



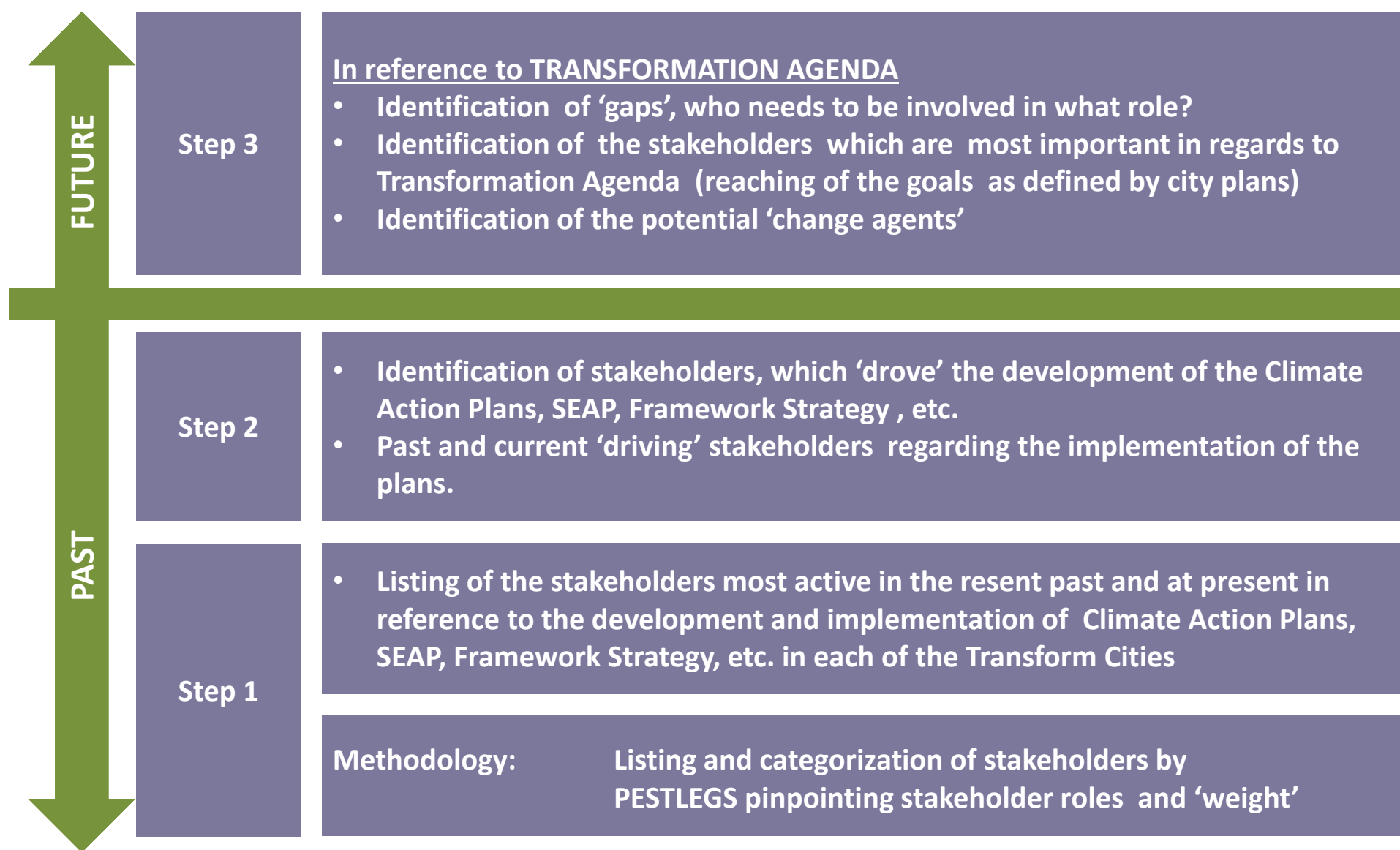
Stakeholder Mapping TRANSFORM: Work Package 2

Lyon









January 2015









Aim and Steps of Stakeholder Mapping in Transform



PESTLEGS categories and mapping symbols

-  **Political:** Citizenship Committee, Members of the Council
-  **Economic:** Chamber of Commerce, Banks, Investment Funds, ESCOs, Private Business, Developers etc.
-  **Social:** Churches, Associations, NGO's
-  **Technological:** Energy agencies, Energy Supply Companies
-  **Legal:** City Councils, etc.
-  **Environmental:** Environmental associations, consumer associations etc.
-  **Governance:** Local government, local administration
-  **Spatial:** Institutes of Architects/Engineers/Agencies/Built environment sector/Developers
-  **Other:** Research, educational establishments, schools, colleges, universities, Expert panels, consultants or organisations with specific expertise

Note: Some of the Stakeholders are involved in more than one category (i.e. economic, but also technological). In such case an additional coloured symbol is inserted next to the stakeholder name, providing the reference to the multiple roles and overlapping categorization of the particular stakeholder.

-  Stakeholder role on the entire city level/considering large scale or impact
-  Stakeholder role in a specific sector and/or in a specific area/district
-  'Driving' stakeholder
-  Stakeholder required in this role
-  Strengthening of the role of the stakeholder is required
-  Small role

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|-----------------------------|------------------|--------------|--------------|--------------------|--------------------------------|----------|---------------------|----------------|------------|
| Municipalities | ● | ● | | ● | | ● | ● | ● | |
| Grand Lyon | ● | | | ● | ● (limited 5% of territory) | ● | ● | ● | ● ● |
| Région Rhône Alpes | | | ● | | | ☼ | ● | ● | |
| State (national government) | | | ● | | | ☼ | ● | ● | ● |
| Citizen Council | | ● | | ● | | | | | |
| Conseil général du Rhône | | ● | | | | | | | |
| | | | | | | | | | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Economic | | | | | | | | | |
| CAPEB | | ● | ● | ● | | ☀ | | ● | |
| CCI de Lyon | | ● | | ● | | ☀ | | ● | |
| UI métallurgie | | ● | ● | ● | | ☀ | | | |
| UI chimie RA | | ● | ● | ● | | ☀ | | | |
| Marchants association (Tendance Presqu'île...°) | | ● | ● | ● | | ☀ | | ● | |
| BTP Rhône | | ● | ● | ● | | ☀ | | ● | |
| Clusters (LUTB, Tenerdis, IDEEL, Axelera, Erasme, APPEL...) | | ● | | ● | | ☀ | | ● | |
| Social housing landlords (GLH, OPAC..) | ● | ● | | ● | | | ● | ● | ✗ |

☀ Act of commitment

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Economic | | | | | | | | | |
| Chamber of Trades and Crafts | | ● | | ● | | ☀ | | ● | |
| Railway national company: SNCF | | | | | ● | ☀ | ● | ● | |
| Transport of goods and people): SYTRAL, Casino, point P, TNT, Kéolis, la poste | | | | | | ☀ | ● | ● | |
| Property developers | | | | | ● | ☀ | | ● | |
| Buildings materials manufacturies | | ●✘ | | ● | | ☀ | | ● | |
| Banks | | ✘ | | | | ☀ | ✘ | ✘ | |
| Service companies (insurance, interim, pension fund ...) | | | | ● | | ☀ | | ● | |
| Energy providers (EDF, Total, CNR, GDF Suez, Véolia, environnement, Cofely, energypool) ● | | ● | | | | ☀ | ● | ● | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Energy operators (GRDF, ERDF) ● | | ● | | | ● | ☀ | | ● | ✗ |
| Waste recovery companies (Sita) | | | | | | ☀ | | ● | |
| Véolia | | ● | | | | ☀ | | | |
| TIC companies (Siemens, IBM, orange, ATOS, Schneider) | | ✗ | | | | ☀ | | ● | |
| Bio/Chimical industries (BioMeyrieux, Solvay) | | ✗ | | | | ☀ | | ● | |
| Big consumers ● | | ✗ | | | | ☀ | | ✗ | |
| The Lyon Area Economic Development Agency (Aderly) | | ✗ | | | | | | | |
| Wood producers | | | ✗ | | | | | ✗ | |

Stakeholder Mapping Lyon

| Stakeholder Social | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|--|---------------------|--------------|--------------|-----------------------|--------------------|----------|------------------------|----------------|------------|
| Trade Unions property: UNIS | | ● | | | | ● | | | |
| Network of associations to improve housing and living conditions (Pact Arim) | | ● | | ● ✕ | | ● | | ● | |
| ABC HLM (federation of social landlords) | | ● | ● | | ● | ● | | | ● |
| Consumers non governmental associations | | | | | | | | | |
| Energy Ombudsman | | | | ✕ | | | | | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|--|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Technological | | | | | | | | | |
| Clusters (LUTB, Tenerdis, IDEEL, Axelera, Erasme, APPEL...) | | ● | | ● | | ☀ | | | |
| Energy operators (GRDF, ERDF) ● | | ● | | | ● | ☀ | | ● | |
| Heating and cooling systems operators ● | | | | | ✕ | | ✕ | ✕ | ✕ |
| Energy agregators(Energy Pool) | | ✕ | | ✕ | | | | | |
| Energy providers (EDF, Total, CNR, GDF Suez, Véolia environnement, Cofely, enercoop) ● | | ✕ | | | ✕ | | ✕ | ✕ | |

Stakeholder Mapping Lyon

| Stakeholder Legal | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|---------------------|--------------|--------------|-----------------------|--------------------------------------|----------|------------------------|----------------|------------|
| Municipalities | ● | | | ● | | | ● | ● | ● |
| SEPAL | | ● | ● | | | | | | |
| Unions energy management (Sigerly, SYDER) | ● | ✕ | | | ✕ | | ✕ | ✕ | |
| Grand Lyon | ● | | | ● | ● (limited 5% of territory) | ● | ● | ● | ● ● |
| Région Rhône Alpes | | | ● | | | | ● | | |
| State (national gouvernement) | | | ● | | | | ● | ● | |
| Conseil général du Rhône | | ● | | | | | | | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|-----------------------------------|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Environmental | | | | | | | | | |
| Ademe | | ● | | ● | | | ● | | |
| ALE agglomération ● | | ● | ● | ● | | ☼ | | ● | |
| Amorce | | ● | | ● | | ☼ | | | ●? |
| Rhône alpes Energie Environnement | | | | ● | | | | | |
| Air Rhône Alpes | | ● | | ● | | ☼ | | | ● |
| FRAPNA | | | | ● | | | | | |
| OREGES | | ● | | | | | | | ● |
| WWF | | | | ✗ | | | | | |
| Energy cities | | ✗ | | ✗ | | | | | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---------------|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Environmental | | | | | | | | | |
| Eurocities | | | ✘ | ✘ | | | | | |
| RAEE | | | ✘ | ● | | ☼ | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Stakeholder Mapping Lyon

| Stakeholder | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Governance | | | | | | | | | |
| Municipalities | ● | | | ● | ● | | ● | ● | ● |
| Conseil de développement | | ● | | | | | | | |
| Devolved administration (DDT, DREAL...) | | ✗ | ✗ | | | | | | |
| CCSPL | | ✗ | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Stakeholder Mapping Lyon

| Stakeholder Spatial | Role | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|------------------------------------|------|------------------|--------------|--------------|--------------------|-----------------|----------|---------------------|----------------|------------|
| Municipalities | ● | | | | | | ● | ● | ● | |
| Property developers | | | | | | ● | ☼ | | ● | |
| SNCF | | | | | | ● | ☼ | ● | ● | |
| Energy operators (GRDF, ERDF) | | | ● | | | ● | ☼ | | ● | ✗ |
| District heating Grids operators | | | | | | | | | | |
| Chambre de commerce et d'industrie | | | | | ● | | | ● | ● | |
| Chambre de Métiers | | | ● | | ● | | | ● | | |
| Developers of urban projects | | | | | | | | | | |

Stakeholder Mapping Lyon

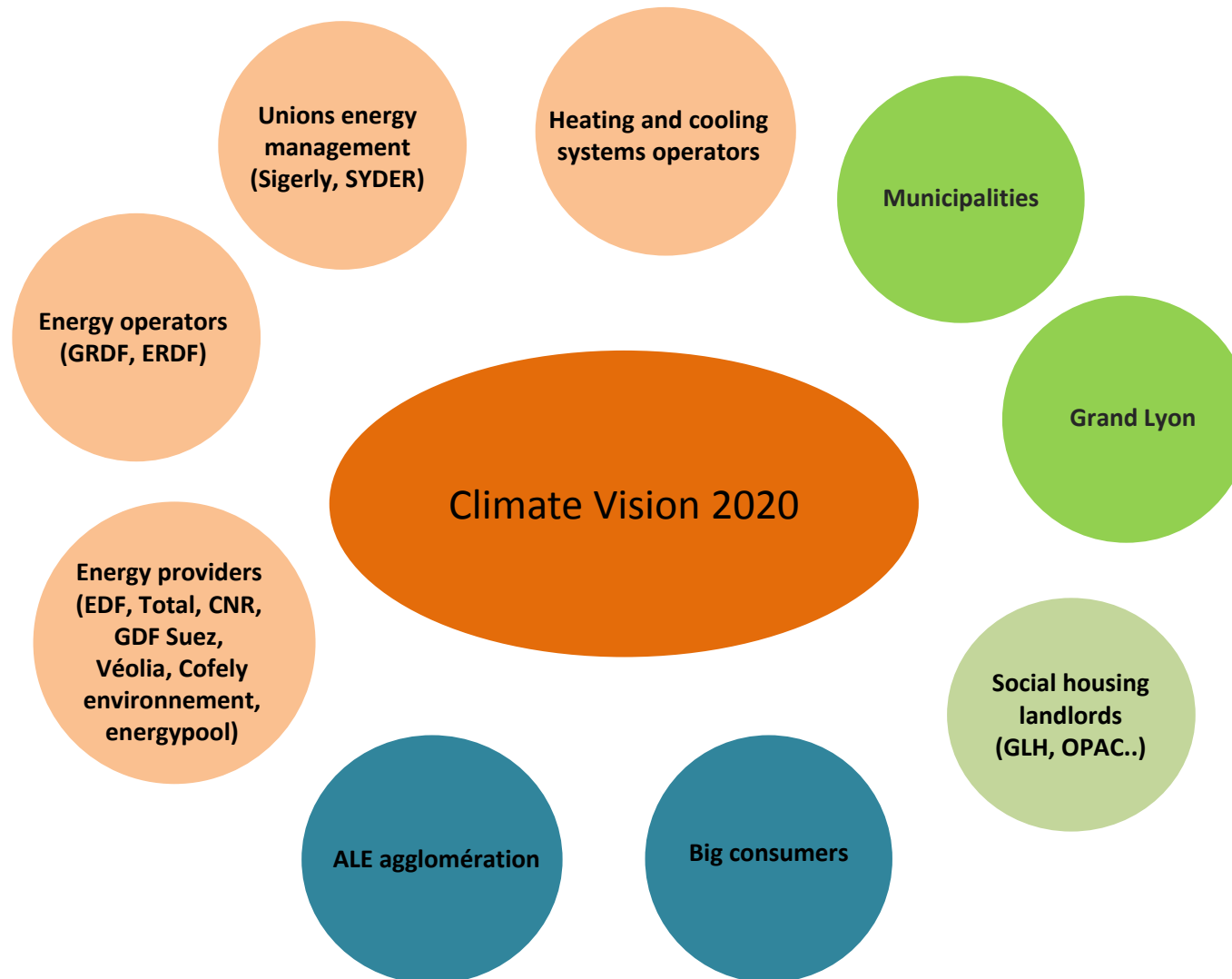
| Stakeholder Other (Educational...) | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|---------------------|--------------|--------------|-----------------------|--------------------|----------|------------------------|----------------|------------|
| SYTRAL | | | | | ● | | ● | ● | ● |
| Hospice civils de Lyon | | | | | | ● | ● | ● | |
| IFP | | | | | | | | ● | |
| Universities and research institutes (INSA, Centrale, ENTPE, UCBL ...) | | ✗ | | | | | | | |
| CSTB | | ✗ | | | | | | | |
| Efficacity | | ✗ | | | | | | | |
| INSEE | | ✗ | | | | | | | |
| CERA | | ✗ | | | | | | | ● |
| Agence d'urbanisme | | ✗ | | | | | | | |

Stakeholder Mapping Lyon

| Stakeholder Other (Educational...) | „Owner“ Planning | Consultation | Coordination | Awareness Building | Decision Making | Approval | Funding & Financing | Implementation | Monitoring |
|---|---------------------|--------------|--------------|-----------------------|--------------------|----------|------------------------|----------------|------------|
| FNCCR | | ✗ | | | | | | | |
| Training centers | | ✗ | | | | | | | |
| CEREMA | | ✗ | | | ✗ | | | | |
| National agency of certification/standard isation (AFNOR) | | ✗ | | | | | | | |
| Union of Private Forest Producers | | ✗ | ✗ | | | | | | |

● Driving Stakeholders at present and in the recent past (Climate Vision 2020)

- Public
- Semi - Public
- Utilities
- Private
- Citizens
- Research



Key Stakeholders to be considered in TA

