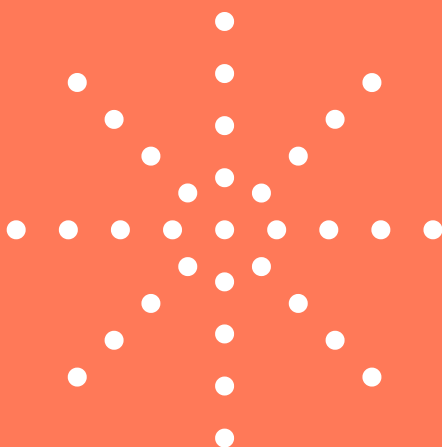
...for a better understanding of the dynamics at work



1. STRUCTURES

institutional, economic, physical, and regulatory settings

Structures are the main building blocks of the local energy landscape. The analysis of structures can entail inventories of (public) buildings, maps of existing infrastructure & ongoing construction/renovation projects, analysis of regulation, statistics about housing quality, quality of life, etc...



2. CULTURES

history, discourses, shared beliefs, values, perspectives and paradigms; but also habits, practices, behaviours...

The local energy system is also being shaped by the way local users behave: patterns in their energy use and lifestyle. These practices are strongly interlinked with people's view on society: their values, shared beliefs, motivations, etc.

3. NETWORKS

local actors, groups, coalitions, interconnections, leaders...

To better understand local dynamics, it is also important to know more about relations between local actors : how power is distributed, where collaboration is existing or lacking, where tensions do exist,...

! It can help to describe networks by starting from "persona" in the neighbourhood, i.e. ideal types of local actors/residents/users...

NEIGHBOURHOOD ANALYSIS APPLIED ON 4 CASES

1. FOYER LAEKENOIS (FL) /STRUCTURES



Six towers © Foyer Laekenois



© Daniel Parnitzke

FOYER LAEKENOIS

This neighbourhood is identified as the “Chaussée d’Anvers” neighbourhood by the inhabitants themselves, often written *CDA*. It encompasses 6 social housing towers which are owned by a social housing company “Foyer Laekenois”. The 577 households living here (~1158 people) share a similar socio-economic background:

- A large majority of the tenants are isolated persons (70%). All age groups are represented but with almost 30% of elderly people (60 years and older).
- There are diverse income sources, but a majority of inhabitants benefits from social welfare revenues: pension (32%), unemployment (22%), public centres (OCMW) (17%), mutuality (14%). >< 14% salary.

A central area in the neighbourhood is the green area, which serves as a linking public space for social activities, but also a central point for informal economy (e.g. drug dealing). The public space is also highly under pressure (between local youth groups). The social housing blocks are surrounded by many large office buildings and are situated next to one of Brussels main business districts. The building infrastructure is quite old in general with poor insulation. (Energy) poverty levels are high.

FL / CULTURES

LOCAL PERSPECTIVES

Local perspectives on the future of the neighbourhood are quite cynical and pessimistic, and strongly affected by the history of the district.

There is a quite generalized fatigue and demotivation with regards to public interventions (Contrat de Quartier, PAD, CRU...) which solicit citizens and local organisations in participation processes, without always showing tangible results for the overall wellbeing of the inhabitants.

Especially local social conditions show little sign of improvement. There is no common identifier within FL with the rest of the Northern District ("Us against them"), however micro solidarity networks and initiatives towards social cohesion within the social housing towers do exist, which rely on volunteers.

Inhabitants express energy concerns over different topics, mainly their exhaustion due to the slow renovation process.



Community gardens © Contrat de Quartier Hélicopt



Quartiers d'été © Daniel Parnitzke



Electric heating and condensation in the apartments.

It has been noticed that some residents struggle with humidity and condensation in their apartments. This can be due to poor ventilation habits in the dwellings, but also to the quality of the insulation and window frames.

Specific energy related cultures, habits and behaviors need to be further analysed within the area, especially as a significant amount of tenants is presumed to live in a situation of energy poverty (i.e. not being able to access, in their homes, the energy necessary to live in conditions of human dignity).

FL / NETWORKS



Gathering with neighbours © City Mine(d)



Quartiers d'été © Daniel Parnitzke

WEAK NETWORK, ACTIVE INHABITANTS

The area is characterised by a weak, fragmented social fabric: while local associations operate in the area, a solid network has not emerged among them, with few collaborations taking place.

Because of the history of complete transformation of the area in the 70s', there is a strong distrust in (new) public and private actors. As resources for social activities are limited, social actors compete with each other (for example: call for applications within Contrat de Quartier). There is a high turnover among professionals in the field.

The network of social actors ("social coordination") is not very dynamic, especially since the covid pandemic.

However, positive social dynamics can be found among certain groups of inhabitants and grassroot organisations. By delivering sport and cultural activities, helping one another with language issues or offering social help towards the ones facing difficulties, these groups make solidarity a key theme in the district. A Whatsapp group managed by residents is used daily to share tips and information about the area. A group of locals is currently mobilising around the poor buildings' insulation and housing issue.

A shared observation within this neighbourhood is that there is a "missing link" between top down decision making (institutional *structures*) and bottom up realities, needs and desires (the local *cultures*). Currently local social networks are too fragile to bridge the gap. Different actions will need to be taken to rebuild the social tissue.

NEIGHBOURHOOD ANALYSIS APPLIED ON 4 CASES

3.MASUI /STRUCTURES

PHYSICAL STRUCTURES

The area consists of a mixture of housing, old industrial buildings and workshops (ex: car repair). The geographical boundaries are marked by the canal in the West, the railway in the East and North and the Manhattan neighbourhood in the South. These strong geographical boundaries reflect the absence of a neighbourhood identity.

The densification of the area was achieved at the end of the 19th century with the construction of industries along the canal, several train rails and some housing.

Some road infrastructures, amongst which the allée verte, were reinforced for the World Exhibition of 1935 and 1958. In the early 20th century, the railways were also enlarged to accommodate the increasing traffic.

The opportunities for gathering in the public space are limited due to the density of the neighbourhood. The buildings themselves are in moderate to poor conditions.



Densely inhabited housing © Contrat de Quartier Masui

INSTITUTIONAL STRUCTURES

The neighbourhood has been subject to a neighbourhood contract between 2010 and 2014 which allowed the creation of a longitudinal park, new housing and infrastructures. Multiple layers of ongoing institutional programmes and development projects are covering parts of this area:

- Neighbourhood contract (Contrat de Quartier Hélicoptère-Anvers),
- Contrat de Rénovation Urbaine (CRU), Citroën-Vergote
- Plan d'Aménagement directeur (PAD), Maximilien-Vergote.



© Contrat de Quartier Masui

MASUI / CULTURES & NETWORKS



Local market © Contrat de Quartier Masui

NETWORKS

The absence of a strong network of local organisations might be compensated by some economic opportunities in the neighbourhood as well as with informal networks such as cultural communities, informal economy networks, sport activities, etc.

In recent years some new associations moved to the neighborhood and infrastructures have been provided through previous neighborhood contracts which might create more opportunities for a more resilient network to emerge.

Nonetheless, the short-term stay and the language barrier make it challenging to reach out to the inhabitants and to build a strong association network in the neighbourhood. Therefore, this neighbourhood might benefit even more from a collective project centred around renovation. The involvement of the inhabitants could start a conversation around better quality of the housing and the surroundings and how this could impact the rents.

CULTURE

The neighborhood is characterized by a multicultural population which in some cases barely speaks the national languages. Furthermore the high turnover within the inhabitants is probably further weakening the anchoring of a strong network of local associations. However, despite or perhaps because of this context, inhabitants seem to be welcoming for new arrivants.

Some needs identified by the inhabitants are the children playing areas.

The Masui neighbourhood has traditionally been the reception area for many foreigners, offering their first place to live when arriving in the city: 65% of the people living in the district are born abroad, 30% are younger than 18 (in the Brussels region it is 22%) and 8% are older than 65 (in the Brussels region the average is 13%).



Local shops © Contrat de Quartier Masui

NEIGHBOURHOOD ANALYSIS APPLIED ON 4 CASES

3. INNERFAVORITEN /STRUCTURES

PHYSICAL STRUCTURES

The area of Innerfavoriten has a population density of 30.000 inhabitants per km², which is more than six times the Viennese average.

This results in a lack of green and open spaces. The typical densely built multi-party houses are mostly from the 19th century “Gründerzeit” era and are owned with equal parts by condominium owners, private owners and non-profit housing institutions. The area of Innerfavoriten includes 1682 social housing units, making up a third of the neighbourhood's total building stock

SOCIO-ECONOMIC STRUCTURE

In terms of socio-economic and cultural backgrounds, the neighbourhood is very diverse. It is strongly characterised by international immigration and high unemployment among non-EU residents. 40% of the residents in Innerfavoriten come from non-EU countries and in total there are more non-Austrian citizens in the area than Austrian citizens. This also has an impact on the possibility of political participation: In large parts of the study area, more than 50% of the population is not allowed to vote.

The average unemployment rate in Innerfavoriten is 19,42%, approximately 7% higher than the city's rate. The purchase power of inhabitants of the area is therefore lower than the Viennese average.



Typical Gründerzeit streets in the district.

IN / CULTURES & NETWORKS



Local market - Innerfavoriten.

NETWORKS

Local cultural institutions usually strongly identify and relate with the neighbourhood. Commercial institutions do however struggle to connect, get in touch, with the population and the migrant economy. An established place for social interactions and networking in the Innerfavoriten neighbourhood is called “Der Kulturraum 10 – Verein für Alltags- und Bezirkskultur”.

By organising events, exhibitions, guided tours through the district, lectures, theatre performances, they contribute to make the area lively, enhancing the local quality of life. Several locally-based organisations have also been organising activities in the area.

Three of the City-led organisations are active in Innerfavoriten. They offer participation opportunities which are open to anyone, regardless of their nationality, which is particularly important for inhabitants of Innerfavoriten, given their scarce possibilities for political participation.

- *Local Agenda 21*: this action programme aims at developing a sustainable municipality with a focus on participation.
- *the Area management (Gebietsbetreuung)*: this service point is a place where locals can contribute with their ideas to the residential environment, get to know neighbours and get involved in district projects.
- *a Youth centre*: this non-profit association provides (supervised & self-organised) rooms for children and youngsters.

The Austrian-wide active companies Volkshilfe and Caritas are also active in Innerfavoritenand, both being non-profit companies that provide a wide range of support for those in need.

CULTURE

As Innerfavoriten inhabitants strongly believe in the state as a service provider, few bottom-up initiatives can be found in the neighbourhood. Instead, authorities have the tendency to institutionalise as well as regulate new initiatives. Nevertheless, a bottom-up initiative for art and culture can be found in Innerfavoriten: the “Waldmuellerzentrum”, an event room with a program organised by local cultural associations. Some social services are implemented in the neighbourhood such as an office of the Austrian service for unemployment, a communal library and an adult education centre (VHS).

4. STOCKHOLM ROYAL SEAPORT /STRUCTURES

PHYSICAL STRUCTURES

Located on land owned by the City of Stockholm, SRS is an area full of history and contrasts. It brings together water and harbour, the Royal National City Park, large-scale infrastructure, sites of cultural and historical interest, dwellings, and businesses. Stockholm Royal Seaport is inclusive with its safe, vibrant meeting places. One part of the area is inhabited, while the main part of the neighbourhood still needs to be developed.

The ongoing development project aims at opening up areas that were previously used for gas production, port, and other industrial activities and a waterfront that was previously closed for public access. The area represents part of the organic archipelago landscape of Stockholm, where water plays a historic role. The landscape has changed over time, partly naturally and partly through landfills.

Today, large parts of a low-lying urban landscape created through filling and excavation stand out as distinctive topographical elements. Modern buildings and ships in the port amplify the landscape's contrasts. At the same time, existing historical buildings provide the basis for a distinctive local identity that together contribute to the area's identity. Overall, the landscape ranges from small-scale housing construction and natural surroundings to heavily developed and large-scale industrial environments.

Overall, the neighbourhood is still marked by physical and social barriers which need to be overcome. The physical barriers are mainly roads and railroads that can not be crossed.



SRS Development © Jansin & Hammarling



Stockholm Royal Seaport © Lennart Johansson

INSTITUTIONAL STRUCTURES

Traditionally, there is a strong municipal governance structure as the city of Stockholm owns the land. The city's district administration is responsible for a large part of the municipal service within the area. The PED project is financed by selling and/or leasing the land to developers. Business models to implement PEDs are needed.

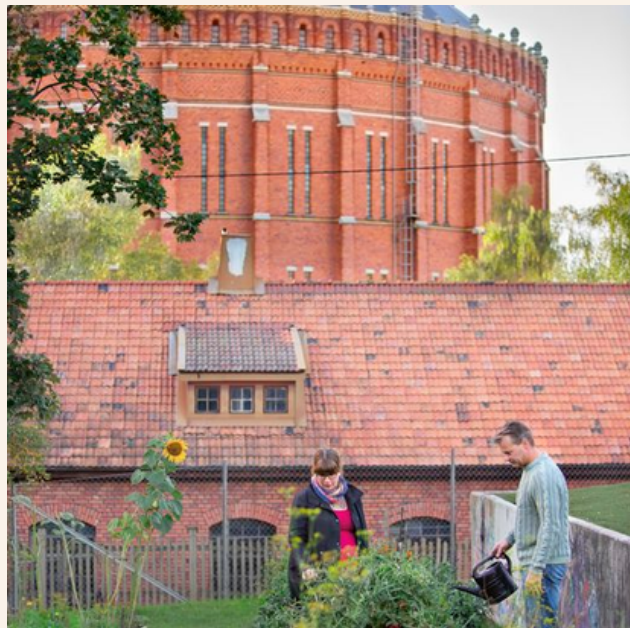
LOCAL VIEWS ON THE AREA

People moving to SRS generally seek for larger apartments and closer access to parks. According to the latest resident survey more than nine out of ten residents state that they are on the whole very or quite satisfied with living in Stockholm Royal Seaport. The access to parks and nature, and the quality of the outdoor environment, are what people are most satisfied with. The residents are less satisfied with the access to social spaces indoors and the cultural offer.

LOCAL IDENTITY

The city's critical infrastructure and supply systems are very visible in SRS, such as one of Stockholm's CHP plants. To some extent, these objects and areas create both **physical and mental barriers** for people living in and visiting the area. A **new collective and cohesive local identity** for the area will therefore be needed.

Hjorthagen, the Northern part of Stockholm Royal Seaport, is a residential area with buildings that were added at various periods between 1897 and 1965.



© Lieselotte Van Der Meijs

Associated with Gasverket and the harbour, the former working-class area and industrial legacy permeates the neighbourhood. Hjorthagen's strong local identity associated with its small-scale service offering, and public sector activities, need to be handled sensitively as its centre of gravity will shift towards the extensive development in the gasworks area. Local rent is already going up as the development of SRS progresses, which might lead to the rise of social tensions among residents. The shift in the district's centre of gravity towards the newly-built area composed of high income residents arriving from the inner city triggers gentrification and a feeling of down-prioritization among the former workers residents, that live mostly in the older area.

The **port** in SRS plays a key role in efforts to transform the Stockholm region into a long-term sustainable region. The **Stockholm Stock Exchange, various hotels, and art galleries** are also located here: these are developing the area's identity and create contrast with the more residential parts of the neighbourhood. As water is ever present in SRS, it is constitutive of the local identity.

VIEWS ON PARTICIPATION & INVOLVEMENT

All planning of the public land is supported by participatory processes to bring in ideas from residents and nearby living stockholmers. According to a resident survey from 2019, the residents and nearby residents do have good knowledge (three out of four persons) when it comes to the development plans for the Stockholm Royal Seaport. In general, the majority of the residents is positive about the development.



Bathusparken © Kasper Dudzic

These challenges are continuously being discussed with the various professional actors involved, via the Development administration, in order to develop solutions suitable for all.

New methods, business models and steering instruments to encourage people to participate in the development of the Stockholms Royal Seaport but also behavioural change regarding energy use and transportation would be needed.

Surveys also show that just over one in three residents in SRS wants to participate in the area's continued development either by attending consultation and information meetings or through social media groups. At the same time, an equal proportion state that they are not interested in participating in the development of the area. In addition, social impact assessments have been conducted to bring the social dimensions into planning and to improve the targets.

As the project is located in an area crucial in terms of national interests such as harbour activities, the national motorway, railway, energy production, and the national city park; tensions can arise due to nuisances.



Bathusparken © Kasper Dudzic

SRS / NETWORKS

LOCAL ACTORS

The existing social fabric is within existing networks in the area, a few social actors are present in Hjorthagen (the northern part of SRS), among which a local residents association, business association, art collective, sports club, Developer Association

The artists' collective runs a maker-space, organises clothes exchanges and co-organised events such as PARK(ing) DAY. The local resident's interest group is not very active at the moment. Catalyzed by the district administration of the city, the group was previously active on pushing for an increase in public transportation. There is a real missing link between the institutional framework and the residents.

Nonetheless, since 2010, the city of Stockholm has run a capacity development programme – a series of seminars for developers, their consultants, and City of Stockholm representatives. The purpose of the programme is to increase knowledge and understanding of sustainability requirements and to highlight best practice and the latest research. The programme is adapted for developers in each phase of the project and started with the first phase with strict requirements.



Jaktgatan Street © Lennart Johansson

A forum for Sustainable Solutions has been launched in 2012, gathering developers and suppliers around innovative solutions for sustainable buildings

To include more people in the planning process, dialogues and open houses have been organised at the exit of the local supermarket to enable more dialogue. This was supplemented with a qualitative study of the views of young girls about public places, and workshops with local entrepreneurs. Dialogues have been held at the metro station to discuss the use of public spaces in Kolkajen. The social impact assessment for Kolkajen included focus groups with schoolchildren from different parts of Stockholm.

New methods to catalyse a strong bottom-up neighbourhood engagement would be needed to drive the local energy transition and encourage change in behaviours. Right now, a R&D project has started to increase the engagement of residents and nearby residents with a bottom-up approach around the topics of energy efficiency and electric cars.

SUMMARY

/IDENTIFIED NEEDS & QUESTIONS ~ INCLUSION

BRUSSELS, BELGIUM

Foyer Laekenois

At the crossroad of social tensions, district's gentrification and renovation urgency, needs and questions emerge:

- How to navigate the **local fatigue** towards participatory processes while heading for co-ownership in projects?
- How to activate a "**social coordination**" amongst local actors to minimise social tensions and create a new positive collective identity?
- How to engage with the local residents' expression of the urge for **renovation** while clarifying the complex and long term processes at stake?

BRUSSELS, BELGIUM

Masui

As the neighbourhood is characterised by a rapid turnover and a high rate of non-French or Dutch speakers, citizens' engagement faces contextual difficulties.

- What type of inclusive and **structuring center** could help encouraging positive (longlasting) social dynamics in the neighbourhood?
- How to get a better view on **informal networks**?
- How to encourage local citizens to engage in a process of **collective renovation**?

STOCKHOLM, SWEDEN

Royal Seaport

- What ways of citizens' inclusion could help unlocking the difficult - however required - **behavioural** change (e.g. energy use, consumption)?
- As SRS is a neighbourhood in development, what tactics could create a motivating collective and cohesive **identity** for the neighbourhood? Can a PED be a lever for this new identity?
- How to create information/communication campaigns about the project that highlight the **residents' agency** in shaping the neighbourhood?

VIENNA, AUSTRIA

Innerfavoriten

- How to better understand the **needs and motivations** of the non-Austrian community?
- How to better **grasp the informal networks** (as they characterise the neighbourhood) and make this understanding a lever for the implementation of place-based projects?
- How to make residents and **home-owners** actively participate in the positive transformation of the neighbourhood?

3.

**THE CONCEPT OF
CO-OWNERSHIP**

+

**TACTICS, TOOLS &
PRACTICES**

CO-OWNERSHIP

What does it mean, in the context of the energy transition?

Co-ownership stands for **greater inclusion, participation and democratic control** of diverse publics and communities in the energy system. Central to a co-ownership agenda is a shift of **power and control**: we move from a centralised system, in which energy-related activities are controlled by a few, to a decentralised system, controlled by many.

In order to favour greater community ownership and control, **mechanisms for widespread, meaningful, inclusive democratic participation** need to be ensured and receive the necessary (public) support.

A **community-based energy system**, which has ownership and control over local energy infrastructure faces **several challenges**, as observed within local cases. The major ones are the lack of capital, a lack of "know-how" from the local community to have access to capital (subsidies, loans,...), as well as a lack of collective organisation and management (be it on the side of the local community or the local authorities). Whichever form co-ownership takes, it also requires a certain amount of property where renewable energy technologies can be installed (e.g.: well-oriented roofs). In this respect, communities with high levels of tenancy or socially vulnerable communities are disadvantaged because of low investment capacities and homeownership rates.

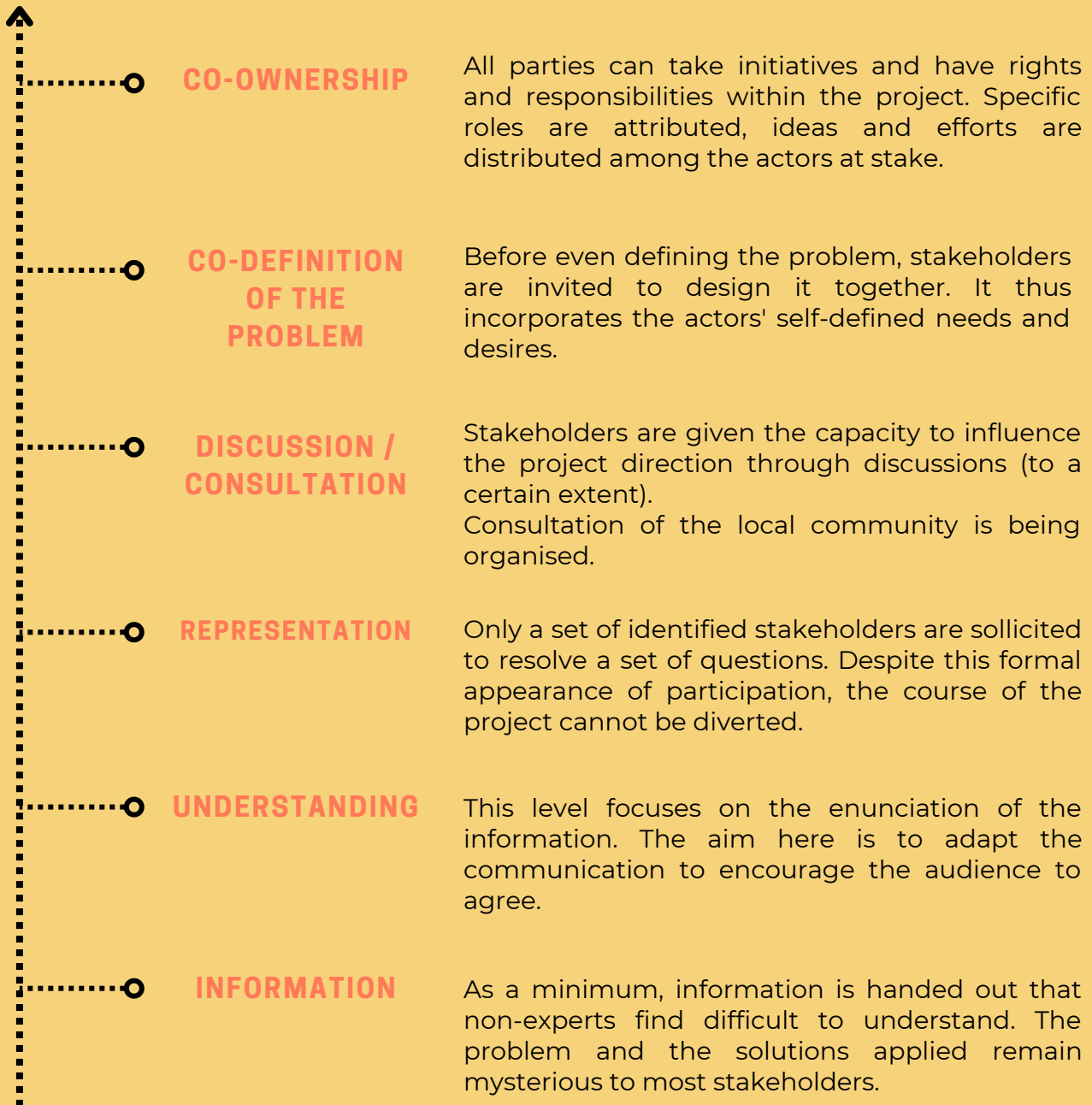
A variety of **co-ownership mechanisms** should therefore be implemented. These are mechanisms that allow investment in the community without requiring home ownership and that allow both a passive investment (like buying shares of the installations) as well as an active one: generating (and sharing) power on your roof, participating in community activities, getting involved in workshops, trainings or in decision-making processes, etc. Thus, co-ownership models **should not be restricted to inclusion of those with up-front capital, but should also encourage the contribution of presence, time and effort** (so-called "sweat equity" contributions).

Co-ownership therefore entails to ensure greater capacitation of local communities through education, information and exchange. It is key to implement community-scale innovations that enable greater inclusion (specific to the local context) and to set up new decision-making procedures which give primacy to values as expressed by local communities over conventional approaches (e.g. cost-benefit analysis), etc.

To illustrate the different steps towards co-ownership in decision-making processes, we developed a "**ladder of co-ownership**" (inspired by Arnstein's ladder of participation). It is important to note that, while there is an overall aim to reach for greater community ownership, varied and tailored forms of ownership are needed for each context. These must respect the political, economic and social requirements, diversity, and challenges of specific locations or communities.



TOWARDS CO-OWNERSHIP



Co-ownership: a lense to evaluate our practices

When aiming for increased ownership and inclusion within energy projects, one doesn't have to go through every step. Rather, the scale could be viewed as a 'lense' we can use in our practices to evaluate where we could do better.



TACTICS, TOOLS AND PRACTICES

TOWARDS CO-OWNERSHIP

Which concrete actions and initiatives can we take as energy practitioners and public authorities towards co-ownership in a PED? In the next part we present six tactics which can be put in place to enable more inclusive collaboration between a diversity of stakeholders, especially including citizens.

The tactics can be applied to Positive Energy Districts, but can also inspire participation in a wider variety of energy projects.

Each described tactic contains a general description, links with existing research questions in our case studies, some ideas / tools on how to apply these tactics, as well as one or two highlighted good practices / case studies.

The tactics can either be read in the proposed order, or separately. They were identified and selected based on the experience of La Pile, as well as presentations / collective discussions which were held during the Cities4PEDs research project. They aren't meant to be exhaustive, but rather they are thought as pathways, among others, towards co-ownership.

What's the difference between 'tactics' and 'strategies'?

Although tactics and strategies are sometimes being used as synonyms, both concepts do have distinct meanings:

- * Strategies mostly define long-term goals and how we are planning to achieve them. In other words, strategies show us the path toward achieving our mission/project.

- * Tactics are much more concrete and are often oriented toward smaller steps and a shorter time frame. They involve good practices, specific actions, resources, etc. They're also called "initiatives."

1.Active outreach

OPENNESS >>> INCLUSION

To enable widespread, diverse and democratic participation of stakeholders, it is important to put in place the right means and resources for **active outreach and mobilisation**, especially for groups and individuals which are hard to reach.

Being 'open' for participation is often not enough, especially when some local groups tend to not participate.

Solely multiplying opportunities for local stakeholders to be involved can also fall short of enabling greater inclusion, as it risks only to increase the involvement of groups that have already been reached. This paradox can lead to the undermining of support for initiatives and even growing distrust. Beyond openness, it is thus key to increase the process' inclusivity.

TAILOR MADE

The first step therefore is to identify the most appropriate way to reach specific groups (the right channels) and to identify all possible barriers for participation.

Some interlocutor groups (or sub-groups) might need extra attention to feel included. They may require one to adapt its language, vocabulary, the general communication approach and means... Therefore, outreach shouldn't be underestimated in terms of investment and resources.

Listening is also an important part of the outreach process. It enables to adapt our communication and message. As individuals, the more we feel directly spoken to, the more we feel considered and motivated.

LINK WITH EXISTING QUESTIONS:

- VIE: How to include and activate local (non institutional) stakeholders (especially developers/ homeowners) in the renovation programs?
- BRU: How to include and motivate socially disadvantaged citizens to renovate their homes and install PV?



GOOD IDEAS

>>> **Mapping** existing persona and their networks might be useful to identify how certain groups can best be reached. We should make sure that everyone is represented, even marginalised groups (e.g: women, elderly, etc.)

>>> **Observe, listen & consult:** Talking to social workers, local social organisations, community workers, key informants or other intermediary actors is another way to better understand the **needs of more socially vulnerable groups**.

e.g: different social groups might have different working hours, meeting places, etc...

>>> Outreach should not be limited to "traditional" forms of public participation (such as surveys, public consultations). A **multitude of techniques** exist that can lead to an interaction between stakeholders, local authorities and citizens.

e.g.: *neighbourhood festivities, games/apps (cf. Stockholm), digital platforms (cf. Brussels), citizens' summit, discussions in public space, educational programmes, etc.*

>>> Outreach does not have to be very elaborate either, but can also happen in an **informal way**, e.g. citizen mobilisation can happen through interactions in everyday settings like the market, around a coffee table, etc.

>>> Outreach does not just happen at the beginning of a project but is a **long-term process**. It should be clear from the beginning, when you will come back and how the gathered input will be used.

OUTREACH GOOD PRACTICE: BUURZAME STROOM

Buurzame Stroom (from Ghent, Belgium) is an exemplary project in terms of inclusive mobilisation and community work. The campaign, which aimed at increasing local renewable energy production, targeted low-income home-owners and families whose home language is not Dutch. In order to get families on board with the project, they combined a communication campaign with a group purchase of solar panels and an offer of alternative financing. For more than a year, Buurzame Stroom was present at all kinds of neighbourhood activities and made door-to-door rounds, coming into contact with +700 households. In total, Buurzame Stroom provided 2,535 additional solar panels, good for 720 kWp (kilowatt peak), on 102 family homes, 2 apartment buildings, 8 rental properties, 2 schools and 8 buildings owned by companies and organisations.

Buurzame Stroom shows the importance of a **tailor-made approach for different citizen groups, namely in socially disadvantaged neighbourhoods**. A lot of effort was put in creating communication material which was readable and understandable for everyone. Social workers took the time to answer all questions and look for custom solutions for every family's needs and concerns.

Their conclusions were the following. For families with their own home and a well-insulated roof, the focus should be on direct campaigns about the profitability of the investment, removing worries and promoting cheap, long-term loans. For very vulnerable homeowners, the campaign should bring clear information on funds that help rendering the project possible (and be translated if needed). For individuals questioning the project, social workers need to take the time to listen to specific needs which should be met before integrating them in the project (even when the needs are not energy-related).

2.Trust building & proximity

IMPORTANCE OF TRUST

Building trustworthy relationships is the **groundwork** that must be laid before anything else gets done on a project. The bigger the project, the more relationships are usually needed as a foundation.

As developing a PED requires both individual and collective efforts, public and private, it is key that citizens and all stakeholders increase their levels of mutual trust and can buy into the transformation and its technical changes, from the planning to the implementation stages. The process of transition has to be transparent and inclusive, taking everyone on board, step by step. The information provided should be of high quality and easily accessible: everyone should have the opportunity to understand and decision-makers should be accountable.

Trust building takes time, even if it helps to go faster in the long run. Relationships are usually built one at a time. Fortunately or unfortunately, there are no short cuts and persistence is needed. Sending out a newsletter helps to keep in touch with everyone, but it's no substitute for getting to know individuals thoroughly.

TRUST VS RESISTANCE & CONFLICT

It's always better to **build relationships before they are needed** or before a conflict or resistance arises.

If discussions are being held on a certain topic and stakeholders/citizens show signs of apprehension rather than excitement, it's good to **slow down** the process and to take on an easier challenge until strong relationships are better established.

Sometimes, trust can be compromised from the outset. To anticipate **conflict** and crises, it is important to engage with the many ways people participate, including protests, petitions and campaigns. These are participatory processes which reflect the concerns of citizens and stakeholders and that one should carefully consider.

Put yourself in the other's shoes. Some projects tend to affect some people more than others. If injustices arise, actions speak louder than words. People who experience oppression need allies to speak out against injustice. Strong trust relationships are forged when the network acts on behalf of each other.

LINK WITH EXISTING QUESTIONS:

- VIE: How to develop a one-stop shop which provides trust and motivates companies and homeowners to invest in PV systems?
- BRU: How to build trust and reconstruct social networks in a fragmented neighbourhood before developing a PED?

GOOD IDEAS

>>> Trust building activities with citizens can often begin with "pretexts" or "low threshold" (recurring) **collective activities**, such as a cooking workshop, a breakfast between parents, etc. A collective dynamic can then gradually develop into a community approach.

>>> To allow greater inclusion, creating **the right safe environment** to allow trust and proximity seems very important. Some examples (used by La Pile):

- Creating an informal, personalised meeting space, which favours horizontality, instead of a formal room with a rigid set-up.
- Call each other by names (instead of using titles) during meetings and adapt vocabulary/language to the public
- Physical meetings instead of online meetings to allow more proximity and better understanding.

>>> information desks or one-stop shops should be implemented locally to be **as close as possible** to the identified stakeholder groups. They can be linked to existing community centers which are already known by the local community.

>>> Community workers which already have built trust with citizens can make direct links between needs and questions 'on the ground' and solutions which do already exist.

PROXIMITY & TRUST BUILDING

GOOD PRACTICE: BOLOGNA

'DISTRICT LABS'

An example of creative cooperation and trust building between government and citizens comes from Bologna, Italy, where the municipality developed a new approach to citizen engagement. Since 2014, a scheme has been in place that allows citizens and other parties to work together to improve public spaces and services. In each of Bologna's six districts, 'district labs' have been set up that act as neighbourhood hubs for residents to come up with new ideas and implement them.

The linking factor is the 'Civic Imagination Office,' a team of professionals that connects the resources, choices and projects of the municipality with the needs, possibilities and capacities of the local community. A **team**, consisting of a **diverse** group from architects to social workers, is **always present in the neighbourhood** and supports citizens in transforming ideas into concrete actions.

They call this the '**proximity approach**': the city doesn't need its hands in every project but mandates the different district labs to work with residents and find the best outcomes. This allows collaboration and mutual trust to flourish and citizens feel empowered to propose ideas that could improve their neighbourhoods.

The instruments for involving residents vary from an online platform for exchanging ideas to group discussions and events, and are constantly being developed and adapted to the wishes of the neighbourhood. This approach has led to more than 480 initiatives in which thousands of citizens and other parties in Bologna work together to improve schools, public spaces, sports facilities and other public goods.



3. Boundary objects

ENERGY TRANSITIONS BEYOND ABSTRACT QUESTIONS

Vast issues such as the "energy transition" can sometimes be seen as **very complex and nebulous** by local communities. In addition, their perception that energy matter requires only "techn(olog)ical" expertise is widespread. These two elements often lead to demotivation and disengagement: "energy is neither my business, nor am I skilled to do anything about it".

We therefore need solutions, tools, even *artefacts*, to make this question less abstract and intimidating, inviting citizens to action and engagement. We need tools that:

- Help to make abstract issues more tangible and concrete
- Give everyone the confidence and legitimacy to participate
- Play a role of exchange and communication when there is an imbalance of information
- Create new connections, relationships and networks
- Build upon social as well as technical expertise
- Enable discussions when possible tensions/disagreements do exist
- Enable to formulate collective choices
- Stimulate action

While discussions are crucial in this process, "**building to think**" can be a powerful tactic to ensure engagement and common understanding of a matter, beyond just talking.

BOUNDARY OBJECTS

Boundary objects are tools for **involvement** which aim to give a wide range of publics and actors possibilities to act, experiment, build, appropriate, create... These objects allow multiple interactions across disciplines. They bring people together, even when they have very different interests, even cultures. And independently of intellectual, financial or social skills.

These objects:

- Promote collective learning (but without a prescriptive bias)
- Stimulate co-creative action
- Invite people from different backgrounds and with different resources to join a project (beyond the 'usual suspects' interested in the transition projects, technical engineers, etc).
- Bring together different and often opposing actors by involving them in a shared initiative that does not involve their core activity.

Boundary objects can be physical objects/artefacts, but can also be a document, a drawing, a shared space/building, a piece of art, etc.



LINK WITH EXISTING QUESTIONS:

- STO: How to develop social cohesion, a sense of community and collective belonging in the future neighbourhood, with energy as a lever?
- VIE: How to make citizens feel they have agency?
- BRU: How to build on common projects in a fragmented neighbourhood, marked by mistrust and social tensions?

BOUNDARY OBJECT GOOD PRACTICE (1): LA PILE MECANIQUE

"La Pile Mecanique" is an idea of an artistic-functional installation in public space, connected to a photo-voltaic installation on the roof of a (public) building. It allows to store the solar energy produced by the panels when not in use and makes it freely available in a small user-friendly space at street level, for instance at night when the sun doesn't shine (e.g. to charge phones or to turn on some lights).

This hydraulic battery can be built and used by all citizens of a neighbourhood, even people without specific knowledge or expertise. It creates a space that makes current systemic electricity issues visible and understandable, e.g.: how to cope with intermittency of green energy production? How to store energy? Can we share energy locally? etc.

La Pile Mécanique was conceptualised in Brussels together with a local community of the Midi neighbourhood. It triggered a lot of curiosity locally and laid the foundations for the creation of an energy community in the neighbourhood.



La Pile Mécanique © Fanny Monier / City Mined

BOUNDARY OBJECT GOOD PRACTICE (2): BOTU'S "SOK" (COOPERATION AGREEMENT)

Energiewijk BoTu is the monthly consultation of involved parties and initiatives working on energy transition in the neighbourhood of Bospolder Tussendijken (NL). Together, they organise large meetings where collective discussions take place with many stakeholders.

The Resilient BOTU 2028 programme describes in general terms which themes will be worked on in BoTu in the coming ten years, in which way and in which locations. The goal is to become the first "resilient" neighbourhood in Rotterdam in ten years' time, not only on energy-technical, but equally on social and organisational levels.

One object which links all involved parties of the project is the **cooperation agreement ('SOK')**, which explains how everyone will work together in the coming years. The document has been co-produced with stakeholders and citizens. It's readable by everyone and anyone who wants to can sign this agreement, while sharing their insights on why they find it important to participate and how they want to contribute, based on their competences and interests.



BOTU's "SOK" (Cooperation Agreement)

4. Problem framing & storytelling

COLLECTIVE NARRATIVES

For different reasons, it is not always easy to get everyone on board when developing a "positive energy district", especially citizens who may face:

- (1) A feeling of **incapacity**: they do not know what it is and how to get involved.
- (2) **Lack of motivation or trust**: people can feel unsure about how the benefits of participation could outweigh the investment.

For all of these reasons, adequately **framing** the issue at stake is key.

Co-defining the problem from the beginning with citizens helps to guarantee the frame's context relevance. E.g.: while a PED is undoubtedly heading for carbon neutrality, couldn't it be mobilised rather as a lever for a better life quality?

Sincerely asking everyone's view on the project can trigger motivation, so does intriguing them with unexpected ideas!

In this regard, **stories** (related to the neighbourhood's history, identity or values & interests) also play an instrumental role as they generate *intrinsic* motivation. They construct agency among stakeholders, shape a collective identity, and engage people in meaningful and lasting change.

HOW TO CREATE STORIES

As we work with stories, here are five key things to consider (Amlani et.al, 2016):

(1) *Ask ourselves*: Where are we at? What are the dominant narratives, values, perspectives, identities in our community? What do people relate to? How have these storylines become so prominent?

(2) *Listening & observing*. Which are stories from the past that still live in the present?

(3) *Reflect* on our own storytelling capacity: Can we tell stories in a way that the audience can relate to? Do we give others space to negotiate the story and make it their own? Who is telling the story? How is the story being told and framed (with what combinations of words, images, numbers...?)

(4) *Consider* how we can create opportunities for stories to get told and passed on in the community.

(5) *Share* our stories and connect with others so we can learn from their experience.

LINK WITH EXISTING QUESTIONS:

- Common question (VIE, STO, BRU): How to find ways to motivate citizens to modify their consumption behaviours (e.g.: car use, use of electricity and heating, etc.)

GOOD IDEAS

>>> When building a shared narrative and to understand the local identity, motivations, sensitivities, needs and perspectives, it can be useful to interrogate not only citizens, but also local **sociologists**, **activist groups**, historians, organisations,...

>>> Focus and start the narrative from capacities, strengths, elements to be proud of, rather than from problems and shortcomings. The **ABCD** method is a way of doing community development which has an interesting perspective on problem framing. The emphasis of the whole process of developing a project always stays on the community itself. Unlike most methods that focus on what is going wrong within the community, this method only works from the strengths (assets) within this community.

>>> Next to storytelling, gamification tools and playful collective challenges can be another way to bring people together and invite them to participate, without being normative or prescriptive.

>>> Boundary objects can surely be one element of the storytelling. They can be a reminder of collective objectives and/or a collective identity.

COLLECTIVE PROBLEM FRAMING

GOOD PRACTICE: **GAS-FREE LIVING IN GARYP**

In many places around the Netherlands, natural gas-free living is being debated and contested, many citizens being reluctant to commit to the change (wondering "what's in it for me?"). In the meanwhile, residents of the Frisian village of Garyp have managed in motivating each other and achieved their goal of making all six hundred owner-occupied homes of the village free from natural gas in five years.

The high degree of civic involvement in Garyp can largely be explained by the work the municipality has put into co-creating a **shared vision from the start**. After the village had been selected as a 'testing ground' in the Earth Gas Free Neighbourhoods Programme at the end of 2018, the municipality chose to build a **shared narrative**. Interestingly, it would focus first on local initiatives and needs (which were not necessarily energy-related), rather than pushing forward public goals.

Inhabitants were asked to think along with decisionmakers about a wide range of issues that play a role in the municipality, including population decline, liveability, social sustainability... This led to the establishment of an energy cooperative: the **Enerzjy Koöperaasje Garyp**. This cooperative manages a solar park and has been working since 2018 in close cooperation with the municipality and residents to switch the homes in the village to sustainable energy sources.

Renewable energy development hence became part of a broader plan supported by citizens to make the village more resilient and future-proof, rather than a goal on itself. Other goals were also pursued, such as developing housing facilities for the elderly and renovating the swimming pool. Today the village is proud to share it will become the first gas-free village of the Netherlands.

5. Capacity building & empowerment

CAPACITY & POWER TO TAKE ACTION

In order to build co-ownership within a PED, all different stakeholders as well as citizens need to feel they have the **capacity** (the resources and knowledge) to act and participate.

Another essential aspect when building a network/partnerships is **power**.

In order to feel empowered in a project, people do not only need "power from within" (which refers to self-confidence and the ability to get rid of internalised oppression) but also "power with" (which relates to collective and political support and power).

Inequality of (cognitive, cultural, financial, etc.) support, resources and capacities within (potential) participants may indeed lead to some power imbalances in a project, resulting in unequal participation and dominance of some interests over others, creating unjust and oppressive outcomes.

Public authorities within a PED should therefore always ensure sufficient power balance between stakeholders and give sufficient space and build capacity among stakeholders who tend to feel excluded.

HOW TO BUILD CAPACITY?

Building capacity means reinforcing means, resources and knowledge. It also means creating the right networks and social ties.

Participation should also take place in "safe spaces" where participants feel at ease and where they feel their voice will get heard.

MAINTAINING A DYNAMIC

Keeping power dynamics balanced can be quite challenging. Moreover, when setting very high ambitions like becoming a "PED", we are often under high pressures that can distract from paying attention to relationships and social dynamics. We feel the urgency of achieving important goals and we mistakenly feel that spending time on relationships is "a nice extra" and doesn't help to get the job done. Often, however, good community dynamics and power balances are the key to solving a problem or getting the job done. Building and sustaining a solid, strong social tissue / community is therefore central to accelerate and implement transition processes and should not be neglected.

LINK WITH EXISTING QUESTIONS:

- VIE: How to build capacity among private stakeholders?
- BRU: How to build capacity among tenants?



GOOD IDEAS FOR CITIZEN EMPOWERMENT

>>> Stoker and his colleagues (Lowndes et al. 2006) have shown the conditions that must be met before people become active participants. These are summarised in the acronym CLEAR:

Can do – participants have the resources and knowledge to participate.

Like to – citizens have a sense of attachment that reinforces participation.

Enabled to – there is a set of supporting civic institutions and organisations that make participation possible.

Asked to – citizens are mobilised through direct invitation or the efforts of a range of non-governmental, voluntary and community organisations.

Responded to / Responsiveness – citizens see evidence that their views have been considered (i.e. next steps are always clearly made explicit).

When engaging in participation processes, citizens also often face bureaucratic barriers such as rules and forms to fill in, which are often experienced as incomprehensible or discouraging. Therefore they then need responsiveness of e.g. front-line workers who support them in navigating the process.

GOOD PRACTICE (CITIZENS): ECOWATCHERS (NAMUR, BE)

In eleven municipalities in the country, the non-profit organisation 'Empreintes' gives citizens the keys to regain control over their use of electricity. It won multiple prizes for its innovative **capacitation and empowerment approach with low-income households**. The association runs weekly workshops in small groups, in which trust is put central.

Initially, the aim of the workshops was to raise awareness of energy use, but in fact they soon realised that people coping with energy poverty are already much more energy efficient than the majority of the population (lifestyle wise). The focus today therefore is rather to inform people correctly about their rights and give them concrete tools to become real actors of the energy transition, within their reach. Weekly sessions not only allow members to get out of social isolation but they also allow greater empowerment as they get to increase their knowhow on the energy system (through games, excursions, and many kinds of other creative activities)..

GOOD PRACTICE (PRIVATE STAKEHOLDERS): STOCKHOLM

Since 2010, a capacity development programme has been run in Stockholm, which consists of a series of seminars for developers, their consultants, and City of Stockholm representatives. The purpose of the programme is to increase knowledge and understanding of sustainability requirements and to highlight the latest research and good practices

A **Forum for Sustainable Solutions** also exists, which are “matchmaking” seminars with the aim of highlighting different innovative solutions – products and services – for sustainable buildings and contributing to knowledge building and experience sharing. It is also a way for suppliers and developers to meet. Since the forum was launched in 2012, more than 1,900 people and 100 companies have participated.

6. Governance & group dynamics

GOVERNANCE THINKING

Working at citizens' empowerment within a multi-actor process while moving forward and guaranteeing fair dynamics in the project can be difficult.

Governance thinking can help finding this crossroad. Especially in collective citizen projects, like energy community projects defining norms on how to work together is key.

Energy community projects can have a variety of activities: some people work together informally, while others set up legal entities. But in both cases, creating the right governance / organisation structure is key.

WHERE TO START?

The group should **set clear expectations** for how to govern itself.

- How will meetings be managed?
- How do we communicate together?
- How do we organise decision making processes?
- Who is accountable for what?
- How do we want to commit?

DIVIDING RESPONSIBILITIES

Within a collective project, everyone should have rights but also certain responsibilities. It's necessary to clearly define and distribute tasks and roles: why did everyone join and what does everyone want to bring to the group? Receiving a certain amount of responsibility enables empowerment and long term commitment. As already mentioned however, power imbalances in the group should be carefully watched.

ALLOCATION OF RESOURCES

Community energy projects can generate social value but also economic revenues. However, managing budgets / resources / property collectively is not an easy task and can easily divide groups. To avoid tension within a group, it's therefore important to discuss from the beginning how resources / property / possible revenues will be managed and allocated.

In general, to take these kind of decisions, clear and open decisionmaking processes should be instaured to allow transparency and ensure democratic meaning.

LINK WITH EXISTING QUESTIONS:

- STO: How to organise a "bottom up" energy community?

GOOD IDEAS FOR GOVERNANCE & GROUP DYNAMICS

>>> At the beginning of the project it is necessary to clearly define the **missions and boundaries** of a project.

Always clearly frame the **stakes and scope** of the project together, in order to manage the expectations from the start.

You can organise a mapping exercise to situate your project within a larger 'system'. It helps to visualise the nested levels of action which are taking place:

- What is the group's place and role within the broader picture (e.g. the energy landscape)?
- What's the specific identity and purpose of the group/project?
- building an energy community can be a complex undertaking; identify the actors outside of the group whom can be partners in your work. Try to maintain communication as they can bring in useful experience and tools.

>>> Elaborate with the group its inner **democratic** principles, rules and processes. List some mechanisms to maintain the space a safe one for everyone, e.g.

- Write meeting agendas that can be modified by all.
- Store regular meeting minutes where key info can be easily found.
- Think of group roles: fixed delegates or rotational system?
- Implement mechanisms/ a role to ensure a balance in speaking times.
- Shape and maintain conflict resolution mechanisms.

GOOD PRACTICE: SUNSUD (BRUSSELS, BE)

Since autumn 2020, a first pilot project on energy sharing within a social housing estate has been set up in the Vlogaert Street in Saint-Gilles (Brussels). The building consists of 110 apartments and from the start, a small group of inhabitants has been very active in developing the project, together with some partner organisations.

While initially tenants felt rather unconfident to participate, as the meetings progressed, and with the guidance of the partner associations (including one that develops governance tools), the group became more structured and formed a committee, with clearly defined roles and responsibilities. It represents the interest of the inhabitants in the sharing project and today is the main interlocutor of the social housing company. It takes charge not only of decision-making related to energy sharing project (distribution keys, energy pricing, etc.), but also related to income management (how to manage revenues related to solar energy production?).

Today the following effects of the approach of "co-ownership" can already be observed within the Sunsud project:

- increased social cohesion amongst neighbours (neighbours get to know each other better thanks to the energy workshops and meetings)
- better communication and understanding between the inhabitants and building owner
- foreseen decrease in energy bills despite growing energy prices
- an emancipatory effect thanks to the creation of a comitee.

4.

SUMMARY METHODOLOGY & REFERENCES

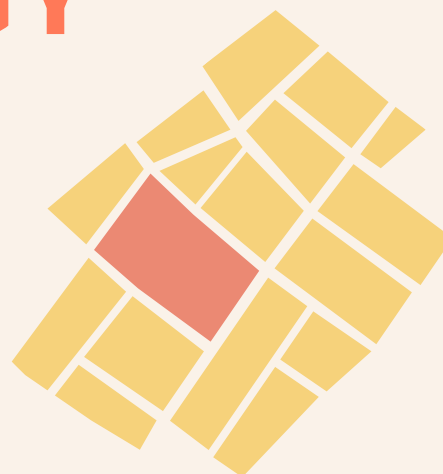
SUMMARY OF THE METHODOLOGY

01.

NEIGHBOURHOOD ANALYSIS

Start by analysing the identified neighbourhood and its social dynamics:

- Structures: which are the major institutions, infrastructure, and regulations which impact the local dynamics?
- Cultures: how does the local community live, what are local practices, behaviours, but also values, perspectives, interests?
- Networks: who are the local actors (formal and informal)? how do they relate and work together?



02.

PROBLEM STATEMENT

Based on this detailed description, make an inventory of questions and needs?

- What are local needs and what are the projects' needs?
- Where do we see a missing link?
- If the information isn't available right away, how can we get it?

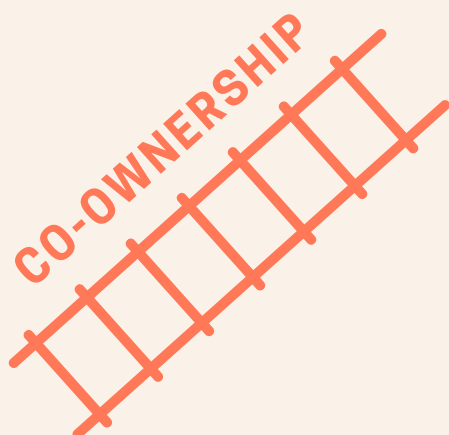


03.

PRACTICE EVALUATION

Where do we stand on the ladder of co-ownership? How are we already working together with a diversity of stakeholders?

- Where is participation and co-creation working well and where not?
- Who are we already including and who is not on board yet?
- Where do we want to land eventually?



04.

TACTICS & STRATEGIES

Start implementing different tactics for inclusion and co-ownership, get inspired by ideas implemented elsewhere or exchange with other good practices.



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Good practices

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Bologna District Labs:

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La Pile Mécanique:

<http://www.lapile.org/en/la-pile-mecanique-1>

BOTU's SOK:

<https://bospoldertussendijken.nl/onderteken-de-afspraken-en-vertel-waarom/>

Gas Free Living in Garyp:

<https://aardgasvrijgaryp.nl/>

Ecowatchers:

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SunSud:

https://foyerdusud.be/sunsud_vlogaert/

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WP4 WORKING PAPER