



# URBANGAIA

Deliverable 12

## Governance for urban area-oriented and integrated green projects







URBANGAIA

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# What is governance?

Governance is a broad and ambiguous concept that has different interpretations and approaches in different sectors and disciplines (Hajer et al. 2004; Breeman et al. 2009). Although multi-interpretable, governance essentially relates to (good) management practices (Breeman et al. 2009). There are different styles of governance, where on one end of the spectrum there is a centrally governing government, where that government “determines the problem itself, determines how it should be solved and also decides which

instruments are needed for this”, and on the other hand, initiatives that come from society or the market sector in which the government does not play a major role (Breeman et al. 2009; Ambrose-Oji et al. 2017), and in between all kinds of governance involving governments, market actors and / or civil actors are involved in different constellations and (power) relationships (Ostrom 1990; Hajer 1995; Hajer et al. 2004; Breeman et al. 2009; Van der Steen et al. 2015) (see figure 1: governance triangle).

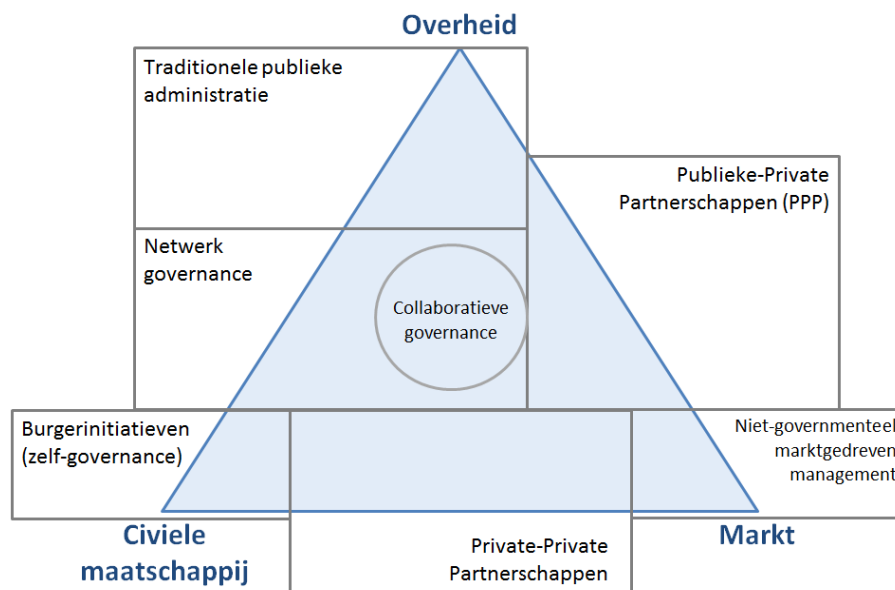


Figure 1. Governance triangle (based on Nature 4 Cities, 2019)

A number of major (spatial) problems facing society appear to be difficult to solve through a "traditional public administration" (see Figure 1) where policy is established unilaterally (Hajer et al. 2004). Factors that are leading to a shift in the role of the government are: a faltering central government in the past (problems persist, outdated solutions, insufficient resources), increasing complexity of problems (more uncertainties, inadequate sectoral solutions, no clear decisive solution),

mutual dependence (for resources, knowledge, expertise to solve the problem), enterprising civil and private sectors (guidance comes from parties other than the government if there is room for it), and the increasing demand for more participation and democratization of board (Pierre and Peters, 2000; Breeman et al. 2009; Kronsell & Backstrand 2010). As a result of social shifts (such as the increasing demand for participation, globalization, regionalization and



the increased influence of information technology), the role that the government assumes in tackling complex (spatial) problems is increasingly that of coordinator and facilitator of political processes (Hajer et al. 2004).

This can be done, for example, through deliberative processes, in which stakeholders collaborate in a network (Kronsell & Backstrand 2010). In such a network, government, market and civil actors can be involved (see Figure 1; "network governance"). Trust, communication, information exchange and cooperation form 'the glue' between these actors, but dependence between stakeholders (e.g. for knowledge exchange, financial resources, participation) can also play a role in this (Thompson et al. 1991; Kronsell & Backstrand 2010). Deliberative processes are participatory processes in which stakeholders are given the opportunity to discuss and agree on a shared vision and approach through consultation and negotiations. This is usually done by introducing alternative problem definitions and solution directions and (re)defining them in consultation, and (re)evaluating them on the basis of scientific knowledge (Edelenbos 2000; van Tatenhove, 2001; Hajer et al. 2004; Sayer et al. 2013). Deliberative processes promote the legitimacy and the fairness (environmental justice) of solutions in spatial projects, provided they are inclusive (Kronsell & Backstrand 2010; Aragão et al. 2016). We can speak of inclusive deliberation when all stakeholders (including

disadvantaged groups) can participate in decision-making (procedural justice) and in a fair distribution of the benefits and burdens of the new situation (distributive justice) (Aragão et al. 2016).

This document focuses on a collaborative governance style with deliberative and network characteristics, applied to area-oriented and integrated projects. By "area-oriented" is meant that developments or problems are tackled within a coherent geographical boundary. This often involves improving the quality of an area where complex and related problems are present and for which an integrated approach is beneficial / appropriate. By 'integrated' it is meant that the problems present within the defined area are horizontal (from different sectors, e.g. nature, agriculture, environment, water, recreation and cultural-historical sectors, etc., whereby both the government, market and civil sector are involved(?)), as well as being tackled vertically (from different scales - local, regional, region, etc.). A multi-stakeholder process is essential to have the different interests and values of different sectors and stakeholders represented, and when appropriate to look for multifunctional solutions by means of participation (deliberation if possible). Although tailor-made solutions are sought, it is usually the coordinating government body that formulates the initial problem definitions, relevant coalitions and the rules of the process in integrated area-oriented projects (Hajer et al. 2004).

## Added value of governance through an integrated area-oriented approach / operation

There is growing pressure for open space because there are many needs or wishes from different domains, for example for housing,

nature conservation, recreation, food supply, climate adaptation, industrial estates and commercial space. The reality is that not

everything is possible within a limited available area. Through an area-oriented collaboration with the relevant sectors, stakeholders and policy fields, a tailor-made solution can be developed for specific problems and wishes in an area. In area-oriented projects, in addition to professionals and experts, residents are also seen as stakeholders in these processes. Focusing on a defined area from different angles - through participatory processes - helps to identify specific problems, wishes, needs, interests and potentials (van Oosten et al. 2016;...). As a result, multiple (policy) objectives can be formulated and addressed simultaneously, and the connection / interaction(?) understood (and tackled) between different (complex) problems (instead of one aspect from one sector) (Sayer et al. 2013; Denier et al. 2015; van Oosten et al. 2016; Arts et al. 2017). Because the deliberative process relates to a physically demarcated area, direct links can be made between the area and the existing (social) needs and wishes, and choices can be made that are sensitive to scale and area, including the consequences of the choices, can be presented and considered (also consequences outside the project area must not be forgotten) (Sayer et al. 2013; Arts et al. 2017). This leads to a more effective and democratic way of governance, although the form of governance and the associated decision-making processes may change from place to place and over the years (Kronsell & Backstrand 2010; Sayer et al. 2013). Moreover, an area-oriented effect is tangible and concrete because stakeholders often already have a connection with the area or are even part of the area (van Oosten et al. 2016; Arts et al. 2017). People often do not bond with abstract concepts such as "the environment" or "biodiversity", but rather with tangible concepts, such as landscapes where they were born, live, work or recreate (Arts et al. 2017). This connection is seen as a first

step in finding a common concern or "common ground" (Sayer et al. 2013; van Oosten et al. 2016). Moreover, a (deliberative) integrated and area-oriented approach leads to a better understanding of the relationships between people and their environment (Arts et al. 2017). Then win-wins and trade-offs between different claims in an area can be tackled in a practical and concrete way and coordinated with each other. The area can evolve towards a more desirable future by balancing / combination(?) of the (public and private) needs and wishes and the interactive coordination between different sectors (van Oosten et al. 2016; Hansen et al. 2016; Arts et al. 2017). A (deliberative) integrated and area-oriented process thus contributes to intelligent, democratic and transparent governance (Hajer et al. 2004; Sayer et al. 2013). A high-quality (e.g. inclusive, transparent, with clear agreements, ...) deliberative process, in which stakeholders can submit ideas, negotiate, and find consensus tailored to the wishes and problems in the area can lead to broad support from the actors involved for project outcomes (Hajer et al. 2004;...). It is important in this respect that politicians / policymakers commit themselves to these solutions with regard to the ultimate decision-making, after testing against predetermined preconditions (Edelenbos, 2000). However, a broad commitment also means more goals, and possibly more trade-offs and greater complexity (Sayer et al. 2013).

For all the aforementioned reasons, we conclude that for complex spatial problems an integrated area-oriented approach in which governments set up qualitative and inclusive deliberative processes with civil and market actors as well as various subsectors, will benefit the quality of both the output and the process of integrated and area-oriented projects (Kronsell & Backstrand 2010; Raworth 2014).



## ‘Stiemberbeek’ valley as an example

Green (blue) infrastructure - a network of (semi) natural elements and areas in urban or open areas - is increasingly recognized for its contribution to the delivery of multiple services and values ([European Commission, 2013](#); [Department of Environment, 2018](#)). It provides ecological, sociocultural and economic benefits and can contribute to biodiversity, climate adaptation, social cohesion, green economy, health, etc. ([Hansen et al. 2016](#)). In Genk and the surrounding area, a multifunctional interpretation is given to green-blue infrastructure - De Wijers ([VLM, 2016](#)) and Stiemberbeek ([Tractebel, 2018](#); [City of Genk, 2020](#)).

A governance performance assessment was applied for the Stiemberbeek valley project in Genk. Six experts and five inhabitants who participated in the planning process for the redevelopment of the valley were interviewed for the assessment. The governance performance framework (Deliverable 7) was conducted with the experts. The inhabitants were involved through a separate process and therefore they were not involved enough throughout the whole planning process to answer an considerable amount of variables of the framework. Therefore, they were asked open questions on their view of their inclusion in the planning process. These answers were included in the qualitative analysis, but not in the scoring exercise.

Table 1 presents the scores (of only the experts) of the indicators and KPI's. The KPI score is an average of the indicator score. The indicator score is an average of the “weighted

variable scores” and weighted by the scored relevance of the variable. The average of the variables were weighted by the confidence of the experts answers. Some highlights of table 1 are:

- the variables of ‘anticipation of the future’ scored high (4,41), especially the vision of the city has for the area (4,91),
- throughout the governance process there was a good understanding of the biophysical (4,67) and socio-cultural (4,63) assets, issues and opportunities,
- ecological and environmental partners were well represented in the process (4,71), but the representation of socio-cultural (3,5) and economic partners (2,67) could be improved. Although the representation of socio-cultural partners was not always considered as relevant (relevance score: 1,25),
- more efforts could have gone to the adaption of plans to vulnerable groups (2,67),
- more or better policy instruments are needed to support the implementation (3,4) of their plans,
- and available budget (2,80) scores the lowest which indicates it hampers the implementation.

The qualitative analysis of the open answers (of both the experts and inhabitants) supports the findings of table 1. A summary of the qualitative analysis, expressed in strengths and challenges of the governance process, can be found in table 2. The full results can be found in Annex 1.

Table 1. Scores of the planning process of the Stiemerbeek

KPI	KPI score	Indicator	Ind. score	Variable	Weighted var. score	Relevance of var.
Understanding the complexity of the issues and local context	4,27	Understanding the area's assets, opportunities and threats	4,41	Biophysical/environmental understanding	4,67	2,00
				Socio-cultural understanding	4,63	2,00
				Economic understanding	3,89	1,83
		Information gathering for informed decision making	3,81	Scientific literature	3,63	1,80
				Best practices	4,00	1,80
		Anticipation of the future	4,58	Understanding of drivers influencing the future of the city	4,73	2,00
				Vision	4,91	2,00
				Scenario's	4,09	2,00
Achieving engagement, collaboration and coherence	3,94	Mobilizing representative partners across sectors	3,75	Ecological/environmental partners	4,71	2,00
				Socio-cultural partners	3,50	1,25
				Economic partners	2,67	1,50
		Social inclusion (inhabitants)	3,90	Level of public participation	4,56	1,83
				Level of inclusiveness	4,33	2,00
				Adaption to vulnerable groups	2,67	1,67
				Existence of common concerns for the area	4,50	2,00
				Uniformity in the area's vision/interests of actors	3,83	2,00
		Establishing a common pathway	4,17	Social learning and aligning interests	3,60	1,83
				Managing diversity, paradox and tensions	4,22	1,80
				Readiness of actors to develop shared strategies	4,22	2,00
				Influence of significant power differences	4,57	2,00
		"Playing field"	3,71	Policies (administrative and/or jurisdictional boundaries)	4,33	2,00
				Available budgets (financial boundaries)	2,80	2,00
				Available manpower	4,00	2,00
Designing and implementing (innovative) multifunctional solutions	3,82	Green-grey integration	4,14	Integration of green space/elements with (grey) infrastructure	4,14	1,40
		U-GBI contributes to multiple policy objectives	3,79	Biophysical/environmental	4,80	2,00
				Socio-cultural	3,43	1,50
				Economic	2,33	1,00
		Policy-instruments to support implementation of U-GBI	3,40	(Diversity of) policy-instruments to create/exploit U-GBI	3,40	1,83
		Mobilizing (external) support	4,05	Political support	4,56	1,67
				Financial support	3,43	2,00
				Social support	4,25	2,00

Table 2. Summary of qualitative analysis expressed in strengths and challenges of the Stiemerbeek's planning process.

Strengths	Challenges
<i>Understanding the complexity of the issues</i>	
<ul style="list-style-type: none"> <li>The complex problems and opportunities of the Stiemerbeek have been considered, discussed and included in the project from various domains, such as the environment (water, nature, climate), socio-cultural (mobility, recreation, social cohesion) and economy (entrepreneurship).</li> </ul>	<ul style="list-style-type: none"> <li>It is a challenge to explore, stimulate and realize economic opportunities. Consideration should also be given to a balance between permitted economic activities and environmental and natural disruption.</li> </ul>
<i>Stakeholder engagement</i>	
<ul style="list-style-type: none"> <li>There has been cooperation between government agencies on different scales (region, regional and local) and from different sectors (e.g. VLM, VMM, Aquafin, Province of Limburg, City Services Environment &amp; Sustainable Development, Neighborhood Development, Mobility, Economy), with inclusion civil actors (Natuurpunt, Friends of the Stiemer, Betty's Garden, local residents) and market actors (Tractebel, Fluvius).</li> <li>The environmental sector was well represented in the planning process and much has been invested in involving the local population.</li> <li>The citizen panel "Friends of the Stiemer" was set up for residents who wanted to be more involved in addition to community participation.</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the city service Economy, it is a challenge to involve partners who can properly represent the local economic sector.</li> <li>Achieving diversity in population participation is a challenge, both in terms of diversity in age, culture and the involvement of vulnerable groups.</li> </ul>
<i>Collaboration</i>	
<ul style="list-style-type: none"> <li>The water problem of the Stiemerbeek is a common concern of the stakeholders involved and was the starting point for cooperation between the project partners. Other themes such as upgrading nature, mobility, etc. could be linked to this.</li> <li>The efforts of project coordination were appreciated by the partners and citizens involved and promoted trust and cooperation.</li> <li>Citizens were consulted via the citizen participation trajectory, where citizens could share their ideas and concerns. Some of the citizens indicated that this has brought the vision of the city more in line with their ideas and concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Because residents were consulted and the city does not necessarily commit to their suggestions, some residents were not sure what was being done with their input. This can reinforce the feeling of mistrust among residents who already have less confidence in (local) politics.</li> </ul>
<i>Outcomes</i>	
<ul style="list-style-type: none"> <li>A clear vision has been developed and the process to this end and the rolled out vision is cited as an example for comparable projects in other Flemish cities.</li> <li>The goals steer towards the multifunctional use of the Stiemerbeek: environmental goals (linking nature with nature and nature with people), sociocultural goals (linking nature with people and people with people) and economic goals (linking nature with entrepreneurship) have been formulated.</li> <li>There is a lot of support and support for the redevelopment of the Stiemerbeek from (local) policy, politics and society.</li> <li>By involving residents, it became clear that there are residents with a great interest in the area as well as motivated to make a voluntary contribution through, for example, the implementation of management interventions or the collection of monitoring data.</li> </ul>	<ul style="list-style-type: none"> <li>More complete representation from the economic and socio-cultural sector could have made it possible to better identify and incorporate new and / or other opportunities around e.g. entrepreneurship, social cohesion, accessibility for (vulnerable) user groups.</li> <li>It is a challenge to implement all plans, especially financially.</li> </ul>

## How can a city operationalize collaborative governance for green infrastructure?

Supported by the previous chapters, this document argues that a collaborative governance style with deliberative and network

characteristics for area-oriented and integrated projects contributes to multifunctionality and environmental justice. It should be noted here



that it is of course also possible to opt for other governance styles, during different project phases and / or for specific interest groups.

In practice it turns out to be a challenge to realize and manage integrated area-oriented projects. It is complex to form suitable (cross-sectoral, cross-scale) stakeholder coalitions

## Cooperation

Developing networks and building coalitions can strengthen spatial projects (Hansen et al 2016). For this it is important to identify stakeholders at an early stage via a stakeholder analysis. A stakeholder is defined as an individual or a group who influences or is influenced by the project. This could include various categories such as government agencies, civil society organizations, companies, (neighborhood) communities, residents, financial institutions,... Stakeholders can initially be identified within the project coordinator's own network, and can be expanded via snowballing (questions within the network who else can be considered a stakeholder) until a saturation point is reached (no new suggestions). The identified stakeholders can be categorized according to their influence and interest in the project. Eg. a lender (a bank) has a lot of influence on the project but little interest in the area, while residents (depending on the degree of participation) have less influence on the process but often a lot of interest. The stakeholders with a high interest and high influence are seen as the "key stakeholders" / key actors who must be closely involved in the project and with whom there is close cooperation (co-production and possibly co-decision). Stakeholders with a lot of influence

and to mitigate tensions or conflicts within a limited space (Sayer et al. 2016). In this chapter, we take a more in-depth look at the organization of collaboration, process progression and communication, and finally the realization and financing of the project ambitions.

and little interest, and stakeholders with a lot of interest and little influence are also important groups to involve in a project: the first group to at least inform, the second group rather to consult. Instead of influence and interest, other parameters can also be used to categorize the stakeholders, such as dependence, knowledge, degree of impact. It depends on the project which categorization is most relevant / useful. Based on the categorization, it can be decided which stakeholders to further involve, approach or inform about the project. A stakeholder analysis is performed at the start of a project, but it may be necessary to update it if new stakeholders or insights come on the radar.

Within a (cross-sectoral) project group with key stakeholders, Arts et al. (2017) suggests collaborating with professionals who are experts in their own field, but who also have the interest and capacity to cross the boundaries of their own expertise or domain, to be able to think, communicate and research and to collaborate with experts from other fields. In short, experts who can integrate, or at least combine different knowledge (domains) (i.e. "systems thinkers"). Motivated and enthusiastic actors with a legal or political mandate are also important drivers for green-blue development projects (Hansen et al 2016).

## Process & communication

In integrated area-oriented governance processes, we recommend investing in co-

production (and possibly co-decision-making) with the relevant stakeholders via deliberative processes when this is possible and desirable.

On the basis of the stakeholder analysis and with the participation ladder as a tool (Table 3), a substantiated choice can be made which stakeholder groups are involved in which way, how much say stakeholder groups get over the project, and how best to communicate with them (so it may be that it is not desirable or possible to set up deliberative processes with all stakeholder groups). Different groups of stakeholders can be involved in different ways, and that can also differ per phase or sub-project. For example, in a technical (sub)

project it may be more effective to co-produce with experts or to have them participate in the decision-making process, whereas in a social (sub) project it may be more effective for both process and project outcomes to co-produce or even co-produce with local residents to participate in the decision-making process. The participation ladder is intended to represent different forms of participation in governance / policy. It does not mean that more participation is by definition better than other forms.

Table 3. Schematic comparison of gradations in the participation ladder (Edelenbos, 2000 (p. 43, 44, 45)).  
The further to the right, the more participatory the planning process is.

	To inform	Consult	To advise	Co-produce	Deciding
Explanation	Politicians and government largely determine the agenda for decision-making themselves and keep those involved informed. They do not make use of the option to have those involved actually provide input in policy development	Politicians and government largely determine the agenda themselves, but see those involved as discussion partners in the development of policy. However, politicians do not commit themselves to the results of the talks	In principle, politicians and government formulate the agenda, but give those involved the opportunity to present problems and formulate solutions, whereby these ideas play a full role in the development of policy. In principle, politicians commit themselves to the results, but may deviate from this (substantiated) in the eventual decision-making	Politicians, administration and stakeholders jointly agree on a problem agenda, after which solutions are jointly sought. Politicians commit themselves to these solutions with regard to the ultimate decision-making, after testing against predetermined preconditions	Politics and administration leave the development of and decision-making on policy to those involved, with the civil service playing an advisory role. Politics is taking over the results. Results from the process have a spontaneous binding effect.
Phase in the policy process	Late: policy is largely determined by government.	Late: board lets actors respond to intentions.	Early: board lets actors help determine the agenda.	Early: board lets actors help determine the agenda.	Early: governance transfers policy making to actors.
Conditions	Fixed: determined by the board	Fixed: determined by the board	Used as criteria for testing	Come into being in the process	Not determined by the board
Degree of input	No opportunity for actors to provide input	The board asks for input from actors	The board asks for input from actors, actors can also provide input	Actors provide input. The input from the board is relatively low	The input from the board is minimal. The actors determine this among themselves
Policy issue	Fixed: determined by the board	Quite certain: determined by the board	Ideas of actors play a full role	Determined by management and actors	Determined by actors
Solutions	Fixed: determined by the board	Are fairly fixed: determined by the board	Ideas of actors play a full role	Determined by management and actors	Are determined by actors
Degree of binding to outcomes	Outcomes are fixed, determined by the board	Governance does not commit to the outcomes of the process	In principle binding outcomes, may deviate based on preconditions	Outcomes are binding and are taken over unchanged by management / politics	Governance and politics do not need to validate outcomes

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## **Annex 1 – Governance assessment results for Genk**

Dimension	Related variables	#	Guiding questions	Average weighted score experts 1 - 5	Average relevance experts 0 - 2	Summary answers experts	Summary answers Friends of the Stiemer	Preliminary recommendations
Understanding the area's assets, opportunities and threats	Biophysical/ environmental	1	To what extend did the actors identify, discuss and include biophysical and environmental opportunities, issues and threats into consideration for the current planning of U-GBI?	4.67	2	The biophysical and environmental aspects of the Stiemerbeek valley have been strongly considered during the planning phase. Issues related to the overflowing of the sewage system into the stream and the recreation of a natural water system were the entry point for planning the re-development of the valley. On top of that, the water problematique also served as an opportunity to improve ecological values, biodiversity and the valley's role in the climate adaptation strategy. Although some opportunities related to biodiversity and ecological values were identified and considered in detail later on in the planning phase and may result in some missed opportunities during implementation. The functioning of the valley has been analyzed, in which the 'biophysical and environmental opportunities' were the main focus of the study. Furthermore, an ecosystem services study was done in which the supply and demand side were mapped, although one person thinks the valleys ecosystem services were underexposed.	In addition to the participation moments during which inhabitants (incl. the Friends of the Stiemer) could address problems and concerns, the municipality also organised a hike through the Stiemervalley with the Friends of the Stiemer. On this hike participants pointed out and discussed problems they found relevant for the project. The interviewees that participated in this hike, described this as a positive experience and they had the impression their concerns were taken seriously by the coordination team (of the municipality). Inhabitants found it important that they could present the issues and problems they find relevant for the project, because they think the city isn't aware of the complete situation around the Stiemerbeek.	
	Socio-cultural	2	To what extend did the actors identify, discuss and include socio-cultural opportunities, issues and threats into consideration for the current planning of U-GBI?	4.63	2	There was a lot of attention for socio-cultural aspects in the planning process, which also resulted in two goals of the Stiemer-program in this dimension: 1) to connect people with nature, and 2) to connect people with people. The valley crosses through 5 of the 8 neighborhoods of Genk, so opportunities have been sought to improve the connection of the citizens with the valley. The themes 'mobility' (improving the cyclist and pedestrian network), 'social cohesion' (creating a space where people can meet) and 'creating a public culture' (a place for (educational) activities) received the most attention. A participation process was set up to give citizens the opportunity to share their views which could be taken up in the plans.		
	Economic	3	To what extend did the actors identify, discuss and include economic opportunities, issues and threats into consideration for the current planning of U-GBI?	3.89	1.83	The Stiemer-program has the goal to improve entrepreneurship by exploring and stimulating economic opportunities within the direct region of the valley. However, it remains a challenge to realize this. It was mentioned that there needs to be a balance of how much economical activity can be allowed without disrupting the environment and nature. At the time of writing, a small number of initiatives have started, but one interviewee argued for some control to ensure this balance would remain. This balance between economic development and nature protection and possible win-wins between the two have to be researched. One economic opportunity that has explicitly been identified, discussed and included was the exploitation of a mill in the valley (de Slagmolen). Furthermore, the city had a participatory meeting with local entrepreneurs, where some opportunities were identified, but at the time of writing it is unknown if this has resulted in something more tangible. Collaboration of the city's environmental department with the economics department was less evident than with the socio-cultural department, and some interviewees had the impression that more economic opportunities could have been identified, discussed and included. However, the cities' initiative of the 'Stiemerdeals' (an initiative encouraging citizens, organizations, entrepreneurs, etc. to collaborate on a shared goal related to the Stiemerbeek valley) might have attracted some unidentified economic opportunities. For example, a local entrepreneur started selling "Stiemer ice cream", made with honey from the valley, who used the new dynamics and buzz around the Stiemerbeek valley since its redevelopment.		
Information gathering for informed decision making	Scientific	4	To what extent is scientific information related to U-GBI available, used, exchanged and produced?	3.63	1.8	Scientific information has been produced and used for the planning of the Stiemerbeek. During the defining phase of the project, the Flemish research project ECOPLAN carried out a case study in the Stiemerbeek in which the supply and the demand of the area's ecosystem services were mapped. This information fed the defining phase of the project and is mentioned as a reason for the integrated approach of the project, in which the Stiemerbeek is designed to provide multiple services and benefits. The city became involved with the European research projects Connecting Nature, which will help the city with a baseline monitoring of the valley, and with UrbanGaia which will help selecting realistic and useful indicators to evaluate the Stiemerbeek. Moreover, in the beginning of 2020 the city started a citizen science project in which citizens and other stakeholders became involved with monitoring the water quality of the Stiemerbeek. Nevertheless, there was a need to have the water and the valley monitored earlier, but the responsible partners didn't have the capacity to do it. Furthermore, the Masterplan of the Stiemerbeek could have been tested on feasibility with scientific input. One respondent mentioned that this question is only "somewhat relevant", as a consultancy firm was appointed to develop the plans. The consultancy firm was expected to possess relevant knowledge and expertise, which should be scientifically founded. In that way, the right knowledge should have been brought into the process, making it less necessary for other partners to depend on searching, using or producing scientific information.		
	Best practices	5	To what extent are best practises (+ guides/guidelines, manuals) being used, documented, exchanged and upscaled?	4	1.8	Best practices have been used regularly, among others to come up with new ideas for water management and sewage management. Also, through the connections of the involved consultancy firm, a delegation from the city administration went abroad to see how water and sewage management is organized in other places. Through the research project Connecting Nature the city obtained access to a database of best practices, and information has been exchanged between partnering cities. Moreover, at regional level information about best practices has been exchanged, as in the coming years there will be more redevelopments of stream valleys in the region.		
Anticipation of the future	Understanding of drivers influencing the future of the city	6	To what extend are the main issues and trends - that impact the (future of the) city and to which U-GBI can mitigate/provide an solution to - identified and discussed among actors?	4.73	2	Long term trends have been taken into account of which climate change is the most prominent one, and more specifically how the Stiemerbeek can play a role for climate adaptation. According to one interviewee, aspects such as water infiltration and storage provided by green infrastructure were automatic responses to adapt to climate change. He has the impression that since the Stiemerbeek was seen as green infrastructure that can respond to climate change issues, the municipality also started to think about green infrastructure as an answer to climate change issues in other parts of the city. Furthermore, themes such as the quality of life of the inhabitants, the quality of green space in the city as well as how the Stiemerbeek could contribute to that, have been discussed. The Stiemerbeek was envisioned to contribute to the quality of life as a place to meet and connect with other people and cultures, and the quality of green space could be improved by making it more accessible and increasing its connectivity through placing new walking and cycling paths. One interviewee emphasised that according to him/her the development of the Stiemerbeek cannot solve social problems such as polarisation, although it could contribute to connecting people.		
	Vision	7	To what extend does the municipality have a clear vision about (spatial planning in) the city and U-GBI's in the long-term?	4.91	2	The city invested a lot of effort in creating a master plan which presents the long term vision of the Stiemerbeek. Three interviewees said that with regard to having a clear vision, Genk is an example city for other (Flemish) cities. One interviewee added that this vision will continuously need to be readjusted based on new insights and/or situations.	All interviewees agree that the municipality has a good long term vision for the Stiemerbeek. Long term goals have been set out and are being followed up.	
	Scenario	8	To what extent are/were possible future scenarios of the city and U-GBI's identified and do actors anticipate what they could do in these possible scenarios?	4.09	2	Within the master plan various scenarios have been developed for the themes water, ecology, public culture and mobility. For the themes containing many uncertainties, such as water, different scenarios and options were considered and decisions still had to be made at the time of writing. For the theme mobility no scenarios were developed, but different proposals for strategies were made. Although climate is not a theme in the master plan, one interviewee said the effects of the Stiemerbeek on the climate could be modelled.	One participant doubts that the scenarios developed for the Stiemerbeek (draining rainwater through green infrastructure instead of the sewers) will be feasible. Together with some other inhabitants, he suggested another alternative, but he doesn't know if their proposal is feasible either.	Discussions between inhabitants and experts about various alternatives, advantages, disadvantages, costs, etc. could facilitate a better understanding among inhabitants, taking into account the difficulty/challenge of explaining very technical issues to non-professionals. At the same time experts could learn more about local issues from the inhabitants.



Dimension	Related variables	#	Guiding questions	Average weighted score experts 1 - 5	Average relevance experts 0 - 2	Summary answers experts	Summary answers Friends of the Stiemer	Preliminary recommendations
Mobilizing representative partners across sectors	Ecological/environmental partners (administrations, private sector, NGO's, ...)	9	To what extent were the involved ecological/environmental partners included and representative for their sector?	4.71	2	Most interviewees agreed that the involved partners were relevant and represented their sector. For the Stiemerbeek that meant that the nature and the water sector were involved with the planning as these were the most relevant to include according to the issues (see question 1). One interviewee said the Flemish Agency for Nature and Forest did not participate in the project, but he thought this was probably due to their workload. Also the municipal spatial planning department could have been more involved in the planning according to that person. It would have been more efficient if spatial planning issues of the vision were immediately discussed (e.g. how much space can be designated for certain functions), instead of having to downplay plans later on in the process because there is no space available.		
	Socio-cultural partners (administrations, private sector, NGO's, ...)	10	To what extent were the involved socio-cultural partners included and representative for their sector?	3.5	1.25	The inclusion of the socio-cultural sector was mainly organised internally by the city. The department of social affairs was heavily involved throughout the planning process and led the participation trajectory. For participation moments, they reached out to inhabitants, schools, neighbourhood committees, youth associations, etc. which had affinity with the valley around the neighborhoods of the Stiemerbeek valley. Furthermore, they consulted with the socio-cultural advisory board, senior council and the youth council about the redevelopment of the Stiemerbeek valley. A citizen's group called Vrienden van de Stiemer (Friends of the Stiemer) was created, where inhabitants could become more closely involved, and provide input for the developments of the Stiemerbeek. Not many external socio-cultural organisations have been actively involved. Although some interviewees found this only somewhat relevant, their main concern was involving the inhabitants and stakeholders that have an affinity with the area. According to them, the socio-cultural partners did not necessarily have to be part of the planning phase, and could also be included later on in the process, e.g. during the implementation phase.		
	Economic partners (administrations, private sector, NGO's, ...)	11	To what extent were the involved economic partners included and representative for their sector?	2.67	1.5	Within the city there has been some collaboration with the department of economy, as they perceived potential added value by closely connecting the commercial streets with the green space. Furthermore, the city had a participation moment with local entrepreneurs, but it was unclear to the interviewees to what extent they were representative for their sector. Besides that, their role in the planning phase was smaller compared to the environmental partners and the socio-cultural involvement of inhabitants, this might be because they were not perceived as very relevant (lower relevance score) during the planning phase.		
Social inclusion (inhabitants)	Level of public participation	12	<b>1) Get an estimation on involvement:</b> To what extent were inhabitants involved for the planning of U-GBI? - not involved - informed - <b>consulted</b> - advised - co-produced - grass-root initiative <b>2) Then score this question:</b> To what extent was this extend of participation sufficient and beneficiary to the project?	4.56	1.83	The goal was to make a big investment in participation and involvement. There was (and still is at the time of writing) a participation strategy in place throughout all the phases of the project. The strategy ranges from informing, to validating, to giving input and drafting designs together. There were participation moments for the general public and for the 'Vrienden van de Stiemer'. For the general public it was generally more informing as for the 'Vrienden' there was more room for discussions and critical questions. For some concrete implementation actions, inhabitants of the neighborhoods in question could give their input to the design, e.g. for a playground or a neighborhood park. At the time of writing, the city plans to continue involving inhabitants to receive their input on the design of matters to be implemented. Besides that, activities have been organized to involve the inhabitants, such as a photo competition, a "Stiemer-safari", a Stiemerquiz, ... . The interviewees agreed that some participation initiatives were better than others, but as a whole the involvement of citizens was sufficient ("it could not have been more, otherwise it would have been an overkill") and overall beneficial.	Participatory meetings with the inhabitants have been organized regularly throughout the project. Inhabitants have mainly been consulted (according to the participation ladder of Lanckswaert, 2009): inhabitants could share their experiences, opinions and ideas in relation to the plans, but the municipality did not bind itself to their suggestions. Some interviewees did not know what exactly has been done with their ideas/input, but said they regularly heard the reply "we will take it into consideration". Some interviewees had the impression that it was of little use to share their ideas. These participants said that they haven't noticed that it has led to certain actions. Although they did recognize and value the effort specific staff of the coordination team has done. One participant of the study related this by saying that the Friends of the Stiemer has not existed very long yet. He thought it could become more clear in the future how their input has contributed. Other interviewees said the coordination team listened well, reported, gave feedback and showed willingness to address the issues brought up by the inhabitants. For these participants it was sufficient that they could share their ideas and concerns and that these would be considered (no matter what the final decision was). They said this gave them the impression that both they themselves and the issues they brought up were taken seriously by the city. The interviewees thought it was good that there were different kinds of participation events, such as information/participatory meetings, a quiz, hikes, amongst others. According to them the way the Friends of the Stiemer were included/involved in the process was sufficient and doesn't have to change.	
	Level of inclusiveness	13	To what extent were all user-groups considered and included, including vulnerable groups?	4.33	2	All user-groups were perceived to have been considered in the project itself (e.g. accessibility or facilities for certain user-groups), but for the planning phase it was opted not to include all user-groups as the content was deemed to be too abstract, too difficult or unnecessary to be presented and discussed with all user groups (inhabitants or the Friends of the Stiemer). The Stiemer deals were mentioned as an instrument to involve some user-groups. Inclusion and the active involvement of certain groups in local participation moments were experienced as a challenge by project partners. For example the composition of the core working group 'Vrienden van de Stiemer' could be more diverse, and is seen as a challenge to be tackled over the coming years. A different view on nature and the environment from the dominant culture might be part of the reasons for the difficulty of involving certain cultural groups.	Interviewees noticed that there is little to no cultural diversity within the Friends of the Stiemer (at the time of writing). Genk is a city with many inhabitants with an immigration background, such as Italian, Greek and Turkish, but the composition of the Friends of the Stiemer consists mainly of people without a (recent) immigration background who were born in the neighborhood. People with a recent immigration background also only rarely attend neighborhood events at the Stiemer. Interviewees think that especially the Turkish community that lives in the Stalenstraat should become more involved with the Friends of the Stiemer and the project. There is also not a lot of diversity in age amongst the Friends of the Stiemer. Interviewees assume that younger people don't have the time for it. Nevertheless, the motivation for some of the participants is to make/keep the Stiemer a qualitative green space for the next generations. One interviewee noticed there is a diversity of professional backgrounds (dentists, lawyers, teachers) and was relieved it was not a club just for environmentalists. He values the different input people give.	Vulnerable groups should be approached in (culturally) appropriate ways, when relevant with special attention to (cultural) sensitivities and intercultural communication.
	Adaption to vulnerable groups	14	To what extent were issues related to vulnerable groups considered (e.g. gentrification, fair social division, accessibility, ...)?	2.67	1.67	There was an awareness that vulnerable groups deserve special attention in every spatial development project, but they were not prominently included in the planning phase of this project. The new paths along the stream have been made wheelchair accessible and in some private initiatives vulnerable groups have been involved (eg. autistic children are involved in an Stiemer ice-cream shop). Including vulnerable groups in the participation trajectory was described as being a challenge in all spatial projects.		
Establishing a common pathway	Existence of common concerns for the area	15	To what extent are there clear common concerns among the involved actors for the project-area/city? If so, which ones?	4.5	2	The water related challenges (overflowing and dirty stream) were a clear common concern among all involved actors and a starting point for the redevelopment project of the Stiemerbeek. This clear common concern gave the project a clear shared goal of tackling the water-related problems. Partly because of the Ecosystem Services Analysis (see question 4) also other concerns (mainly from local actors) related to nature values, social/recreational values, connectivity, ... were included in an integrated approach.	Among the interviewees there was a common concern for the quality of the stream and the valley. All of them wanted the flooding issues to be resolved, water quality of the stream to be improved, the stream to be more natural (again), and the valley to stay green and natural. These common concerns lined up with those of the city and the project partners. Most of the interviewees also mentioned a common concern among their neighborhood that besides hiking and cycling, there should not be too many recreational facilities/options (such as playgrounds, picnic spots, more allotment gardens, ...) (see next question for more on this) in order for it to remain a peaceful place.	

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	Uniformity in the area's vision/interests of actors	16	To what extend did actors start with similar visions on solutions for U-GBI/the area in question, or were these highly different (or even significant conflicts)?	3.83	2	While actors had a clear main common concern, there were some differences in vision on how to tackle the issues ("it is less hard to find common ground in creating a vision than when implementing it"). When discussing different scenarios for solutions there have been points in the process when actors had differing opinions on what was feasible and what not, especially concerning solutions for the water related issues and to a lesser extent the zoning of nature areas and recreational areas. Nevertheless, by investing a lot of time, discussing with the stakeholders, and including knowledge institutions to help open up the discussions, the city and the consultation firm managed to get the partners on one line regarding solutions (see question 18).	The interviewees stated they liked the redevelopment plans, but mainly regarding recreation and opening up the Stiemerbeek valley to the public, visions of the city and the participating inhabitants differed. According to the interviewees there were too many recreational options in the Stiemerbeek valley in the initial plans. Based on previous experiences with other projects (development of Thorpark, Stalenstraat) interviewees feared that opening up the Stiemer valley (connecting it to the Stalenstraat), and realizing all the initial recreational plans, would lead to vandalism, littering and degradation of the area. One interviewee mentioned that such issues are already a problem in that neighbourhood so that there needs to be more social control before such options could be considered. Also some interviewees feared that it would be unsafe to make some areas more accessible as there are swamps and quicksand, increasing public accessibility could be dangerous. Another interviewee mentioned that he didn't know what the role of each project partner was, and if they were working towards the same goal(s).	
	Social learning and aligning interests	17	To what extend could stakeholders learn from each other through interaction with each other? Did this result in improved negotiation and finding commonality?	3.6	1.83	Learning from each other was not the main goal in the co-creation moments for the project. In retrospect, for the project of the Slagmolen (part of the Stiemerbeek), citizens could have learned more from the water organisations about the water issues if they would have participated in the meetings. Since citizens have been experiencing many water related issues, they could have simultaneously learned how the project came to its proposed solutions, and better understood those solutions. Nonetheless, by applying a broad and integrated approach with several steering groups, open meetings and working groups throughout the project, project partners did learn a lot from one another: project partners involved with technical aspects learned about social issues and participation processes in general, and other project partners learned about some more technical aspects of the project. As a result some more extreme viewpoints were reduced, new insights were obtained, and actors with differing expertise could complement each other. In the European research project Connecting Nature, of which Stiemerbeek is a case-study at the time of writing, knowledge exchange is a component: through (international) collaboration, knowledge is exchanged between cities about urban green-blue infrastructure.	Interaction between the city and the inhabitants has led to a better understanding and more support for the project. Inhabitants became more open to suggestions while the city learned more about local issues such as illegal waste dumping and drainage into the stream. One interviewee told that as the municipality doesn't know everything that is happening in the city, interaction between the city and its inhabitants is important to be able to address needs that arise at the grassroots. Furthermore, the contact between members from the Friends of the Stiemer from different neighbourhoods has led to more understanding between the different involved neighbourhoods. Inhabitants and the other stakeholders and project partners had separate (participatory) meetings, therefore inhabitants and other stakeholders didn't have much interaction. Natuurpunt (NP) was present at the participatory meetings with local volunteers. The input and expertise provided by NP was being valued by the interviewees.	
	Managing diversity, paradox and tensions	18	To what extend was it possible within the process to overcome (high) diversity in interests, tensions and paradoxes?	4.22	1.8	Overall, there haven't been many (strong) tensions that needed overcoming (hence the lower relevance score). The diverting interests and tensions included, among others, trade-offs between nature and recreation, diverting visions on the layout of the watercourse and differences in organizational culture within the departments of the city. The project-lead stated she sees it as her role to guide those issues, and other actors confirmed this expectation towards the project-lead. At the time of writing, all diverting interests seemed to have been overcome. Tensions have been discussed, managed and solved, through investing time in discussing and rediscussing issues (when needed) in an open manner with the involved partners. Working groups consisting of not only technical experts, but also other project partners, were helpful for reducing extreme standpoints. At one particular moment, external knowledge institutions have been involved to feed and open up a discussion that was stranded.	Previous experiences with participation within the city or with the cities policies influenced how inhabitants started this participatory process. Previous experiences such as decisions made by the municipality in the past regarding the Stiemerbeek (e.g. straightening it and making promises it would result into clean water and fish would return, blaming politics/politicians for its eventual failure) made the interviewees initially sceptical about this project. Past experiences such as information evenings where inhabitants were presented almost fully developed plans and were under the impression they could not give (much) input, made the interviewees initially sceptical about how participatory the project would actually be. Some participants changed their view during the participation process when they noticed they were being listened to, and that they themselves and the issues they brought up were taken seriously. Other participants remained sceptical about the project, but recognized and valued the effort some of the staff were investing in the project.	
	Readiness of actors to develop shared strategies	19	To what extend were actors open and interested in starting to developing shared strategies?	4.22	2	The knowledge and expertise present in the city administration of Genk, created an openness and willingness amongst the involved actors to develop shared (innovative) strategies. Most actors involved invested a lot of work and effort into the project. Some partners said they are used to these forms of partnerships, and therefore found this question less relevant.	Both the city and the Friends of the Stiemer were interested in improving the quality of the Stiemerbeek valley. A few interviewees said that because of the (common) concern of the inhabitants, the city shifted their vision more in line with the inhabitants, and changed their ambitions regarding the recreational functions (see question 15). Other interviewees had the impression the municipality did not include adaptations for the redevelopment plans they suggested and/or deemed necessary. These interviewees were sceptical toward the city council as they suspect them of having a hidden agenda. A visit by one aldermen was able to change their opinion about that aldermen, but not about the rest of the city council and its plans. With these interviewees there seemed to be a lack of trust to be open and interested in developing shared strategies.	Scepticism and lacking trust hampers collaboration. It is unknown how wide-spread the encountered scepticism exists among the inhabitants, however investing more in trust-building could reduce this. "Solutions to problems need to be built on shared negotiation processes based on trust. Trust emerges when objectives and values are shared. However, stakeholders have different values, beliefs, and objectives. Totally aligned objectives are unlikely, costly to establish, or devoid of immediate significance. Identifying immediate ways forward through addressing simpler short-term objectives can begin to build trust. (...) Initially achieving consensus on overarching objectives may be difficult. Launching the process by focusing on easy-to-reach intermediate targets may provide a basis for stakeholders to begin to work together. In working toward this first goal, there will be opportunities for shared learning. The process will build the confidence and the trust needed to address further issues." "Trust among stakeholders is a basis for good management and is needed to avoid or resolve conflicts. Transparency is the basis of trust (principle 2). Transparency is achieved through a mutually understood and negotiated process of change and is helped by good governance." (Sayer et al. 2013)
Enabling factors	Influence of significant power differences	20	To what extend did power differences between stakeholders (harmfully) influence the progress of the proces? (e.g. (innovative) alternatives not considered, overruling input of other actors or (shared) strategies, ...) ( <b>1 = strong harmful influence, 5 = no harmful influence</b> )	4.57	2	Some differences in power (financial, influence on policy, professionalism) were acknowledged, but were reported to have been well managed throughout the process. The partners with funds were described as having some more decision power as they have a final say in their investments. The biggest financial partner is the Flemish government, so it has been important they are convinced of the feasibility of the projects. A challenge there was that the Flemish government is quite rigid, and is not always prepared to invest in very innovative ideas that do not fit the existing frameworks or policies. However, this was seen more as the current reality of acquiring financing (see 22) and the extent to which policies enable innovative solutions (see 21). Within the planning process itself, there were no actors harmfully influencing the project through power differences.		
	Policies (administrative and/or jurisdictional boundaries)	21	To what extend were the policies at play enabling implementation of (innovative) U-GBI?	4.33	2	*Several project plans have yet to be implemented, at the time of writing. On the local level, the Stiemerbeek project has been very well embedded in the municipal policy plans. This further improves the future chances for execution and successes, although one person raised questions about the eventual feasibility of the ambitious and innovative plans. The project is strongly endorsed by the mayor (who encourages innovative solutions) and his council. On the regional level, current policies could hamper implementation of innovative solutions and possibly necessary legislation supporting implementation of such solutions might not be developed yet.. E.g. there are no policies (that provide subsidies) for systems that have an ecological solution to the overflowing of water (see 28). A fund for innovative pilot projects could be beneficial for projects such as these.		Hansen et al (2016): Decision-makers (that advocate UGI solutions and even have the legal and political mandates) are important drivers.
	Available budgets (financial boundaries)	22	To what extend was the available budget enabling implementation of (innovative) U-GBI?	2.8	2	*Several project plans have yet to be implemented, at the time of writing. Both the city and the project partners have limited funds for investment at the time of writing, although the city is perceived as successful in finding additional funds. The (current) available budget for the Stiemerbeek therefore forms a barrier: choices between projects of the masterplan will have to be made, and implementation of the selected projects are stretched in time according to the availability of funds. Furthermore, policies are very clearly defined, so that it's not possible to receive funding for certain innovative ideas (see 21). The European project Connecting Nature provides funds that can be spent on the project. For the European project, it is important that besides public funding also non-public parties are engaged. Because of that, at the time of writing a business plan is being developed, as to attract private partners or organisations.	Some interviewees doubted whether the municipality has sufficient budget for executing the redevelopment plans.	

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	Available manpower	23	To what extent was the available manpower to work on the planning, design and implementation enabling implementation of (innovative) U-GBI?	4	2	Interviewees from outside the city stated that the city has allocated plenty of staff across different city departments which is much higher in comparison with other cities in Flanders. This resulted in the involvement of more city departments, faster follow up with project partners and in general an increased quality of the project. One interviewee from within the city stated that in the beginning of the project the amount of manpower was too limited, but with the recruitment of a new employee to work on the project and the funding of Connecting Nature, the situation became more enabling. Nonetheless, when the funding of Connecting Nature will stop, more funding will need to be found.	The interviewees had the impression the coordination team was working hard on the redevelopment of the Stiemer. A few interviewees added that the coordination team seemed interested in the input of the inhabitants, and that they were able to explain the technical and scientific aspects of the project during the participatory meetings very well.	
Green-grey integration	Integration of green space/elements with (grey) infrastructure	24	To what extent was it possible to realize integration of green space/elements with (grey) infrastructure so that they complement each other?	4.14	1.4	A strategy for the development of the valley rims, where green and grey infrastructure meet, has been incorporated in the masterplan. These rims are planned to be developed in a 'green' way, be climate resistant, and to increase the accessibility to the valley. The concept of the green-grey valley rims has to be implemented still. The valley itself consists mainly of green and blue space, in which no integration with grey is wanted. Therefore, the relevance of this question is scored a bit lower.		
Contribution to multiple policy objectives	Biophysical/environmental	25	To what extent does U-GBI in the project area contribute to biophysical/environmental policy objectives (compared to what would have been potentially possible)? (E.g. conserving biodiversity, adapting to climate change, ...)	4.8	2	The Stiemerbeek project is strongly linked to the strategic policy plan of Genk, and its biophysical and environmental policy objectives: the project contributes to climate goals, reducing heat-stress, reallocating non-green land-use to public green spaces, etc.		
	Socio-cultural	26	To what extent does U-GBI contribute to socio-cultural policy objectives (compared to what would have been potentially possible)? (E.g. improving social cohesion, ...)	3.43	1.5	The Stiemerbeek project contributes to some socio-cultural policy objectives, but is experienced rather as an opportunity that presented itself (win-win) than as a hard project goal. There are several initiatives on the sides of the project that contribute to socio-cultural policy objectives by connecting people to each other (eg. 'Friends of Stiemer', 'The Garden of Betty', the garden allotments, etc.). Nonetheless, the city doesn't need the Stiemerbeek valley to achieve its socio-cultural policy goals, hence also the lower relevance score.	The interviewees did notice various sociocultural benefits resulting from the project. They saw an increase in the use of the new paths along the Stiemer, and therefore they valued them more. Furthermore, neighborhood gatherings around the Stiemerbeek were organized (supported by the city), which contributed to neighbors connecting to each other and to the surroundings. Also, through the Friends of the Stiemer, members have felt more connected to - and have more understanding for - other neighborhoods.	
	Economic	27	To what extent does U-GBI contribute to economic policy objectives (compared to what would have been potentially possible)? (E.g. supporting a green economy, ...)	2.33	1	As with socio-cultural policy objectives, the city doesn't need the Stiemerbeek to achieve its economic policy objectives, hence the lower relevance score. But when the opportunity occurs that economic objectives could be linked to the Stiemerbeek, this could make the project stronger. At the time of writing, the Stiemerbeek valley offered a few economic opportunities (Slagmolen) and micro-initiatives (Stiemerij's). Furthermore, through 'Stiemer deals' the project has tried to find win-wins between ecology, economy and people.		
Policy-instruments to support implementation	(Diversity of) policy-instruments to create/exploit U-GBI	28	Is the availability of instruments to implement (innovative) U-GBI sufficient? (Where there missed opportunities due to (lack of/wrong choice of) policy instruments? Were all policy instruments used that were available/optional?)	3.4	1.83	Most interviewees had the idea that the availability of policy instruments did not hamper the project. The project has been taken up in the strategy and the budget plan of the city of the coming years. Some (sub-)projects in the Stiemerbeek (Slagmolen en Schansbroek) have already been implemented with the policy instrument "land-planning" ('landinrichting'). For the other implementation of other (sub-)projects instruments still have to be identified and applied at the time of writing. However, some interviewees also recognized that adjustments to existing policy instruments, or the creation of new policy instruments, and availability of more resources, could support the realization of the project (better). E.g. policy instruments favouring subsidies for technologic solutions (such as traditional sewage systems, which are costly in the long term) over innovative (ecological) solutions (such as Sustainable Drainage Systems, which are cheaper in the long term compared to technologic solutions) would need to be adjusted.		
Mobilizing (external) support	Political support	29	To what extent was it possible to obtain (additional) political support to realize the envisioned U-GBI?	4.56	1.67	Since the beginning of the project, there was maximal political support on the municipal level from both the mayor and the city council. The enthusiasm from the local politicians triggered and motivated others to get involved. Political support at regional level is not elaborated on by the interviewees (therefore, unknown).		
	Financial support	30	To what extent was there successful acquisition of external financial support (deals with public or private partners, sponsors, loans, ...)?	3.43	2	Besides the funding through an EU research project, there has been no acquisition of external financial support. Some interviewees saw the collaboration with national (public and private) partners as a 'deal' and an attempt to acquire knowledge, creativity and capacity besides funds.		
	Social support	31	To what extent was it possible to mobilize society to support ... (stewardships, moral support, ...)?	4.25	2	It was not clear to the interviewees, to what extent societal support has been mobilized exactly, as this has not been measured. Nonetheless, all interviewees note there has been a strong emphasis on participation throughout the project. Since 2018, a new employee has been hired to actively create societal support. Multiple activities and events have been organised since. Communication with the public about the project, activities and events, has been both general and district oriented. The investment in creating societal support seems to have paid off: at the time of writing there is a core group of inhabitants working actively on the Stiemer, 'Vrienden van de Stiemer' ('Friends of Stiemer'), and there are several work groups and plenty of volunteers that assist in activities and events. Furthermore, actions such as the creation of a new cycling and walking path early in the project was deemed a good strategic decision, because by accessing the area inhabitants could use, explore and connect to the Stiemer valley early on in the project, which resulted in increased goodwill.	The participation process and the involvement of the Friends of the Stiemer resulted in wider public support for the project in Genk. Some interviewees said they heard inhabitants speaking positively about the project and the involvement of the Friends of the Stiemer, and several inhabitants became interested to join the Friends of the Stiemer. The Friends of the Stiemer described that they have the feeling they can contribute to the project, that they are responsible for caring for the area (which resulted in more social control and prevented, amongst others, people from illegally dumping waste in the Stiemer). They experienced an improved connection with other inhabitants of other neighborhoods and with the area. Concerning stewardship of the project, several inhabitants are actively involved with (voluntary) initiatives around the Stiemerbeek: doing maintenance and management work in parts of the Stiemerbeek (removing branches and dirt from the sewage out of the stream, removing exotic species, etc.), measuring groundwater levels, making Stiemer honey, Stiemer beer and Stiemer ice cream, researching the history of the area, giving tours, etc (at the time of writing). A few interviewees were disappointed that not more inhabitants were contributing to the maintenance and management of the area. Nevertheless, the existing initiatives were picked up by the media, and spread sometimes beyond the local magazines (e.g. NEOS magazine (Network for Entrepreneurial Seniors), which has contributed to the public support of the redevelopment project. Interviewees were generally positive about the project and its stewardship initiatives, which resulted in a feeling of co-ownership of the project and the area.	