



# Success Factors of Participatory Processes in Urban Development

A Reflection in the Context of Implementing the Smart City Wien Framework Strategy

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# Problem at Hand



## The Smart City Wien Framework Strategy - SCWR



3 dimensions...

- **Resources** - radical resource conservation
- **Innovation** - development and productive use of innovations/ new technologies
- **Quality of Life** - high, socially balanced quality of life

Declared Goal...

**Integrative urban development** fostered by continuing the **participatory process**.

→ *What should the future, broad-based implementation process be like?*

## Best Practices: Analysis of Participatory Processes

4 case studies...

- **HafenCity Hamburg**
- **Zurich-West**
- **Vienna-Liesing Mitte**
- **Kabelwerk Vienna-Meidling**

Numerous „**special qualities**“ ...

derived from the best practice analyses and allocation by criteria

= *success factors!*

## Results - Success factors of participatory processes (1/8):

...division of the  
process into  
separate phases.

- To provide some **orientation**
- To **reduce complexity**
- Possibility of **quality control, reflection** and further **development**

*Process quality determines outcome quality.*

## Results - Success factors of participatory processes (2/8):

... paying special  
attention to the  
initial phase.

- **Avoiding mistakes** especially at the outset
- Defining **process design**
- Allowing for **leeways of action**
- **Involving citizens** at the **earliest possible moment**

*e.g. „Facilitation“ as a method to generate a common  
understanding of the problems at hand*

## Results - Success factors of participatory processes (3/8):

... involvement of  
relevant  
stakeholders.

- Generating an **interested general public**
- Identifying the **groups concerned** (e.g. target group analysis)
- Taking account of the **interests of all groups concerned**
- Actively engage the interests of **hard-to-reach population groups**
- Involving **potential opponents** from the start

*e.g. random selection as a suitable method*

## Results - Success factors of participatory processes (4/8):

... openness to  
ideas.

- Entails **innovation, dynamism** and **further development**
- Requires **willingness**
- Creating a „**field**“ or „**network**“ for pooling knowledge
- Using the **Internet** as a central driver
- **Collective knowledge** may be **superior** to the know-how of experts

*e.g. „Art of Hosting“ (AoH) , „Open Innovation“ , „Crowdsourcing“  
as methods*

## Results - Success factors of participatory processes (5/8):

... simultaneity  
of product and  
process.

- Evolving the **product** (the plan) **simultaneously** with the **process**
- **Dynamic process**
- Causes changes in the awareness and behaviour of citizens
- Loops allow **feedback from and to the general public**
- **Involving the population** more intensively

*Taking account of the feedback*

## Results - Success factors of participatory processes (6/8):

...attractiveness  
of process  
design.

- Clearcut and rhythmic process structuring
- Phases of **individual work** alternate with **dialog-based-co-operative exchange**
- Creating shared **emotional elements**
- Positive **stories**, joint **experiences**
- **Celebrating success** together
- Stimulating **trust**

## Results - Success factors of participatory processes (7/8):

... external  
communication.

- **Key factor** of participatory processes
- Developing a **communication concept**
- Who – when – with what – via what
- **Means of information?**
- Which **methods?**
- Informative/consultative/co-operative formats result in **different benefits**

## Results - Success factors of participatory processes (8/8):

... conducive  
attitude and  
values.

- „**Honest curiosity**“
- Dialogue on **equal terms** (e.g. round table)
- Willingness to **change perspective** (e.g. dyrade method)
- **Mutual respect** (e.g. non-violent communication method)
- The „**Big Five**“: honesty – reliability – transparency – clarity – a light touch

*Values accompany the entire participatory process.*

## Conclusion

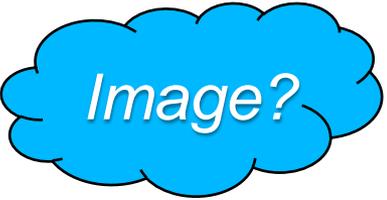
Professionally assisted participation can...

- + bring projects **closer to the citizens** („join-in project“),
- + **improve the image** of projects,
- + help to better **exploit innovation potentials**,
- + generate **networks** and „**comprehensive knowledge**“.



Join-in !

Challenge lies...



Image?

...in the **abstract image** of projects,

...in the **generation of an interested general public** with a common understanding of the problems at hand.

→ ***Individual projects rooted in local conditions should create possibilities of actively experiencing and testing.***



LOCAL  
PROJECT



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